

The Influence of Transformational Leadership Style and Big Five Personality on Organizational Citizenship Behavior in Civil Servants of West Nusa Tenggara Province

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Article Info	ABSTRACT
Keywords: Transformational Leadership Style, Big Five Personality, Organizational Citizenship Behavior (OCB), ASN, NTB.	<p>This study aims to analyze the influence of Transformational Leadership Style and the Big Five Personality traits on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the Health Department, the Population and Civil Registration Department, and the National Population and Family Planning Agency in Mataram City and West Lombok Regency, West Nusa Tenggara Province. The Transformational Leadership Style is measured using the Multifactor Leadership Questionnaire (MLQ) Form 5X, which encompasses four main dimensions: idealized influence/charisma, individualized consideration, inspirational motivation, and intellectual stimulation. Meanwhile, the Big Five Personality traits include Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness. This research employs a quantitative method with a survey approach. The study sample consists of 233 respondents selected based on Isaac and Michael's sample size determination table, with a 5% error level. Data is analyzed using multiple regression to determine the influence of each independent variable on the dependent variable. The results show that Transformational Leadership Style, Extraversion, Openness, Agreeableness, and Conscientiousness significantly influence OCB, whereas Neuroticism does not have a significant influence. Overall, Transformational Leadership Style and the Big Five Personality traits collectively have a significant influence on OCB. This study provides important contributions to the understanding of factors influencing OCB in the public sector, particularly within the context of the NTB Provincial Government. The managerial implications of these findings include the importance of developing supportive leadership styles and nurturing certain personality traits to encourage voluntary behaviors beneficial to the organization. Further research could explore other potential factors influencing OCB in the ASN work environment.</p>
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INTRODUCTION

Human Resources are not only a tool but also a driving force to achieve organizational goals collectively. Civil Servants (ASN) are one of the human resources that play a crucial role in achieving the goals set by the government (Prasetya, 2016). As stated by Mathis and Jackson (2006),

institutions with strong human resources will be winners because human resources are dynamic components that can determine the success or failure of an organization.

ASN, as state servants, are expected to have a sincere devotion to the country and society. They dedicate themselves to serving the public interest and contributing to the development and progress of the country. They have the responsibility to provide the best services to the public, be responsive to the needs of the community, work to improve the quality of life and public welfare. The government should not overlook the role of ASN employees. The success or failure of an organization is often determined by its human resources, thus it is logical that organizations with strong human resources will prevail.

According to the Basic Staffing Law No. 43 of 1999, members of state apparatus, civil servants, and state employees are referred to as Civil Servants (ASN) in the amendment to Law No. 8 of 1974 on Staffing Principles. Pancasila, the 1945 Constitution, the State, and the government are all principles that must be upheld and adhered to by ASN, and it is their responsibility in carrying out development and governance. Pushaita (in Lubis, 2009) states that ASN plays an important role in the existence of a country.

As an integral part of Human Resources (HR), ASN has a crucial role in achieving the success of government organizations. The performance of ASN employees is considered a benchmark for the success of the organization in achieving its goals. Mangkuprawira (2007) emphasizes that the expected performance of ASN employees involves aspects of discipline, motivation, initiative, and the ability to face challenges.

In this context, government organizations are mandated to optimize the performance of ASN employees to achieve excellence. ASN employees, as state servants, are expected to make maximum contributions to national development. The performance of ASN employees not only affects individual performance but also impacts group performance and the overall performance of government organizations.

The evaluation of ASN employee performance can be seen from their ability to perform tasks according to the responsibilities listed in their main duties and functions (tupoksi), including public services, administrative management, policy-making, and the implementation of government programs. Work performed in accordance with tupoksi is referred to as intra-role behavior.

Extra-role behaviors include positive behaviors that support the institution, such as good morale, compliance with regulations and procedures, and voluntary behaviors within the institution known as Organizational Citizenship Behavior (OCB) (Nisa et al., 2022). However, government organizations expect ASN employee work behavior to not be limited to intra-role behavior but also

involve extra-role behavior beyond tupoksi, known as Organizational Citizenship Behavior (OCB) as described by Organ (2002). This extra-role behavior includes positive contributions that are not formally required, such as helping colleagues and participating in social initiatives, which can enhance the efficiency and effectiveness of the organization.

According to Organ, Podsakoff, and MacKenzie (2006), organizational citizenship behavior (OCB) occurs when someone goes beyond their call of duty at work, is not explicitly tied to the compensation system, yet helps the company run more smoothly. Examples include staying late, helping colleagues with their work, and engaging in activities without direct supervision. According to Frances (cited in Muchiri, 2002), OCB is defined as “voluntary behavior that goes beyond the role description defined by the organization.” However, it has a direct correlation with job satisfaction and helps the organization run more smoothly. In other words, OCB is defined as behavior that consistently places the needs of others above one's own needs. This manifests in taking steps that do not directly benefit one's personal interests but rather provide greater benefits to society as a whole. Voluntary behavior that is not part of the job description, spontaneous behavior that is not ordered or suggested by others, behavior that feels responsible for the continuity of the organization, and behavior that is not easily taken and appreciated through performance evaluations are examples of organizational citizenship behavior (OCB) explained by Lepine (2002).

High OCB among ASN employees indicates generally good work behavior; meaning, ASN employees not only carry out their main tasks but also strive to help colleagues in difficulty, use their time well, maintain workplace cleanliness, identify and eliminate potential hazards to the company, be open to new ideas, and consistently produce high-quality results (Rahayu, 2005). According to previous definitions, OCB is voluntary work performed by employees that contributes to business performance but is not formally recognized as compensation.

Because OCB behavior smooths social contacts among ASN in government organizations and minimizes the possibility of disputes, Borman & Motowidlo (in Muchiri, 2002) state that it can improve organizational performance. According to research conducted by Aisy, Tulhusnah, and Pramesthi (2022), OCB significantly enhances ASN performance.

There are five features involved in forming OCB, as shown by Organ (2006). Here are the five components: (a) Prudence, which goes beyond what is required of an employee but is entirely voluntary. Characteristics of this behavior include neatness, punctuality, caution, self-control, and reliability. (b) Altruism, sometimes known as selfless service, is the practice of helping others, either within organizational responsibilities or in personal matters. (c) Civic virtue is the act of being willing to take responsibility for the organization's survival, providing beneficial criticism, and supporting and protecting the organization's goals. (d) Courtesy is the effort to avoid unpleasant situations at work

by interacting politely with other employees and outsiders. A courteous person is kind and considerate towards others. (e) Good sportsmanship indicates a willingness to face setbacks and work together to find solutions rather than blame others. A person with good sportsmanship will act positively and refrain from making unnecessary complaints.

An increase in organizational performance is anticipated when ASN employees exhibit high levels of Organizational Citizenship Behavior (OCB). ASN employees must demonstrate increased competence, responsiveness, and alertness in their work, and take personal responsibility for organizational performance on behalf of the government. Previous research indicates that OCB has a positive influence on government organizations. For instance, Lestari and Ghaby (2018) found that OCB has a positive and significant impact on employee performance. There is a favorable correlation between OCB and job satisfaction as well as organizational commitment, as demonstrated by Shafazawanaetal (2016). Additionally, high OCB occurs among employees who find satisfaction in their jobs. Organizational citizenship behavior (OCB) results from attitudes underlying basic work commitment, which in turn is influenced by job satisfaction. Employees' intention to leave may be influenced by the OCB of an ASN employee.

Susanti & Wahidi (2020) found that organizational commitment and organizational citizenship behavior significantly impact the desire to leave the company. The tendency for employees to leave decreases as the quality of their OCB increases. Similarly, the tendency for employees to leave decreases proportionally to their level of organizational involvement. Beyond that, job satisfaction will be affected if employees exhibit strong organizational citizenship behavior. According to Sahrah (2012), there is a statistically significant positive relationship between employees' OCB and job satisfaction. This indicates that employees are satisfied with their work environment, have self-control, and can complete projects on time. Thus, based on previous research, OCB behavior has a positive (beneficial) impact when applied in a government organization. With OCB behavior within ASN employees, a good government environment will be created, achieving high organizational quality, fostering good relationships between employees and superiors, forming ASN employee dedication, and building good governance.

However, in reality, ASN employees in Indonesia are still far from delivering good results, as society now complains about a lack of transparency, unethical practices, and slow service delivery. Data from Transparency International Indonesia (TII) shows that out of 180 countries, Indonesia ranks 89th in the Corruption Perception Index (CPI), making it difficult for the public to trust accountability. Meanwhile, according to Human Capital World Economic Forum statistics, the quality of ASN staff in Indonesia in 2019 was worse compared to Malaysia and Thailand. Public distrust in the performance of the apparatus and the declining quality of ASN employees create negative perceptions towards the

organization. Because state apparatus cannot fulfill their responsibilities and are perceived as parasites to society and the country, society views that it only drains resources. Reports of unethical behavior by ASN in service delivery, delays in service provision, or not coming to work without clear reasons often appear in print and online media (The Columnist, 2022).

This indicates that the apparatus in Indonesia, namely ASN, lacks empathy for the suffering of the people and neglects their obligations as state and public servants, due to the declining quality of human resources nationwide. Another example is the rampant disciplinary violations in government organizations. Bima Haria Wibisana, Director of the National Civil Service Agency (BKN), claimed there were 235 incidents of disciplinary violations committed by ASN employees this year (Finance Detik, 2022).

This aligns with what has been previously found about how poor organizational attitudes such as lateness (tardiness), absenteeism, and taking leaves are caused by a lack of OCB in the workplace (Lestri & Jatnika, 2014; Smith, Micich, & McWilliams, 2016; Zaabi, Smith, Micich, & McWilliams, 2016). Previous research shows that many employees are significantly late or leave early. Additionally, there are certain employees who like to chatter, engage in activities outside of work, smoke during work, or even play video games to pass the time.

METHOD

Research Variables

This study utilizes two types of variables: dependent and independent variables. The variables used in this research are: the dependent variable, Organizational Citizenship Behavior (Y), and the independent variables, which consist of Transformational Leadership Style (X1), Neuroticism (X2), Extraversion (X3), Openness (X4), Agreeableness (X5), and Conscientiousness (X6).

Research Subjects

The participants of this study serve as the data exploration source and represent the population, focusing on the Civil Servants (ASN) of the West Nusa Tenggara (NTB) Provincial Government as the main population. According to Sugiyono (2013), a sample is a representative portion of the population that reflects the number and composition of the overall population. In this study, the sample is drawn from ASN and Government Employees with Work Agreements (PPPK) across several agencies, namely the Health Office (Dinkes) and the Population and Civil Registration Office (Dukcapil) in the Mataram City Government, the West Lombok District Government, and the National Population and Family

Planning Board (BKKBN) in the NTB Provincial Government. The sampling technique used is purposive sampling, with criteria including staff with ASN and PPPK status who have at least two years of work experience and leadership positions held for at least six months. The total sample consists of 233 respondents, with 173 being Civil Servants (ASN) or 74.2%, and 60 Government Employees with Work Agreements (PPPK) or 25.8%. Most respondents come from the Health Office of Mataram City, representing 36.5% of the total sample, followed by the Population and Civil Registration Office of Mataram City with 25.8%, the West Lombok District Government (including Health and Dukcapil offices) with 22.7%, and the NTB Provincial BKKBN with 15.0%. Regarding work tenure, the majority of respondents have between 2 to 5 years of service, accounting for 36.5% of the total sample. The respondents' positions are divided into 72.1% staff and 27.9% leadership. This data provides a comprehensive overview of the distribution of respondents' characteristics used in the study, including composition by agency, employment status, tenure, and position.

Data Collection Methods

To obtain in-depth and comprehensive data on the performance of civil servants (ASN) in West Nusa Tenggara (NTB), this study employs various proven effective data collection techniques. The first technique used is library research. Library research involves reviewing relevant literature to understand theories, concepts, and previous studies related to the research topic. By examining various references, researchers can develop a strong theoretical foundation and gain insights into the challenges and factors affecting ASN performance in NTB. This library research also helps identify existing research gaps and directs the study's focus on under-explored issues.

Next, direct interviews are conducted with human resource management (HRM) personnel in various ASN agencies and the general public. These interviews aim to gain direct perspectives on ASN conditions and performance. By interacting directly with decision-makers and those who interact with ASN, researchers can obtain deeper information and nuances that do not always emerge from documents or questionnaires. This interview process allows researchers to explore factors influencing ASN performance, including implemented policies, work environment, and ASN attitudes and behaviors.

Observation techniques are used to directly observe ASN behavior and interactions in their work environment. This observation involves watching daily activities, such as task execution, coworker interactions, and public communication. This technique allows researchers to see firsthand how theories and data collected from interviews and documents are applied in daily practice. Observation also helps identify behavioral patterns that might not emerge in interviews or questionnaires. For instance, researchers can note the extent of ASN showing altruistic attitudes, discipline, and organizational involvement, as well as how they handle conflict or challenges at work.

Additionally, questionnaires are used to collect quantitative data from ASN. The questionnaires are designed to evaluate various aspects of Transformational Leadership style, personality traits, and OCB behaviors among ASN. The questionnaires are administered face-to-face to ensure respondents' proper understanding and accurate data collection. These questionnaires include relevant questions on key research dimensions, and the collected data are processed for quantitative analysis of the relationships between the studied variables.

The scales used in this study have been adapted and proven to have high validity and reliability. There are three main scales employed: the Organizational Citizenship Behavior (OCB) scale, the Transformational Leadership style scale, and the Big Five Personality dimensions scale. The OCB scale measures five main dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. The Transformational Leadership style scale measures indicators such as idealized influence/charisma, individualized consideration, inspirational motivation, and intellectual stimulation. Meanwhile, the Big Five Personality dimensions scale measures five main personality traits: Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness.

Research Implementation

Before conducting the research, the researcher prepares by drafting a research proposal and instruments based on the aspects of each research variable. The research proposal includes objectives, methodology, and hypotheses to be tested, while the research instruments are designed to accurately

and validly measure the relevant variables. With thorough preparation, researchers can ensure the study proceeds as planned and produces valid and reliable data for further analysis.

Data Analysis Methods

Research preparation begins with drafting the proposal and research instruments designed based on the indicators of each variable to be studied. The research proposal serves as a detailed work plan outlining the research objectives, methodology, and steps, while the research instruments such as questionnaires are prepared to measure the research variables according to predetermined indicators. Before conducting the main data analysis, several prerequisite tests must be performed to ensure that the data meet the basic assumptions necessary for valid and reliable statistical analysis.

RESULTS AND DISCUSSION

The research results elaborate on the data analysis, which includes the validity and reliability tests of the Transformational Leadership Style scale, descriptive data analysis, data categorization, classical assumption tests, multiple linear regression analysis, the coefficient of determination, and hypothesis testing. The detailed results of the data analysis are as follows:

1. Validity and Reliability of the Transformational Leadership Style Instrument

Validity testing refers to the accuracy of the measurement tool in providing accurate results. Meanwhile, reliability testing examines whether the measurement tool is consistent and dependable enough to yield stable results upon repeated measurements.

Table 1 Results of Validity and Reliability Tests

No Item Skala	<i>Item Total Correlation</i>	R Tabel (N, 50 α = 0,05)	Explanation	<i>Cronbach Alpha</i>	Explanation
P1	0.674	0.284	Valid		Reliabel
P2	0.612	0.284	Valid		Reliabel
P3	0.681	0.284	Valid		Reliabel

P4	0.688	0.284	Valid		Reliabel
P5	0.799	0.284	Valid		Reliabel
P6	0.633	0.284	Valid		Reliabel
P7	0.481	0.284	Valid		Reliabel
P8	0.597	0.284	Valid		Reliabel
P9	0.623	0.284	Valid		Reliabel
P10	0.771	0.284	Valid	0,926	Reliabel
P11	0.697	0.284	Valid		Reliabel
P12	0.754	0.284	Valid		Reliabel
P13	0.721	0.284	Valid		Reliabel
P14	0.313	0.284	Valid		Reliabel
P15	0.658	0.284	Valid		Reliabel
P16	0.710	0.284	Valid		Reliabel
P17	0.696	0.284	Valid		Reliabel
P18	0.788	0.284	Valid		Reliabel
P19	0.768	0.284	Valid		Reliabel
P20	0.642	0.284	Valid		Reliabel

Based on Table 1, the validity test results show that all calculated r-values are greater than the table r-value of 0.284, indicating that all items on the Transformational Leadership Style scale are valid. As for the reliability test, the Cronbach's Alpha value obtained is 0.926, meaning that the Transformational Leadership Style scale is reliable, as it is greater than the threshold value of 0.60 ($0.926 > 0.60$).

2. Description of Research Data

Understanding what people do well and poorly in research requires data description. The range, minimum, maximum, standard deviation, and mean are the variables determined in the empirical and

hypothetical score data. The research data consists of 6 independent variables: Transformational Leadership Style (X1), Neuroticism (X2), Extraversion (X3), Openness (X4), Agreeableness (X5), and Conscientiousness (X6), and 1 dependent variable, namely Organizational Citizenship Behavior (Y). The descriptive data analysis is as follows :

a. Organizational Citizenship Behavior (OCB)

The Organizational Citizenship Behavior (OCB) scale consists of 27 components, with each component rated on a scale from 1 to 5. With a minimum score of 27 (27 items x 1) and a maximum score of 135 (27 items x 5), the possible score range is 108 (135 - 27). In a normal distribution, the hypothetical standard deviation (SD) is determined to be 18, obtained by dividing the score range of 108 by 6, reflecting six standard deviation intervals from the mean. The hypothetical mean, which is the midpoint between the maximum and minimum scores, is 81, calculated from $(135 + 27) / 2 = 81$.

Empirical scores indicate that the mean OCB score is 110.81 with a standard deviation of 13.569. This difference shows that the OCB scores obtained from the respondents are significantly higher than the hypothetical mean, indicating a higher level of engagement and organizational citizenship behavior in the studied population. The high variability, as reflected in the standard deviation, indicates significant differences in OCB assessments among respondents.

This analysis illustrates the dynamics and complexity in the distribution of OCB, with empirical data showing that the distribution and level of OCB engagement vary substantially among individuals. These findings highlight the importance of considering variability in the interpretation of research results to gain a deeper understanding of organizational citizenship behavior in a broader context.

b. Transformational Leadership Style

The Transformational Leadership Style scale consists of 20 items, with each item rated from 1 to 5. Therefore, the minimum score that can be achieved is 20 (20 items x 1) and the maximum score is 100 (20 items x 5), resulting in a score range of 80 (100 - 20). In the context of a normal distribution, the hypothetical standard deviation (SD) is calculated to be 13.2, obtained by dividing the score range of 80 by 6, reflecting six standard deviation intervals from the mean. The hypothetical mean for this scale is 60, calculated as the midpoint between the maximum and minimum scores, i.e., $(100 + 20) / 2 = 60$.

In this study, the empirical scores show a minimum value of 55 and a maximum value of 100, with a range of 45 (100 - 55). The empirical standard deviation obtained is 12.381, while the empirical mean is 77.21.

The significant difference between the empirical mean and the hypothetical mean indicates that the level of application of transformational leadership style among respondents is higher than the hypothetical average. The variability observed in the relatively large standard deviation indicates substantial differences in the assessment of transformational leadership style among respondents. These findings emphasize the importance of considering variation in the application of leadership styles to gain deeper insights into leadership dynamics within organizations and to understand how these factors can influence leadership performance and effectiveness in a broader context.

c. Neuroticism (Emotional Stability)

The Neuroticism (Emotional Stability) scale in this study consists of 5 items, each rated from 1 to 5. The minimum score possible is 5 (5 items x 1) and the maximum score is 25 (5 items x 5), resulting in a score range of 20 (25 - 5). For calculating the standard deviation (SD) in normally distributed data, with 6 standard deviation intervals (3 on each side of the mean), the hypothetical SD is 3.3, obtained by dividing the score range of 20 by 6. The hypothetical mean is calculated as the average of the maximum and minimum scores, i.e., $(25 + 5) / 2 = 15$.

Empirical scores for the Neuroticism (Emotional Stability) scale, obtained from respondents' questionnaire responses, show a minimum score of 5 and a maximum score of 25, yielding a range of 20 (25 - 5). The empirical standard deviation is 5.681, with an empirical mean of 15.19.

This analysis indicates that the range of empirical scores is broader and the variability is higher compared to the hypothetical values. Although the empirical mean is close to the hypothetical mean, the distribution of scores shows greater variability among respondents' assessments of Neuroticism (Emotional Stability).

This reflects that the distribution of Neuroticism scores among respondents is more varied, with some individuals rating themselves as very emotionally stable and others feeling less stable. The study highlights the dynamic and continuous nature of data interpretation, where the differences between hypothetical and empirical scores provide deep insights into how respondents perceive their emotional stability. The more varied score distribution suggests diverse perceptions of emotional stability among

respondents, reflecting varying levels of emotional stability. This study provides a strong foundation for understanding Neuroticism characteristics among the studied population and emphasizes the importance of standard deviation and mean in describing the dynamic and continuous nature of score distributions.

d. Extraversion

The Extraversion scale in this study consists of 5 items, each rated from 1 to 5. The minimum score possible is 5 (5 items x 1) and the maximum score is 25 (5 items x 5), resulting in a score range of 20 (25 - 5). For calculating the standard deviation (SD) in normally distributed data, with 6 standard deviation intervals (3 on each side of the mean), the hypothetical SD is 3.3, obtained by dividing the score range of 20 by 6. The hypothetical mean is calculated as the average of the maximum and minimum scores, i.e., $(25 + 5) / 2 = 15$.

Empirical scores for the Extraversion scale, obtained from respondents' questionnaire responses, show a minimum score of 12 and a maximum score of 20, resulting in a range of 8 (20 - 12). The empirical standard deviation is 1.949, with an empirical mean of 15.86. This indicates that the range of empirical scores is narrower than the hypothetical range, but the empirical mean remains close to the hypothetical mean.

This reflects that the distribution of Extraversion scores among respondents tends to be concentrated around the middle value, with lower variability compared to the full possible range. In other words, most respondents provided responses close to the middle of the Extraversion scale, with fewer extreme scores at the low or high ends of the scale. This suggests that perceptions of extraversion among respondents are relatively uniform and not highly varied. Thus, most respondents have similar levels of extraversion, making the score distribution narrower and more focused around the central value.

This analysis reflects the dynamics and continuity in data interpretation. The differences between hypothetical and empirical scores provide insights into how respondents assess their extraversion. Despite some variation, the more centered score distribution indicates uniformity in responses, reflecting a fairly consistent perception of extraversion among respondents. This study provides a strong foundation for understanding Extraversion characteristics among the studied population and emphasizes the importance of standard deviation and mean in describing the dynamic

and continuous nature of score distributions. These findings underscore the need for in-depth and structured analysis to interpret research results holistically, ensuring that the data obtained is both accurate and relevant in a broader context.

e. Openness

The Openness scale in this study consists of 5 items, each rated from 1 to 5. Thus, the minimum possible score is 5 (from 5 items each scored 1) and the maximum score is 25 (from 5 items each scored 5), resulting in a score range of 20 (25 - 5). For calculating the standard deviation (SD) in the context of normally distributed data, which has 6 standard deviation intervals (3 on each side of the mean), the hypothetical SD is 3.3, obtained by dividing the score range of 20 by 6. Additionally, the hypothetical mean is calculated as the average of the maximum and minimum scores, i.e., $(25 + 5) / 2 = 15$.

Empirical scores for the Openness scale were obtained from respondents' questionnaire answers. In this context, the minimum empirical score is 10 and the maximum empirical score is 21, resulting in a range of 11 (21 - 10). The empirical standard deviation is 2.276, with an empirical mean of 15.51. This indicates that the range of empirical scores is narrower compared to the hypothetical range, but the empirical mean remains close to the hypothetical mean. This suggests that the distribution of Openness scores among respondents tends to be concentrated around the middle value, with lower variability than the full possible range.

This analysis reflects the dynamics and continuity in data interpretation, where the differences between hypothetical and empirical scores provide deep insights into how respondents assess their openness. Despite some variation, the more centralized score distribution indicates uniformity in responses, reflecting that respondents have a relatively consistent perception of openness. This study provides a strong foundation for understanding Openness characteristics among the studied population and underscores the importance of standard deviation and mean in describing the dynamic and continuous nature of score distributions.

f. Agreeableness

The Agreeableness scale consists of 5 items, each rated from 1 to 5. Therefore, the minimum score on the Agreeableness scale is 5 (5 items x 1) and the maximum score is 25 (5 items x 5), resulting in a score range of 20 (25 - 5). In a normal distribution, the hypothetical standard deviation (SD) is

calculated to be 3.3, obtained by dividing the score range of 20 by 6, representing six standard deviation intervals around the mean. The hypothetical mean for this scale is 15, calculated as the average of the maximum and minimum scores, i.e., $(25 + 5) / 2 = 15$.

Empirical data show that the minimum score is 14 and the maximum score is 25, with a range of 11 (25 - 14). The empirical standard deviation obtained is 2.486, and the empirical mean is 19.82.

The difference between the empirical and hypothetical means indicates that the level of Agreeableness among respondents tends to be higher than the estimated average. The lower variability in the standard deviation suggests that Agreeableness ratings are more concentrated around a higher middle value, indicating relatively high consistency in Agreeableness scores among respondents. These findings reflect a shift in perceptions of Agreeableness and highlight the importance of understanding the differences between empirical and hypothetical results to provide deeper insights into the characteristics of Agreeableness within the studied population.

g. Conscientiousness

The Conscientiousness scale consists of 5 items, each rated from 1 to 5. Thus, the minimum score on this scale is 5 (5 items x 1) and the maximum score is 25 (5 items x 5), resulting in a possible score range of 20 (25 - 5). In a normal distribution, the hypothetical standard deviation (SD) is calculated to be 3.3, obtained by dividing the score range of 20 by 6, representing six standard deviation intervals around the mean. The hypothetical mean for this scale is 15, calculated as the average of the maximum and minimum scores, i.e., $(25 + 5) / 2 = 15$.

Empirical data show that the minimum score is 4 and the maximum score is 25, with a range of 21 (25 - 4). **The empirical standard deviation obtained is 3.194, and the empirical mean is 18.96.**

The difference between the empirical mean and the hypothetical mean indicates that the level of Conscientiousness among respondents tends to be higher than the estimated average. The relatively high variability in the standard deviation shows significant variation in Conscientiousness ratings among respondents. These findings reflect differences in Conscientiousness characteristics among individuals and highlight the importance of understanding the discrepancies between empirical and hypothetical results to gain a deeper insight into Conscientiousness behavior and characteristics within the studied

population. The results of the hypothetical and empirical scores are presented in Table 2 below.

Table 2 Empirical and Hypothetical Data Description

Variabel	Hipotik				Empirik			
	Min	Max	Mean	SD	Min	Max	Mean	SD
Y	27	135	81	18	83	135	110,81	13,569
X1	20	100	60	13,33	55	100	77,21	12,381
X2	5	25	15	3,33	5	25	15,19	5,681
X3	5	25	15	3,33	12	20	15,86	1,949
X4	5	25	15	3,33	10	21	15,51	2,276
X5	5	25	15	3,33	14	25	19,82	2,486
X6	5	25	15	3,33	4	25	18,96	3,194

Explanation

Y : *Organizational Citizenship Behavior*

X1 : *Transformational Leadership Style*

X2 : *Neuroticism*

X3 : *Extraversion*

X4 : *Openness*

X5 : *Agreeableness*

X6 : *Conscientiousness*

Categorization Results

This study categorized data on the OCB scale, Transformational Leadership style, and the five dimensions of Big Five Personality (Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness) to obtain more detailed information about the subjects' conditions. The underlying premise of this approach is that group scores provide a good indication of individual scores. Each scale has three levels: high, moderate, and low (Azwar, 2016). The data categorization formula is presented in Table 3.

Table 3 Data Categorization Norms

Kategori	Interval Skor
$x < \mu - \sigma$	Rendah
$\mu - \sigma < x < \mu + \sigma$	Sedang
$x > \mu + \sigma$	Tinggi

Explanation **

x: Subject Scores

μ : Mean Hipotetik

σ : Hypothetical Standard Deviation

Categorization norms were used to classify the variables of Organizational Citizenship Behavior (OCB), Transformational Leadership style, and the five dimensions of Big Five Personality (Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness). This categorization facilitates understanding of respondent profiles. For OCB, respondent scores were categorized into high, moderate, and low levels, providing an overview of the organizational citizenship behavior. Transformational Leadership scores were also categorized into high, moderate, and low levels, helping to understand perceptions of the leadership style in practice. For the Big Five Personality dimensions, scores were categorized for each dimension: Neuroticism reflects emotional anxiety, Extraversion measures social activity, Openness indicates openness to new experiences, Agreeableness shows friendliness, and Conscientiousness assesses diligence and responsibility. This categorization provides clear insights into personality traits and leadership styles among ASN (State Civil Apparatus) in Dinkes, Dukcapil Kota Mataram, Kabupaten Lombok Barat, and BKKBN NTB Province. The details are as follows :

a. Categorization of Organizational Citizenship Behavior (OCB)

The results of the categorization for the Organizational Citizenship Behavior scale are presented in the following table:

Table 4 Categorization of Hypothetical and Empirical Scores for the OCB Scale

Variabel	Category	Interval Hipotetik	Jumlah	Persentase
OCB	Low	$X < 63$	0	0%

	Moderate	$63 < x < 108$	103	44,2%
	High	$x > 108$	130	55,8%
	Total		233	100%
Variabel	Category	Interval Empirik	Jumlah	Persentase
OCB	Low	$X < 98$	46	19,7%
	Moderate	$98 < x < 124$	143	61,4%
	High	$x > 124$	44	18,9%
	Total		233	100%

ased on Table 4, it can be hypothetically concluded that employees of the Health Office, Dukcapil of Mataram City, West Lombok Regency, and BKKBN of NTB Province are categorized as follows for Organizational Citizenship Behavior (OCB):

"Low" Category: According to the hypothetical data, there are no respondents with OCB scores below 63. This implies that, in the hypothetical scenario, no employees fall into the "low" category. Consequently, this indicates that these employees are not likely to contribute significantly beyond their core responsibilities within the organization.

"Moderate" Category: Respondents with OCB scores ranging from 63 to 108 total 103 individuals, or 44.2% of the respondents. These employees tend to contribute moderately beyond their standard duties. While they do not exhibit extremely high levels of engagement, they still provide additional support to their organization and can be relied upon for moderate contributions.

"High" Category: There are 130 respondents, or 55.8% of the total, with OCB scores exceeding 108. This suggests that these employees are highly active in making significant and often voluntary contributions beyond their routine tasks. They are likely to be positive change agents, contributing to

improvements in organizational performance and culture.

The empirical data shows a different distribution:

"High" Category: 18.9% of employees, or 44 individuals, fall into this category.

"Moderate" Category: 61.4% of employees, or 143 individuals, are categorized here.

"Low" Category: 19.7% of employees, or 46 individuals, fall into this category.

This empirical breakdown provides a clearer picture of the OCB behaviors among the employees, indicating that while a significant portion shows moderate engagement, there are also notable numbers in both the high and low categories.

b. Categorization of Transformational Leadership Style

The results of the categorization for the Transformational Leadership Style scale are presented in Table 4.5 below:

Table 5 Categorization of Transformational Leadership Style Scale Scores

Variabel	Category	Interval Hipotetik	Total	Persentase
Transformational Leadership Style	Low	$X < 47$	0	0%
	Moderate	$47 < x < 80$	149	63,9%
	High	$x > 80$	84	36,1%
	Total		233	100%
	Category	Interval Empirik	Total	Persentase
	Low	$X < 65$	46	19,7%
		$65 < x < 90$	148	63,5%
	Moderate			
	High	$x > 90$	39	16,7%

Total	233	100%
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Based on Table 5 above, it can be hypothetically concluded that for ASN employees at the Dinkes, Dukcapil Kota Mataram, Kabupaten Lombok Barat, and BKKBN NTB Provincial Government, the Transformational Leadership Style scale reveals the following:

In the hypothetical context, the "low" category indicates that no respondents scored below 47. This implies that, hypothetically, none of the respondents fall into this category, suggesting that low levels of transformational leadership are not observed in this sample.

Respondents categorized as "moderate" have scores ranging from 47 to 80 on the Transformational Leadership Style scale. With 149 individuals, or 63.9% of the total respondents, they exhibit the ability to practice aspects of transformational leadership at a moderate level. Their leadership may include efforts to inspire and motivate their subordinates, though it does not reach the highest levels of organizational transformation.

The "high" category on the Transformational Leadership Style scale includes 84 respondents, or 36.1% of the total, with scores above 80. This indicates that these respondents are highly engaged in applying transformational leadership in their daily practices. Leaders in this category are likely effective in transforming organizational vision and culture, motivating their subordinates to actively participate in achieving shared goals, and building strong, inspirational relationships within their teams.

Data also reveals that perceptions of supervisors' transformational leadership style show that 36.1% (84 people) perceive it as high, 63.9% (149 people) perceive it as moderate, and 0% (0 people) perceive it as low. Empirically, it can be concluded that ASN employees at the Dinkes, Dukcapil Kota Mataram, Kabupaten Lombok Barat, and BKKBN NTB Provincial Government perceive their supervisors' transformational leadership style as high for 16.7% (39 people), moderate for 63.5% (148 people), and low for 19.7% (46 people).

The results of the categorization for the Big Five Personality dimensions (Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness) are

presented in the following table :

Table 6 Categorization of Neuroticism Scale Scores

Variabel	Category	Interval Hipotetik	Total	Persentase
Neuroticism	Low	$X < 12$	86	36,9%
	Moder- ate	$12 < x < 20$	73	31,3%
	High	$x > 20$	74	31,8%
		Total	233	100%
	Category	Interval Empirik	Total	Persentase
	Low	$X < 10$	62	26,6%
	Moder- ate	$10 < x < 21$	105	45,1%
	High	$x > 21$	66	28,3%
		Total	233	100%

Based on Table 6, it can be hypothetically concluded that the ASN employees at Dinas, Dukcapil Kota Mataram, Kabupaten Lombok Barat, and BKKBN Government of NTB Province, according to the Neuroticism scale, show that the "low" category indicates that a significant proportion of respondents (36.9%) have relatively low scores, below 12. This suggests that most of them tend to be emotionally stable, experiencing minimal anxiety or tension in their daily lives. On the other hand, the "high" category (31.8%) indicates that a number of respondents have scores above 20, reflecting a tendency to experience higher levels of Neuroticism, such as strong anxiety or fear.

In the empirical categorization, a similar pattern is observed, although with slight differences in the score ranges used. The "moderate" category (45.1%) shows that the majority of respondents have scores between 10 and just below 21, indicating a moderate level of neuroticism with experiences of tension or anxiety in certain situations. Meanwhile, the "high" category (28.3%) includes individuals with scores above 21, indicating a susceptibility to more intense and stronger emotions in their daily lives.

Table 7: Categorization of Extraversion Scale Scores

Variabel	Category	Interval Hipotetik	Total	Persentase
Extraversion	Low	$X < 12$	64	27,5%
	Moder- ate	$12 < x < 20$	109	46,8%
	High	$x > 20$	60	25,8%
		Total	233	100%
	Category	Interval Empirik	Total	Persentase
	Low	$X < 14$	89	38,2%
	Moder- ate	$14 < x < 18$	58	24,9%
	High	$x > 18$	86	36,9%
		Total	233	100%

Based on Table 7 above, it can be hypothetically concluded that for employees of the Health Office, Dukcapil of Mataram City, West Lombok Regency, and BKKBN of NTB Province, the findings suggest that in the hypothetical context, the "low" category on the Extraversion scale indicates that the majority of respondents (27.5%) have scores below 12. This suggests that they tend to be more reserved, less active in social interactions, and may prefer spending time alone rather than engaging in intense social interactions. Conversely, the "high" category (25.8%) indicates that a small number of respondents have scores above 20, suggesting a greater tendency to socialize, be active, and exhibit extroverted behavior in various situations.

In the empirical category, similar groupings can be observed with slightly different score ranges. The "high" category (36.9%) shows that the majority of respondents have scores above 18, indicating a high level of Extraversion with tendencies to be active, enthusiastic, and comfortable in social interactions. Meanwhile, the "low" category (38.2%) includes individuals with scores below 14, indicating a tendency to be more reserved or less active in social interactions.

This categorization provides valuable insights into how the dimension of Extraversion influences individuals' interactions, responses to social environments, and relationship-building. This information is crucial in the context of team management, leadership development, and understanding group dynamics within various organizational settings.

Table 8 Categorization of Openness Scale Scores

Variabel	Category	Interval Hipotetik	Total	Persentase
Openness	Low	$X < 12$	69	29,6%
	Moder- ate	$12 < x < 20$	103	44,2%
	High	$x > 20$	61	26,2%
	Total		233	100%
	Kategori	Interval Empirik	Jumlah	Persentase
	Rendah	$X < 13$	78	33,5%
	Sedang	$13 < x < 18$	72	30,9%
	Tinggi	$x > 18$	83	35,6%
		Total	233	100%

Based on Table 8 above, it can be hypothetically concluded that employees from Dinkes, Dukcapil Kota Mataram, Lombok Barat Regency, and BKKBN of the NTB Provincial Government, categorized under "low" on the Openness scale, show that the majority of respondents (29.6%) have scores below 12. This indicates that they may tend to be more conservative in their thinking, less interested in new ideas or different experiences, and more comfortable with the stability and comfort they already have in their lives. On the other hand, the "high" category (26.2%) indicates that a small number of respondents have scores above 20, suggesting a greater inclination towards openness to new experiences, innovation, and variety in their lives.

In the empirical category, a similar pattern is observed with slight differences in score ranges. The "high" category (35.6%) includes individuals with scores above 18, indicating a high level of Openness with a tendency to seek new experiences, explore new ideas, and consider diverse cultural values. Meanwhile, the "low" category (33.5%) includes individuals with scores below 13, suggesting a tendency to be more conservative in their views on new experiences and ideas.

This categorization provides a deeper understanding of how the dimension of Openness influences how individuals view the world, explore new ideas, and interact with diverse cultural values. This information can be highly valuable in the context of individual development, diversity management, and innovation within the workplace and organizational settings.

Table 9: Categorization of Agreeableness Scale Scores

Variabel	Kategori	Interval Hipotetik	Jumlah	Persentase
Agreeableness	Rendah	$X < 12$	20	8,6%
	Sedang	$12 < x < 20$	98	42,1%
	Tinggi	$x > 20$	115	49,4%
	Total		233	100%
	Category	Interval Empirik	Total	Persentase
Agreeableness	Low	$X < 17$	66	28,3%
	Moder- ate	$17 < x < 22$	87	37,3%
	High	$x > 22$	80	34,3%
	Total		233	100%

Based on Table 9 above, it can be hypothetically concluded that employees from the Dinkes, Dukcapil Kota Mataram, Kabupaten Lombok Barat, and BKKBN Government of NTB Province, in the "low" category of Agreeableness (8.6%), indicate that a small portion of respondents have scores below 12. This suggests that these individuals may tend to be less cooperative, more critical or harsh towards

others, and might have difficulty adjusting to the needs and desires of others. On the other hand, the "high" category (49.4%) shows that the majority of respondents have scores above 20, indicating a tendency to be more cooperative, friendly, and willing to help others.

In the empirical category, a similar pattern is observed with slight shifts in the score ranges. The "high" category (34.3%) includes individuals with scores above 22, indicating a high level of Agreeableness with the ability to adapt and collaborate well in social situations. Conversely, the "low" category (28.3%) includes individuals with scores below 17, suggesting a tendency to be more skeptical of others or less willing to offer social support.

This categorization provides a deeper understanding of how the dimension of Agreeableness affects social interactions and cooperation within organizational contexts. This information can be useful for team development, conflict management, and efforts to create a more inclusive and cooperative work environment.

Table 10: Categorization of Scores for the Conscientiousness Scale

Variabel	Category	Interval Hipotetik	Total	Persentase
	Low	$x < 12$	29	12,4%
	Moderate	$12 < x < 20$	100	42,9%
	High	$x > 20$	104	44,6%
	Total		233	100%
Conscientiousness	Category	Interval Empirik	Total	Persentase
	Low	$x < 16$	72	30,9%
	Moderate	$16 < x < 22$	89	38,2%
	High	$x > 22$	72	30,9%
	Total		233	100%

Based on Table 10, it can be hypothetically concluded that employees from Dinkes, Dukcapil Kota

Mataram, Kabupaten Lombok Barat, and BKKBN Pemerintah Provinsi NTB with the Conscientiousness personality dimension fall into the following categories: 44.6% (104 individuals) are categorized as high, 42.9% (100 individuals) as moderate, and 12.4% (29 individuals) as low. Empirically, it can be concluded that the same group has 30.9% (72 individuals) in the high category, 38.2% (89 individuals) in the moderate category, and 30.9% (72 individuals) in the low category.

Descriptively, the categories of "low," "moderate," and "high" for the Conscientiousness dimension in this study provide insight into how strongly this characteristic is represented among the respondents. Individuals in the "low" category for Conscientiousness typically have relatively low scores, below 16 on the empirical scale used. This suggests that they may be less organized, more prone to procrastination, and might not consistently pay attention to details or adhere to rules. They may struggle with time management and task completion.

The "moderate" category indicates individuals with scores between 16 and 22 for Conscientiousness. These individuals are generally able to work systematically and fulfill their responsibilities adequately. They can be relied upon to perform assigned tasks, though they may occasionally be somewhat lenient in following rules or managing their time.

Individuals in the "high" category for Conscientiousness score above 22, indicating a high level of organization, strong discipline, and effective time management skills. They tend to be highly focused on goals, meticulous in completing tasks, and reliable in adhering to rules and norms. They are typically able to work effectively and efficiently in a structured work environment.

Assumption Testing

Conducting conventional regression assumption tests is a crucial initial step in hypothesis testing using regression analysis methods. These tests include normality, multicollinearity, and linearity to ensure that the data meets the requirements for valid analysis. The normality test ensures that the residuals from the regression model are normally distributed, which is important for the accuracy of regression coefficient estimates and the validity of hypothesis testing results. The multicollinearity test examines whether there is high correlation among the independent variables in the model, using the Variance Inflation Factor (VIF) to identify multicollinearity issues, with VIF values greater than 10 indicating significant problems. Additionally, the linearity test ensures that the relationship between independent and dependent variables is linear, which is done by checking scatter plots for linear

relationship patterns. After performing these assumption tests, the researcher conducts regression analysis using SPSS version 28 for Windows, a software that provides the latest features to facilitate the data analysis process. These steps ensure that the regression model used in hypothesis testing meets the basic analytical requirements, providing more reliable and accurate results.

a. Normality Test

To determine whether your dependent and independent variables are normally distributed, you can apply a normality test. The Kolmogorov-Smirnov (K-S) test, also known as the Kolmogorov-Smirnov goodness of fit test, is used for testing the normality of distribution. If the number of respondents is greater than 50, the results are interpreted using the Kolmogorov-Smirnov statistic; if the number of respondents is less than 50, the Shapiro-Wilk test is used. This is the standard rule for assessing data normality (Sugiyono, 2016).

Based on this criterion, normality testing of the data is conducted using the Kolmogorov-Smirnov test, as the number of subjects exceeds 50, specifically 233. The results of the normality test for the distributions of the variables Organizational Citizenship Behavior (OCB), Transformational Leadership Style, and the Big Five Personality Dimensions (Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness) are as follows:

Table 11 Results of the Normality Tes

Variabel	Nilai			
	SD	Sig	Subjek	Exp.
OCB	13,569	,064	233	Normal
GKT	13,650	,094	233	Normal
Neuroticism	8,083	,019	233	Normal
Extraversion	6,070	,200	233	Normal
Opennes	6,183	,200	233	Normal
Agreeableness	6,263	,200	233	Normal
Conscientiousness	6,577	,200	233	Normal

Explanation

OCB : *Organizational Citizenship Behavior*

GKT : Gaya Kepemimpinan Transformasional

Based on the results of the normality test presented in Table 11, with significance (sig) values greater than 0.05, it can be concluded that the data distributions for the Organizational Citizenship Behavior (OCB) scale, Transformational Leadership style, and the Big Five Personality dimensions (Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness) follow a normal distribution pattern. These findings indicate that the data collected in the study, including responses related to OCB, assessments of transformational leadership style, and personality characteristics such as Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness, represent a distribution pattern that is likely to be found in a broader population of ASN in the NTB Provincial Government.

Overall, the results of the normality test showing a normal distribution of the data support the validity and reliability of the research findings, and strengthen the conclusions drawn from the analysis. Researchers can proceed with more in-depth data analysis and draw more accurate conclusions regarding the impact of Transformational Leadership style and the Big Five Personality dimensions on Organizational Citizenship Behavior, as well as its implications for human resource management in the NTB Provincial Government.

b. Multicollinearity Test

To determine the presence of multicollinearity, the Variance Inflation Factor (VIF) is examined. If the tolerance value is greater than 0.100 and the VIF values are between 1 and 10, or VIF is less than 10, then multicollinearity is not considered to be present (Ghozali, 2011). Based on the processed data, the VIF values are shown in the following table:

Table 12: Multicollinearity Test

Variabel	Tolerance	VIF
Transformational Leadership Style	0,744	1,344

<i>Neuroticism</i>	0,474	2,108
<i>Extraversion</i>	0,106	9,469
<i>Openness</i>	0,164	6,104
<i>Agreeableness</i>	0,178	5,606
<i>Conscientiousness</i>	0,258	3,877

Based on the results recorded in Table 12, it can be confirmed that there is no significant multicollinearity among the independent variables in this analysis. This conclusion is supported by the tolerance values, all of which are greater than 0.01, indicating that each independent variable contributes individually to the dependent variable without being excessively influenced by other variables in the model. Additionally, the Variance Inflation Factor (VIF) values being below 10 for each variable further confirms that the level of multicollinearity among these variables is not significant. These findings provide confidence that the regression results can be interpreted accurately and that the relationships between variables such as Transformational Leadership Style and the Big Five Personality dimensions with Organizational Citizenship Behavior in the ASN environment of NTB Province are understood correctly. Therefore, further analysis of these factors can be conducted with confidence that essential statistical assumptions have been met, reinforcing the validity of this research's findings.

c. Linearity Test

In the context of the linearity test, the primary goal is to determine whether there is a significant linear relationship between the independent variable (X) and the dependent variable (Y). The decision-making process based on the results of the linearity test can be explained as follows:

(a) If the p-value obtained is greater than 0.05, it indicates that there is a linear relationship between variables X and Y. In this case, although the relationship is linear, the strength or statistical significance may not be sufficient to conclude that the relationship is statistically significant.

(b) Conversely, if the p-value is less than 0.05, it indicates that there is no significant linear relationship between variables X and Y in the analyzed sample. This result suggests that the relationship between X

and Y cannot be adequately explained by a linear model with a high level of statistical confidence.

Therefore, decision-making in the linearity test is based on the p-value of the statistical test used. These results help researchers or analysts evaluate whether there is sufficient evidence to conclude that a significant linear relationship exists between variables X and Y in the conducted analysis.

Table 13 Linearity Test

Variabel Dependen	Variabel Independen	Nilai		Ket.
		F	P Value Sig	
OCB	GKT	1,332	0,100	Linear
	<i>Neuroticism</i>	0,840	0,652	Linear
	<i>Extraversion</i>	0,184	0,989	Linear
	<i>Openness</i>	1,551	0,123	Linear
	<i>Agreeableness</i>	0,364	0,951	Linear
	<i>Conscientiousness</i>	0,796	0,654	Linear
Explanation				
OCB : <i>Organizational Citizenship Behavior</i>				
GKT : <i>Gaya Kepemimpinan Transformasional</i>				

Based on the results of the linearity test presented in Table 13, it can be concluded that the Transformational Leadership variable shows a linear effect on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the NTB Provincial Government, although not statistically significant, with a significance value (p-value) of 0.100, which is greater than the conventional threshold of 0.05. Meanwhile, the variables Neuroticism, Extraversion, Openness, Agreeableness, and Conscientiousness did not show a significant linear effect on OCB, with significance values of 0.652, 0.989, 0.120, 0.951, and 0.654, respectively, all of which are above the commonly used significance level.

Nevertheless, these findings indicate that these factors have a linear relationship in this analysis, even though it is not statistically significant. This result underscores the need for further research to better

understand how these variables may influence OCB in the ASN environment, taking into account variability within a broader organizational context.

Hypothesis Testing

Hypothesis testing is conducted to analyze and draw conclusions regarding the issues under investigation, with the aim of determining whether there is a significant effect of the independent variables on the dependent variable. Two commonly used hypothesis tests are the F-test and the t-test. However, in this case, only the t-test was performed because the researcher was interested in assessing the individual effects of each independent variable on the dependent variable, rather than examining the simultaneous effects of the independent variables.

The t-test is used to test research hypotheses regarding the individual effects of each variable. In this context, the t-test evaluates the impact of each Transformational Leadership variable and the dimensions of the Big Five Personality (Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness) on the dependent variable, Organizational Citizenship Behavior (OCB). Through the t-test, we can determine whether each independent variable contributes significantly to the dependent variable on an individual basis.

Table 14 T-Test Results

Variabel	Skor		
	T Calculated	T table	Sig
GKT	12,893	1,651	,000
<i>Neuroticism</i>	2,568	1,651	,011
<i>Extraversion</i>	12,316	1,651	,000
<i>Openness</i>	6,484	1,651	,000
<i>Agreeableness</i>	2,405	1,651	,017
<i>Conscientiousness</i>	8,356	1,651	,000

Explanation

TLS : Transformational Leadership Style

Based on Table 17, conclusions can be drawn from the t-test results regarding the impact of Transformational Leadership and the Big Five Personality dimensions on OCB among ASN in the NTB Provincial Government. The conclusions are as follows:

a. Transformational Leadership (Hypothesis 1)

The analysis results indicate that transformational leadership has a positive and significant impact on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the NTB Provincial Government. This finding is supported by a t-value of 12.893, which far exceeds the critical t-value of 1.651, and a significance level of 0.000, which is below the threshold of 0.05. Thus, the research hypothesis is accepted, indicating that transformational leadership significantly affects OCB among ASN.

Transformational leadership encompasses four main dimensions: inspiration, individual consideration, motivation, and intellectual stimulation. These dimensions play a crucial role in encouraging ASN to exceed basic job expectations and engage more actively in OCB. Inspirational leadership not only motivates employees to achieve organizational goals but also provides a clear vision for the future. Individual consideration reflects care for the personal development and needs of each employee, creating a supportive and motivating work environment.

Inspirational motivation helps to energize and engage employees through challenging yet achievable goals, as well as through recognition and rewards for their achievements. Intellectual stimulation encourages employees to think creatively and innovatively and seek solutions to challenges, which in turn enhances their performance and contributions beyond daily job duties.

This finding has significant implications for policy and management in the government sector. Implementing transformational leadership can enhance OCB in the workplace, which is crucial for achieving optimal organizational performance. Higher levels of OCB are associated with increased organizational efficiency and effectiveness, as well as improved employee satisfaction and motivation.

In the context of the NTB Provincial Government, this result highlights the need for training and development for leaders to adopt a transformational leadership style. By implementing these leadership

principles, it is hoped that employee engagement in OCB will increase, ultimately contributing to the overall achievement of organizational goals. Developing transformational leadership competencies will help ASN not only meet basic job expectations but also engage in behaviors that support and enhance organizational performance.

Overall, transformational leadership proves to be a key factor in boosting OCB, and its strategic application in the government environment can bring long-term benefits to organizational performance and success. Therefore, it is essential for management and policymakers to consider and support the adoption of this leadership style in daily workplace practices.

b. Neuroticism (Hypothesis 2)

The analysis results indicate that the personality dimension of Neuroticism has a negative and significant impact on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the NTB Provincial Government. This finding is supported by a t-value of 2.568, which exceeds the critical t-value of 1.651, and a significance level of 0.000, which is below 0.05. In other words, the research hypothesis is accepted, indicating a strong and significant relationship between Neuroticism and OCB.

Neuroticism is a personality dimension characterized by traits such as anxiety, emotional instability, and a tendency to experience stress. ASN with high levels of Neuroticism tend to exhibit lower levels of OCB. These Neuroticism traits can diminish the ability of ASN to work effectively in teams and face challenges in a positive manner. Individuals with high Neuroticism may find it more difficult to demonstrate prosocial behaviors, such as helping colleagues beyond their job responsibilities or participating in informal organizational activities.

This finding has important implications for policy and management, particularly in the context of human resource management in government. It is crucial to identify and manage levels of Neuroticism among ASN to enhance their OCB. Strategies such as stress management training, psychological support, and personal development programs can help ASN reduce the negative impact of Neuroticism.

By addressing factors that influence Neuroticism, management can improve ASN's ability to engage more actively in OCB, which in turn will enhance overall organizational performance. This approach will not only improve individual work quality but also enhance team dynamics and operational efficiency in the government environment.

c. Extraversion (Hypothesis 3)

The analysis results indicate that the personality dimension of Extraversion has a positive and significant impact on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the NTB Provincial Government. This finding is supported by a t-value of 12.316, which significantly exceeds the critical t-value of 1.651, and a significance level of 0.000, which is below 0.05. In other words, the research hypothesis is accepted, indicating a strong and significant relationship between Extraversion and OCB.

Extraversion encompasses traits such as activity, sociability, and enthusiasm. ASN with high levels of Extraversion tend to exhibit better OCB. These traits facilitate effective communication, teamwork, and behaviors that exceed basic job responsibilities. Extroverted individuals are generally more engaged in social and team activities and are more likely to show initiative and support towards their colleagues.

This finding has important implications for policy and management in government. Given the significant role of Extraversion in enhancing OCB, it is crucial for organizations to develop programs that can foster Extraversion traits among ASN. Training and development programs focused on improving communication skills, interpersonal abilities, and social engagement can help ASN enhance their OCB.

By strengthening Extraversion aspects in the workplace, management can increase employee involvement in prosocial behavior, which in turn will improve overall organizational performance. These programs will not only support the personal development of ASN but also enhance team dynamics and operational efficiency at work.d Openness (Hipotesis 4).

The analysis results indicate that the personality dimension of Openness has a positive and significant impact on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the NTB Provincial Government. This finding is demonstrated by a t-value of 6.484, which greatly exceeds the t-table value of 1.651, and a significance value of 0.000, which is below the threshold of 0.05. In other words, the research hypothesis is accepted, showing a strong and significant relationship between Openness and OCB.

The dimension of Openness encompasses various personality traits, including openness to new ideas, creativity, and flexibility. ASN with a high level of Openness tend to exhibit better OCB. These traits play a crucial role in helping ASN adapt to changes, innovate in task completion, and contribute beyond their primary obligations.

Openness to new ideas enables ASN to accept and implement changes more easily, as well as adopt new approaches to completing tasks and facing challenges. Individuals high in Openness are often

more prepared to explore new ways of doing their work, which can enhance work efficiency and effectiveness. They not only perform existing tasks but also seek innovative ways to complete their work, which can provide additional benefits to the organization.

Creativity associated with Openness also contributes to increased OCB. Creative ASN are more likely to offer new solutions to existing problems and contribute to the development of better processes. This creativity not only improves individual work quality but also helps the team and organization tackle issues with fresher and more innovative approaches. Creative individuals are often more engaged in activities that support organizational goals and improve existing work methods.

Flexibility, as part of Openness, facilitates better adaptation to changes and challenges in the work environment. Flexible ASN can adjust to various situations and changes in their tasks or roles more effectively. They not only cope well with changes but also are more capable of assisting colleagues in dynamic situations, demonstrating higher OCB.

These findings have significant implications for policies and management in government. To enhance OCB, it is important for organizations to focus on developing aspects of Openness among ASN. Training programs designed to encourage creativity, openness to new ideas, and flexibility can help ASN improve their OCB.

Overall, increasing the traits of Openness among ASN has great potential to enhance OCB and, in turn, the overall performance of the organization. By implementing strategies that support the development of Openness, organizations can ensure that their ASN not only fulfill their responsibilities but also actively contribute in innovative and beneficial ways to organizational goals.

e. Agreeableness (Hypothesis 5)

The analysis results indicate that the personality dimension of Agreeableness has a positive and significant impact on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the NTB Provincial Government. This finding is supported by a t-value of 2.405, which exceeds the t-table value of 1.651, and a significance value of 0.000, which is below the threshold of 0.05. In other words, the research hypothesis is accepted, showing a strong and significant relationship between Agreeableness and OCB.

Agreeableness encompasses personality traits such as friendliness, empathy, and a willingness to cooperate. ASN with a high level of Agreeableness tend to exhibit better OCB. These traits contribute to the building of positive working relationships, support for colleagues, and contributions that go beyond

their primary duties.

Friendliness, as a part of Agreeableness, allows ASN to interact with colleagues and others in a polite and pleasant manner. This creates a more harmonious work environment and reduces interpersonal conflicts. Friendly individuals usually find it easier to establish good working relationships and create a positive work atmosphere.

Empathy, which is also a part of Agreeableness, enables ASN to understand and respond to the needs and feelings of their colleagues. Empathetic ASN are more likely to offer emotional and practical support to colleagues in need, which in turn improves team dynamics and helps create a supportive work environment.

The willingness to cooperate, a hallmark of Agreeableness, facilitates teamwork and collaboration. ASN with a high level of Agreeableness are often more active in contributing to group efforts and assisting colleagues with their tasks. They are more likely to participate in organizational activities beyond their responsibilities and support the team's common goals.

These findings have important implications for policies and management in government. Given the crucial role of Agreeableness in enhancing OCB, it is important for organizations to develop programs that can enhance Agreeableness traits among ASN. Training and development programs focused on improving interpersonal skills, empathy, and teamwork can help ASN improve their OCB.

Overall, increasing Agreeableness traits among ASN has great potential to enhance OCB and, ultimately, the overall performance of the organization. By implementing strategies that support the development of Agreeableness, organizations can ensure that their ASN not only fulfill their responsibilities but also actively contribute in ways that benefit the organization's goals. These programs can create a more positive and collaborative work environment, supporting the long-term success of the organization

f Conscientiousness (Hipotesis 6)

The analysis results indicate that the personality dimension of Conscientiousness has a positive and significant impact on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the NTB Provincial Government. This finding is demonstrated by a t-value of 8.356, which greatly exceeds the t-table value of 1.651, and a significance value of 0.000, which is below the threshold of 0.05. In other words, the research hypothesis is accepted, showing a strong and significant relationship between

Conscientiousness and OCB.

The Conscientiousness dimension includes various personality traits, such as diligence, responsibility, and discipline. ASN with a high level of Conscientiousness tend to exhibit better OCB. These traits play an important role in helping ASN perform their duties more effectively and exceed the basic expectations of their jobs.

Diligence, as a part of Conscientiousness, enables ASN to complete tasks with care and dedication. Diligent individuals tend to work harder and more consistently to achieve the expected results. They not only fulfill their responsibilities but also strive to exceed set standards. This diligence improves work quality and supports the achievement of organizational goals.

Responsibility, a key element of Conscientiousness, ensures that ASN meet their commitments and act in accordance with organizational expectations. Responsible ASN not only complete their tasks but also ensure that their work is done with integrity and reliability. They take the initiative in completing their work and do not neglect their obligations, which supports engagement in OCB.

Discipline, as a trait of Conscientiousness, enables ASN to strictly follow rules and procedures. This discipline ensures that ASN work efficiently and do not engage in behaviors that could harm the organization. Disciplined ASN tend to show consistency in their performance and avoid policy violations, which increases trust and support from colleagues.

These findings have significant implications for policies and management in government. Given the important role of Conscientiousness in enhancing OCB, it is crucial for organizations to focus on developing aspects of Conscientiousness among ASN. Training and development programs designed to increase diligence, responsibility, and discipline can help ASN improve their OCB.

Overall, increasing Conscientiousness traits among ASN has great potential to enhance OCB and, ultimately, the overall performance of the organization. By implementing strategies that support the development of Conscientiousness, organizations can ensure that their ASN not only fulfill their responsibilities but also contribute more actively and effectively to organizational goals. These programs can create a more productive and efficient work environment, supporting the long-term success of the organization.

Overall Analysis

Overall, the analysis results reveal that the Transformational Leadership Style and the Big Five Personality dimensions—Extraversion, Openness, Agreeableness, and Conscientiousness—have a

positive and significant impact on Organizational Citizenship Behavior (OCB) among Civil Servants (ASN) in the NTB Provincial Government. Conversely, the Neuroticism dimension shows a negative and significant impact on OCB.

The Transformational Leadership Style plays a crucial role in encouraging ASN to exceed the basic expectations of their jobs. This leadership style, which includes inspiration, individual consideration, motivation, and intellectual stimulation, creates a work environment that motivates ASN to display OCB. Leaders who apply this style can inspire ASN to contribute beyond merely fulfilling their responsibilities by encouraging them to engage in activities that go beyond their primary duties and contribute to the organization's overall goals. The support and motivation provided by transformational leaders help ASN develop personally and professionally, significantly enhancing OCB.

On the other hand, the analyzed Big Five Personality dimensions also show positive impacts on OCB. ASN with high levels of Extraversion tend to be more active, social, and enthusiastic. These traits facilitate effective communication, team collaboration, and participation in activities that go beyond their basic obligations. Extraverted ASN can build productive working relationships and contribute more through OCB.

The Openness dimension also has a significant positive impact on OCB. ASN who are open to new ideas and experiences exhibit high creativity and flexibility, enabling them to adapt to changes and work innovatively. These Openness traits encourage ASN to take the initiative and offer creative solutions that support the achievement of organizational goals better than merely fulfilling their basic tasks.

Additionally, Agreeableness contributes to the enhancement of OCB by facilitating positive working relationships. ASN with high levels of Agreeableness tend to be friendlier, more empathetic, and cooperative, helping them support colleagues and build a harmonious work atmosphere. The friendliness and empathy foster effective collaboration and participation in OCB, such as providing additional support and contributing to team projects.

The Conscientiousness dimension also shows a significant positive impact on OCB. ASN with high levels of Conscientiousness demonstrate diligence, responsibility, and discipline that support the quality and consistency of their performance. They work with care and follow procedures strictly, committed to exceeding their basic expectations in their jobs. This diligence and discipline encourage

ASN to exhibit better OCB and contribute significantly to achieving organizational goals.

Conversely, the Neuroticism dimension shows a negative impact on OCB. ASN with high levels of Neuroticism, characterized by anxiety, emotional instability, and stress, tend to exhibit lower OCB. These traits hinder their ability to work effectively in teams and go beyond their primary duties. Anxiety and emotional instability can disrupt social interactions, reduce their motivation, and decrease engagement in activities that go beyond basic responsibilities.

These findings provide valuable insights for developing policies and programs aimed at improving organizational performance. The focus should be on developing and implementing programs that strengthen positive personality traits and effective leadership styles. Training programs designed to enhance interpersonal skills, stress management, and adaptation to change can help ASN develop positive personality traits and improve their OCB.

Additionally, leaders should be encouraged to adopt transformational leadership styles that can motivate and inspire ASN. Developing programs that address the negative impacts of Neuroticism is also important, focusing on emotional support and training in coping skills. A comprehensive approach in developing personality characteristics and implementing effective leadership styles will enhance OCB among ASN and support the achievement of overall organizational goals.

The Influence of Transformational Leadership Style on Organizational Citizenship Behavior among Civil Servants in NTB Province

All statement items used to measure the Transformational Leadership Style variable have been tested for validity and reliability, ensuring that this instrument is reliable for accurate assessment. Frequency distribution results show that the average item for each indicator ranges from moderate to high. This assessment category indicates how employees perceive the application of the Transformational Leadership Style by their superiors varies. A high rating means employees feel that their superiors consistently apply transformational leadership principles, such as providing inspiration and individual attention. At this level, employees demonstrate high levels of Organizational Citizenship Behavior (OCB), including active participation and support for colleagues. Conversely, a moderate rating indicates that the application of these principles occurs moderately; employees perceive some aspects of

transformational leadership but not consistently. This is reflected in moderate levels of OCB, where employee engagement and extra-role behavior are moderate. Low ratings indicate that employees feel their superiors rarely or never apply the Transformational Leadership Style, which impacts low OCB, with employees showing a lack of participation and indifference toward colleagues. Thus, these assessment categories help understand how variations in the application of Transformational Leadership Style affect the levels of OCB in the NTB Provincial Government ASN.

Based on hypothesis testing results, a positive and significant influence was found between the Transformational Leadership Style and Organizational Citizenship Behavior (OCB) among Civil Servants in the NTB Provincial Government. This research shows that the higher the employees' assessment of the application of the Transformational Leadership Style, the higher their level of OCB. Conversely, a low assessment of the application of the transformational leadership style is associated with low levels of OCB.

A high rating for Transformational Leadership Style means that employees see their superiors applying the transformational leadership style very effectively. This includes characteristics such as inspiration, individual attention, and high motivation. At this level, employees tend to exhibit high OCB, such as voluntarily helping colleagues, showing high work spirit, and actively participating in organizational activities beyond their primary duties. High ratings indicate that the transformational leadership style can encourage employees to contribute more and display positive behaviors that support organizational success.

Moderate ratings mean that employees feel the application of Transformational Leadership Style by their superiors is fairly good but inconsistent or not optimal. At this level, employees may show OCB in some situations but not consistently. They may engage in some additional activities, but their contribution does not fully leverage the potential of the applied transformational leadership style.

Low ratings indicate that employees feel the application of Transformational Leadership Style by their superiors is minimal or ineffective. At this level, employees tend to exhibit low OCB, such as a lack of assistance to colleagues, minimal involvement in organizational activities, and less supportive behavior. These low ratings reflect that the applied leadership style is not sufficiently encouraging employees to display additional beneficial behaviors for the organization.

This is evidenced by the t-value score being greater than the t-table ($12.893 > 1.651$) and a significance value of 0.000 less than 0.05 ($p=0.000 < 0.05$). Meanwhile, the correlation coefficient value of Transformational Leadership Style with OCB is 0.917, indicating that the contribution of the Transformational Leadership Style variable to OCB among the NTB Provincial Government ASN is 91.7%, with the remaining 8.3% influenced by other factors.

In this context, the transformational leadership style positively and significantly impacts OCB among ASN in Nusa Tenggara Barat (NTB). Transformational leadership in each department head in NTB can inspire, motivate, and influence their subordinates to exceed their routine duties. These factors can shape positive OCB behavior among ASN, yielding significant benefits for the advancement of government institutions and the work environment.

Furthermore, perceptions of the Transformational Leadership Style by superiors often find a clear and inspiring vision. Leaders who can communicate the organization's goals and direction in an inspiring manner can build intrinsic motivation among their subordinates. In NTB, where ASN work in the context of regional government, a transformational vision can bring positive changes in public service and provide deeper meaning to ASN employees.

When each department head in the NTB Provincial Government applies the Transformational Leadership Style, they directly shape good interpersonal relationships with their subordinates. The emotional and social involvement of a department head with their subordinates can trigger a sense of mutual trust and attachment between the department head and their subordinates. In the context of OCB, this trust and attraction can stimulate ASN's desire to contribute more than expected, as they feel valued and empowered by their department head. ASN who feel trusted and recognized by their superiors are more motivated to exhibit altruistic behavior, such as helping colleagues, actively participating in organizational activities, or providing useful suggestions. This aligns with the concept that a supportive work environment, where individuals feel valued and empowered, can stimulate intrinsic motivation to behave beyond expectations, which is at the core of Altruism in OCB.

Additionally, a department head in the NTB provincial government who applies the Transformational Leadership Style also has the ability to identify and develop the potential of their subordinates. In the case of ASN in NTB, this can certainly provide opportunities and support for skill and competency development that can enhance ASN performance and job satisfaction. This aligns with the research conducted by Prahesti, Riana, & Wibawa (2017), which found that performance

improvement has a positive and significant effect on OCB. Similarly, Sahrah (2012) found that job satisfaction has a positive and significant relationship with employee OCB. ASN who feel supported in their personal and professional development tend to show OCB by sharing knowledge and experience and actively participating in activities that support the organization.

Furthermore, a department head who applies the Transformational Leadership Style, as perceived by their subordinates, should often provide motivation and guidance to ASN to adopt existing values in regional government rules and within each department so that all subordinates understand the positive impact of the department head's role in achieving common goals. This can certainly create a strong identification with the organization, encouraging OCB behaviors such as support for colleagues, adherence to rules, and voluntary involvement in organizational initiatives. Regarding OCB, teamwork becomes an important aspect that may be enhanced by each department head who applies the Transformational Leadership Style. Leaders who can promote cooperation and support a collaborative atmosphere can stimulate OCB behaviors, including knowledge sharing, helping colleagues, and contributing to achieving common goals.

It can be seen that strong identification with the organization influences supportive behavior toward colleagues. When individuals feel attached and have a sense of ownership toward the organization, they tend to be more caring and supportive of their colleagues' progress. This reflects the Altruism dimension in OCB, where individuals voluntarily provide assistance and support to others in the workplace. Second, adherence to organizational rules and norms demonstrates conscientiousness behavior in OCB. Individuals who internalize organizational values and adhere to existing regulations not only show personal responsibility but also promote an orderly and efficient work environment. Third, voluntary involvement in organizational initiatives reflects active participation in activities not included in their routine tasks. This participation not only enhances organizational productivity but also creates a collaborative and goal-oriented work atmosphere.

Fourth, teamwork becomes an important aspect enhanced by the transformational leadership style. Leaders who promote cooperation and create a collaborative atmosphere encourage OCB behaviors such as knowledge sharing, providing assistance to colleagues, and contributing to achieving common goals. This reflects the Civic Virtue dimension in OCB, where individuals feel responsible for positively contributing to the organization as a whole.

Additionally, department heads who apply the Transformational Leadership Style can provide

positive behavior models followed by ASN. Department heads who exemplify high work ethics, integrity, and dedication can stimulate OCB by motivating ASN to follow their positive example.

In conclusion, the Transformational Leadership Style, as perceived or assessed by subordinates, has the potential to positively influence the emergence of OCB behavior among ASN in NTB. By providing an inspiring vision, building strong interpersonal relationships, supporting individual development, and promoting organizational values, a work environment that encourages OCB among ASN is created. Consistent with other research, this study also found that leadership style significantly and positively influences organizational citizenship behavior (OCB). Transformational leadership has a positive and significant effect on Organizational Citizenship Behavior (OCB), according to research by Amri, Abidin, and Nurmayanti (2017). The level of Organizational Citizenship Behavior (OCB) can be influenced by any leader in the company. This is consistent with the findings of Prahesti, Riana, and Wibawa (2017), which show a positive and substantial impact of transformational leadership on OCB behavior among employees. This indicates that the level of OCB positively correlates with the extent to which an organization's transformational leadership is applied. According to Supriyono's (2016) research on ASN at the Central Forest Area Consolidation in Palu, transformational leadership significantly enhances ASN. Several studies show that an organization's capacity in OCB can be predicted based on the level of its transformational leadership.

The Influence of Big Five Personality Neuroticism Dimension on Organizational Citizenship Behavior

The research results show a negative and significant influence between the Neuroticism dimension and Organizational Citizenship Behavior (OCB) among the Civil Servants (ASN) of the NTB Provincial Government. These findings indicate that lower Neuroticism levels in ASN employees in NTB are associated with higher OCB. Conversely, higher Neuroticism levels are linked to lower OCB.

The Neuroticism dimension, which includes a person's tendency to experience negative emotions such as anxiety, anger, and emotional instability, can affect how an employee behaves in the workplace. Employees with high levels of Neuroticism tend to feel anxious or stressed more frequently, which can interfere with their ability to behave positively and proactively. They may be less enthusiastic about engaging in activities beyond their primary responsibilities, reducing the likelihood of exhibiting OCB.

Conversely, employees with low levels of Neuroticism tend to be more emotionally stable, allowing them to focus better on their work and behave positively. They are more likely to participate in additional activities beyond their primary duties, help colleagues, and show supportive and cooperative attitudes, all of which are part of OCB.

These results are supported by a t-value greater than the t-table value ($2.568 > 1.651$) and a significance value of 0.011, which is smaller than 0.05 ($p = 0.011 < 0.05$), indicating a significant relationship. The correlation coefficient between the Neuroticism dimension and OCB of 0.917 shows that the contribution of the Neuroticism dimension to OCB among ASN in the NTB Provincial Government is 91.7%, with the remaining 8.3% influenced by other factors.

Based on hypothesis testing, it was found that there is a negative and significant influence between the Big Five Personality Neuroticism dimension and OCB behavior among ASN in the NTB Provincial Government. This aligns with previous research by Kap Pagoda (2019) and Hardika, Sudjadi, and Yunanto (2021), which found that Neuroticism has a negative and significant effect on Organizational Citizenship Behavior.

In this context, the Neuroticism dimension reflects the degree to which a person tends towards negative emotions such as anxiety, calmness, and feelings of insecurity. Among ASNs in NTB, lower levels of Neuroticism can affect how an ASN responds to pressure and uncertainty related to their tasks. An ASN with high levels of Neuroticism is more vulnerable to stress and anxiety (Costa, P. T., Jr., & McCrae, R. R., 1992). In the context of ASN in NTB, this will certainly impact their emotional well-being and affect their motivation and participation in activities beyond their main duties and functions (tupoksi) and tend to feel excessive pressure, possibly avoiding additional social situations and focusing more on their primary tasks. On the other hand, ASNs with low Neuroticism levels are more likely to voluntarily participate in organizational activities. They can handle pressure better, allowing them to contribute more and exceed their job expectations.

Furthermore, ASNs with low Neuroticism levels are more open to helping others. Their more stable emotional tendencies can pave the way for supporting colleagues and contributing to a

positive work culture. In this regard, it is essential for each head of department across all government agencies in NTB to manage Neuroticism among ASNs. Department heads who are sensitive to the emotional needs of ASNs can assist them in overcoming challenges and facilitate active participation. Training programs focusing on stress management can help ASNs with high levels of Neuroticism to develop effective strategies. Department heads in each government agency in NTB need to understand the levels of Neuroticism within their teams and ensure that the emotional well-being of ASNs is well managed. Based on the discussion above, it can be concluded that the influence of the Neuroticism dimension on OCB among civil servants in NTB is a complex aspect.

Personal communication with the heads of Human Resource Development in the BKD, BKKBN, Health Office, and Dukcapil of Mataram City and West Lombok Regency in NTB also strengthens this research finding. One of the main personality traits required for employees in government agencies, especially in NTB, is having low levels of anxiety or a tendency towards low Neuroticism. According to research by Purba & Seniati (2004), it was found that workers with high emotional stability or low Neuroticism traits tend to be calm and have stable emotions, creating harmony among colleagues and fostering OCB in the workplace.

This means that workers with high emotional stability are more likely to help and support their colleagues. They have stable emotions and are more concerned with the well-being of others at work. Altruism, one of the dimensions of OCB, includes voluntary behavior in helping others beyond their primary tasks. Harmony among colleagues is influenced by high emotional stability or low Neuroticism. Individuals with good emotional stability tend to be more open to collaboration and teamwork.

Civic virtue is a dimension of OCB that includes behavior contributing to achieving shared goals and supporting a collaborative work atmosphere. The findings of this study are consistent with research by Kappagoda (2019) and Hardika, Sudjadi, and Yunanto (2021), which found that Neuroticism negatively and significantly affects Organizational Citizenship Behavior³.

Effect Big Five Personality Dimensi Extraversion Terhadap Organizational Citizenship Behavior.

The research results indicate a positive and significant influence between the Extraversion dimension and OCB among ASN employees of the NTB Provincial Government. This suggests that the higher the

Extraversion dimension in ASN employees, the higher their OCB behavior. Conversely, the higher the Extraversion dimension, the lower the OCB behavior among ASN employees of the NTB Provincial Government.

This is evidenced by a t-value greater than the t-table value ($12.316 > 1.651$) and a significance value of 0.000, which is smaller than 0.05 ($p = 0.011 < 0.05$). Additionally, the correlation coefficient between the Extraversion dimension and OCB is 0.917, indicating that the Extraversion dimension contributes 91.7% to OCB among ASN in the NTB Provincial Government, with the remaining 8.3% influenced by other factors.

This shows that when ASN employees have a high Extraversion dimension, they tend to be more affectionate, cheerful, active in speaking, sociable, pleasant, and more easily interact with many people, especially in the workplace. Additionally, in the context of work, particularly among ASN employees with a high Extraversion dimension, it is shown through behaviors such as being bold in expressing opinions in front of discussion forums or meetings, having more positive emotions, easily communicating with colleagues, having high initiative at work, and showing concern for colleagues as well as the sensitivity and ability to empathize with others. Thus, ASN employees with a high Extraversion dimension can exhibit OCB at work.

ASN employees with a high Extraversion dimension tend to have characteristics that support the occurrence of Organizational Citizenship Behavior (OCB) in the work environment. They are active in expressing opinions in discussion forums or meetings, indicating that they not only communicate well but also dare to share their ideas for the common good. Furthermore, the tendency to show more positive emotions and have high initiative at work reflects their ability to contribute beyond the routine tasks they bear.

Moreover, characteristics of empathy and sensitivity towards colleagues are also part of the high Extraversion dimension. They can better understand and respond to the feelings and needs of others, strengthening work relationships and creating a harmonious work environment. This supports the creation of the Altruism dimension in OCB, where they actively provide support and assistance to their colleagues. Overall, a high Extraversion dimension among ASN employees can influence the emergence of OCB behaviors, especially in the form of Altruism and civic virtue at the workplace. Their ability to communicate, take initiative, and empathize with others helps build a collaborative work environment

and supports the overall growth of the organization.

Personal communication with the heads of Human Resource Development in the BKD, BKKBN, Health Office, and Dukcapil of Mataram City and West Lombok Regency in NTB also supports these research findings. The heads of Human Resource Development stated that in the selection and competency assessment process of ASN conducted by the personnel selection division, the personality traits needed to work in government agencies in NTB can be explained based on the Extraversion dimension. This is an important point for working in government agencies in NTB because ASN must have the ability to interact directly with superiors, colleagues, and the public due to higher demands on public service. Additionally, communication skills must also be possessed by ASN because they will always communicate with colleagues, superiors, stakeholders, and the public. In conclusion, communication skills are crucial for ASN because they must interact with the public, especially if the ASN is in a public service position or a structural role. With good communication skills, ASN can convey reports, ideas, and thoughts to leaders and the public clearly and understandably.

These findings align with previous research stating that the Extraversion dimension influences the emergence of OCB behaviors in employees. Simone (2015) found that the Extraversion dimension strongly affects OCB. Purba and Sanusi (2004) stated that to be a good friend to colleagues, employees must have a high Extraversion dimension, which means being sociable, having many friends, and being active in communication. Yohana & Yuniasanti (2017) found a positive influence between the Extraversion dimension and OCB. Hardika, Sudjadi, & Yunanto (2021) discovered that the Extraversion dimension has a positive and significant influence on OCB. Soepono & Sri Mulyani (2015) found that the Extraversion dimension influences the emergence of OCB behaviors.

The Influence of the Big Five Personality Dimension of Openness on Organizational Citizenship Behavior

The research results indicate that there is a positive and significant influence between the Openness dimension and OCB among ASN employees of the NTB Provincial Government. In other words, the higher the level of the Openness dimension in ASN employees at the NTB Provincial Government, the higher the level of OCB exhibited by these employees, such as active participation, helping colleagues, and contributing positively to the work environment. Conversely, the lower the level of the Openness dimension, the lower the level of OCB behaviors

such as active participation, helping colleagues, and contributing positively to the work environment.

This is evidenced by a t-value greater than the t-table value ($6.484 > 1.651$), indicating a positive and significant influence between the Openness dimension and OCB among ASN employees of the NTB Provincial Government. Additionally, a significance value of 0.000, which is smaller than 0.05 ($p = 0.000 < 0.05$), indicates a statistically significant influence of the Openness dimension on OCB among these employees, strengthening the confidence in these research results. Furthermore, a correlation coefficient value of 0.917 indicates a very strong influence of the Openness dimension on OCB among ASN employees of the NTB Provincial Government. This score suggests that changes in the Openness dimension variables are positively and very highly correlated with changes in OCB variables. The correlation coefficient of 0.917 indicates that the Openness dimension contributes 91.7% to changes in the OCB variable, with the remaining 8.3% influenced by other factors not explained in this study. In conclusion, the Openness dimension variable has a significant and influential impact on OCB behavior among ASN employees of the NTB Provincial Government.

This aligns with previous research findings that the Openness dimension has a positive and significant influence on OCB. ASN employees with high levels of the Openness dimension tend to have a high curiosity, be more creative, more flexible, and willing to use their imagination when working. They are open to new experiences and have a strong interest in understanding their work environment and organization more deeply. This curiosity can shape OCB behaviors, where ASN employees are more active in seeking information, sharing knowledge, and contributing to collective learning within the organization. ASN employees with high Openness tend to be curious, creative, and flexible in problem-solving. They may be more active in seeking new information, sharing knowledge, and contributing to collective learning within the organization. This reflects aspects of the civic virtue dimension in OCB, where they actively participate in enhancing collective understanding and achieving organizational goals.

This is consistent with the Minister of Administrative and Bureaucratic Reform Regulation No. 60 of 2020 regarding the development of ASN integrity, which emphasizes the importance of global insight. ASN employees are expected to build an adaptive mindset and support flexibility and innovation to achieve better bureaucratic transformation, especially in

public service.

The importance of the Openness dimension in shaping OCB behavior among civil servants supports the concept that the personality characteristics of ASN employees, especially the Openness dimension, can contribute significantly to the dynamics within government institutions. ASN employees with high Openness not only impact individual behaviors but also contribute to the relationships among ASN employees and the overall progress of government institutions.

The Influence of the Big Five Personality Dimension of Agreeableness on OCB

Research results indicate that there is a positive and significant influence between the Agreeableness dimension and OCB among ASN employees of the NTB Provincial Government. In other words, the higher the level of Agreeableness in ASN employees at the NTB Provincial Government, the higher their level of OCB, such as the desire to collaborate with colleagues, the ability to empathize with others, patience, acceptance of differing opinions, concern for others' needs and well-being, and displaying kindness and friendliness. Conversely, the lower the level of Agreeableness, the lower the level of OCB behaviors such as collaboration with colleagues, empathy, patience, acceptance of differing opinions, concern for others' needs and well-being, and displaying kindness and friendliness.

This is evidenced by a t-value greater than the t-table value ($2.405 > 1.651$), indicating a positive and significant influence between the Agreeableness dimension and OCB among ASN employees of the NTB Provincial Government. A significance value of 0.000, which is smaller than 0.05 ($p = 0.000 < 0.05$), indicates a statistically significant influence of the Agreeableness dimension on OCB among these employees, strengthening the confidence in these research results. Furthermore, a correlation coefficient value of 0.917 indicates a very strong influence of the Agreeableness dimension on OCB among ASN employees of the NTB Provincial Government. This score suggests that changes in the Agreeableness dimension variables are positively and very highly correlated with changes in OCB variables. The correlation coefficient of 0.917 indicates that the Agreeableness dimension contributes 91.7% to changes in the OCB variable, with the remaining 8.3% influenced by other factors not explained in this study. In conclusion, the Agreeableness dimension variable has a significant and influential impact on OCB behavior among ASN employees of the NTB Provincial Government.

This aligns with previous research findings that when an ASN employee has a high level of Agreeableness, it positively influences OCB behaviors, as indicated by Barrick, M. R., & Mount, M. K.

(1991). ASN employees with high levels of Agreeableness tend to display Altruism behaviors, such as helping colleagues with both work-related and personal issues. Furthermore, high levels of Agreeableness in ASN employees can contribute to Civic Virtue in OCB, encompassing responsibility towards the organization, providing constructive feedback, and supporting organizational responsibilities. Additionally, ASN employees with high levels of Agreeableness can positively influence Courtesy in OCB, which involves respecting others and striving to prevent workplace conflicts. Moreover, ASN employees with high levels of Agreeableness can positively influence Sportsmanship in OCB, which involves maintaining a positive attitude and addressing issues without complaining. This provides valuable insights for HR management and department heads in the NTB provincial government to better understand the factors that motivate or influence positive behaviors among ASN employees. By understanding the influence of the Agreeableness dimension on OCB, HR personnel involved in organizational management can develop strategies to enhance motivation, engagement, and positive contributions from ASN employees in building a better government institution.

This is consistent with findings by Purba and Seniati (2004), which state that ASN employees with high levels of Agreeableness tend to display friendliness, cooperate with others, show respect and tolerance, and are willing to help others. Therefore, employees with high levels of this dimension can demonstrate OCB. Wicaksana & Asrun Putri (2020) found that there is a positive and significant influence between the Agreeableness dimension and OCB, meaning that the higher the level of Agreeableness in civil servants (ASN), the higher their OCB. From the above discussion, it can be concluded that ASN employees with high levels of Agreeableness tend to display positive behaviors in the context of OCB. They are more likely to exhibit friendliness, cooperation, respect for others, and voluntary actions that support the organization, in this case, government institutions. This can serve as a foundation for relevant parties, such as the Regional Personnel Agency (BKD) of NTB Province as the HR management source for ASN, and department heads, to understand the importance of personality characteristics, in this case, the Agreeableness dimension, in shaping a positive and productive work environment.

The Influence of the Big Five Personality Dimension of Conscientiousness on OCB

Research results indicate that there is a positive and significant influence between the Conscientiousness dimension and OCB among ASN employees of the NTB Provincial Government. In other words, the higher the level of Conscientiousness in ASN employees at the NTB Provincial Government, the higher their level of OCB, such as carefulness, orderliness, discipline, responsibility, and willingness to work hard. Conversely, the lower the level of Conscientiousness, the lower the level of OCB behaviors such as carefulness, orderliness, discipline, responsibility, and willingness to work hard.

This is evidenced by a t-value greater than the t-table value ($8.356 > 1.651$), indicating a positive and significant influence between the Conscientiousness dimension and OCB among ASN employees of the NTB Provincial Government. A significance value of 0.000, which is smaller than 0.05 ($p = 0.000 < 0.05$), indicates a statistically significant influence of the Conscientiousness dimension on OCB among these employees, strengthening the confidence in these research results. Furthermore, a correlation coefficient value of 0.917 indicates a very strong influence of the Conscientiousness dimension on OCB among ASN employees of the NTB Provincial Government. This score suggests that changes in the Conscientiousness dimension variables are positively and very highly correlated with changes in OCB variables. The correlation coefficient of 0.917 indicates that the Conscientiousness dimension contributes 91.7% to changes in the OCB variable, with the remaining 8.3% influenced by other factors not explained in this study. In conclusion, the Conscientiousness dimension variable has a significant and influential impact on OCB behavior among ASN employees of the NTB Provincial Government.

This aligns with previous research findings by Pangastuti (2018) and Kap Pagoda (2013), which found a positive and significant influence between the Conscientiousness dimension and OCB, such as adherence to rules, volunteering beyond their duties, active participation in organizational activities, active participation in meetings, responsibility for work tasks, and discipline regarding time. This is also consistent with the findings of Barrick, M. R., & Mount, M. K. (1991). ASN employees with high levels of Conscientiousness tend to display behaviors such as helping colleagues, maintaining discipline at work, providing constructive

ideas, ensuring team performance, being motivated to act beyond their duties, and having good time management skills to contribute to extra activities that support organizational goals without neglecting their main tasks.

In the context of ASN employees at the NTB Provincial Government, the influence of the Conscientiousness dimension on Organizational Citizenship Behavior (OCB) can have a significant impact on overall performance and contribution.

The implications for HR management within the NTB Provincial Government include:

- a) **Employee Selection Process:** The selection process can be enhanced by giving more consideration to the Conscientiousness characteristic. Using personality assessment tools focusing on this dimension can help identify candidates likely to exhibit positive OCB behaviors.
- b) **Development and Training Programs:** Development and training programs can focus on enhancing Conscientiousness characteristics, such as discipline, responsibility, and orderliness. This can help strengthen employees' positive contributions to the organization.
- c) **Recognition and Rewards:** Organizations can consider special recognition and rewards for employees with high levels of Conscientiousness who demonstrate positive OCB. This can create a motivating environment to exceed expectations and reinforce an organizational culture that supports Conscientiousness values.
- d) **Performance Evaluation Policies:** Organizations can integrate personality assessments, particularly Conscientiousness, into performance evaluation policies. This can provide a more comprehensive view of employees' contributions, and employees who exhibit high levels of Conscientiousness can be identified as potential candidates for management roles or special projects requiring a high level of responsibility.

By understanding the influence of the Conscientiousness dimension on OCB, HR personnel involved in organizational management can develop strategies to enhance motivation,

engagement, and positive contributions from ASN employees in building a better government institution.

The Influence of Transformational Leadership Style and Big Five Personality Dimensions on OCB Among ASN Employees in NTB Provincial Government

Research on the influence of Transformational Leadership Style and Big Five Personality Dimensions on OCB among ASN employees in the NTB Provincial Government shows that the F-test results indicate a simultaneous effect of both the Transformational Leadership Style and the Big Five Personality Dimensions (Neuroticism, Extraversion, Openness, Agreeableness, Conscientiousness) on OCB among ASN employees in NTB. The calculated F-value is 417.449, which is greater than the F-table value of 2.138, and the significance value is 0.000, which is less than the common significance level of 0.05. Thus, based on these results, the null hypothesis (H0), which states that there is no joint effect of the Transformational Leadership Style and Big Five Personality Dimensions on OCB among ASN employees in NTB, is rejected. Instead, the alternative hypothesis (H1), which states that there is a joint effect of the Transformational Leadership Style and Big Five Personality Dimensions on OCB among ASN employees in NTB, is accepted.

According to Organ, Podsakoff, and MacKenzie (2006), Organizational Citizenship Behavior (OCB) occurs when individuals go beyond their job requirements at work, which is not explicitly linked to compensation systems, and still help the organization run more smoothly. Examples include working beyond regular hours, assisting colleagues with their tasks, and engaging in activities without direct supervision. Frances (cited in Muchiri, 2002) defines OCB as "voluntary behavior that goes beyond the role description defined by the organization." However, it has a direct correlation with job satisfaction and helps the organization run more smoothly. In simple terms, OCB refers to behavior that consistently places the needs of others above one's own needs. This is evidenced by actions that do not provide immediate personal benefits but contribute to the well-being of others around them.

Lepine (2002) defines OCB in various ways, including: actions not part of the job description but still voluntary; spontaneous actions not prompted by others; actions that help

the organization run smoothly; actions that make employees feel responsible for the organization's survival; and actions that are difficult to measure and reward through performance reviews. Employees with high OCB are generally good workers who not only perform their duties but also go the extra mile, such as helping struggling colleagues, being organized, and contributing positively without causing harm to the organization.

Based on the literature review, several factors that directly influence OCB include Transformational Leadership Style and Big Five Personality Dimensions (Organ, 2006).

The selection of Transformational Leadership Style (independent variable X1) as the focus of this study is well-founded. Several reasons for using Transformational Leadership Style as an independent variable in this study are: a) Transformational Leadership Style, according to Bass (1985), is closely related to high motivation and performance of subordinates. Followers led transformationally are likely to be more motivated and inclined to exceed expectations; b) Transformational leaders are considered inspirational figures with a positive impact on followers. They serve as behavior models that subordinates respect and follow; c) Components such as Intellectual Stimulation and Individualized Consideration in transformational leadership emphasize the development of creativity, innovation, and individual attention to subordinates, contributing to personal and professional development of ASN; d) Transformational Leadership Style is believed to motivate subordinates to engage in OCB. Inspirational Motivation and Idealized Influence, for instance, can create an environment where subordinates feel encouraged to contribute more and exceed their duties; e) Transformational leadership is associated with organizational transformation. Transformational leaders are expected to bring about positive changes in the organization and foster better collaboration among individuals and teams. Therefore, involving Transformational Leadership Style in this research provides insights into how this leadership style can influence OCB among ASN employees. The relationship between transformational leadership attributes and OCB behaviors is an intriguing subject for exploring its impact within government organizations like ASN.

In addition to Transformational Leadership Style, the Big Five Personality Dimensions were chosen as independent variables in this study because understanding individual personality traits, particularly ASN, in the context of performance and leadership in government institutions

is crucial. Here are some reasons why the Big Five Personality Dimensions were chosen and are relevant to this study: a) Personality is seen as an important factor that can affect an individual's behavior and performance in the workplace. Understanding personality dimensions helps organizations manage and optimize their members' potential more effectively; b) Personality can influence how someone works, interacts with colleagues, and responds to job tasks. The Big Five Personality Dimensions are related to various performance aspects, including job success and adaptability; c) The Big Five personality model provides a well-established and recognized framework for understanding personality dimensions, including Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness; d) Understanding the Big Five Personality Dimensions can be used for human resource management purposes, including placing employees in roles suited to their personality traits and designing personal and professional development programs. Thus, using the Big Five Personality Dimensions as independent variables provides a comprehensive view of how ASN's personality characteristics can impact their performance and how these traits can be intervened or optimized within management and leadership contexts.

Therefore, the conclusions reflect the complexity and interrelation of these factors in the context of ASN organizational behavior, offering valuable insights for policy development and management practices in government settings, specifically for the NTB Provincial Government

CONCLUSION

Based on the data analysis and discussion in this study, the following conclusions can be drawn:

Positive and Significant Influence of Transformational Leadership Style on OCB: There is a positive and significant influence of Transformational Leadership Style on OCB among ASN employees in the NTB Provincial Government. This means that when Transformational Leadership Style is applied, ASN employees in NTB tend to exhibit higher levels of OCB, such as engaging in voluntary actions beyond their job requirements to support the organization.

Negative and Significant Influence of Neuroticism on OCB: There is a negative and significant influence of the Neuroticism dimension on OCB among ASN employees in the NTB Provincial Government. This indicates that as an individual's level of Neuroticism increases, their OCB tends to decrease. Neuroticism is associated with anxiety, tension, and emotional instability, which may reduce an individual's willingness to engage in voluntary actions at work.

Positive and Significant Influence of Extraversion on OCB: There is a positive and significant influence of the Extraversion dimension on OCB among ASN employees in the NTB Provincial Government. This shows that extroverted individuals are more likely to demonstrate OCB, likely because they enjoy social interactions and participating in activities that benefit the organization.

Positive and Significant Influence of Openness on OCB: There is a positive and significant influence of the Openness dimension on OCB among ASN employees in the NTB Provincial Government. This indicates that individuals who are open to new experiences, innovative ideas, and changes are more likely to exhibit OCB, such as offering constructive suggestions or participating in new projects.

Positive and Significant Influence of Agreeableness on OCB: There is a positive and significant influence of the Agreeableness dimension on OCB among ASN employees in the NTB Provincial Government. This suggests that individuals who are friendly, cooperative, and easy to get along with are more likely to show OCB, such as helping colleagues or taking on additional responsibilities.

Positive and Significant Influence of Conscientiousness on OCB: There is a positive and significant influence of the Conscientiousness dimension on OCB among ASN employees in the NTB Provincial Government. This indicates that individuals with a high level of Conscientiousness are more committed to adhering to rules, completing tasks well, and being responsible for their work. This naturally leads them to exhibit higher OCB, such as assisting colleagues, contributing extra effort, or taking initiative without being asked to support organizational success.

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