

# The Empirical Testing of Leadership Style, Organizational Commitment, Personality, *Organizational Citizenship Behavior* (OCB) and Employees Performance of Directorate General of Customs and Excise in Jakarta

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**Abstract:-** The aims of study were 1) to determine the effect of leadership style, organizational commitment and personality on OCB; 2) to determine the effect of OCB on performance. The approach used in this study is a quantitative approach (positivism). This type of research is an explanatory research type. The number of samples is 200 people. The data analysis method used in this research is SEM. The results of the analysis of leadership style have a positive and significant effect on Organizational Citizenship Behavior (OCB) for employees of the Jakarta Customs and Excise Directorate. Commitment has a significant positive and significant effect on Organizational Citizenship Behavior (OCB) for employees of Directorate General Of Customs And Excise In Jakarta.

**Keywords:-** Leadership Style, Organizational Commitment, Personality, OCB and Performance.

## I. INTRODUCTION

OCB is a behavior that is not related to the organization's formal reward system, individual choices and initiatives, but in the aggregate increases organizational effectiveness, helping to change the formal organizational atmosphere to a slightly relaxed and cooperative atmosphere. On the basis of the excellent OCB concept, researchers are looking for research objects that have the opportunity to provide services to the wider community, are expected to be free of charge, of high standards, fast, transparent, accountable and carried out wholeheartedly to realize good governance and clean government for the people of Indonesia, in particular. Another expectation in carrying out their duties and obligations, the employee is required not to expect the organization's formal reward system.

One of the directorates that provides services to the public is Directorate General of Customs and Excise In Jakarta (DJBC) (part of the Ministry of Finance, which is in charge of formulating and implementing policies and technical standardization in the state treasury in accordance

with the policies set by the Minister of Finance. Based on laws and regulations In force, the Directorate General of Customs and Excise must continue to improve services (in this case, the emphasis is on employees) should provide the best service, oriented to the needs and satisfaction of service recipients. To support better service activities, DJBC is currently heading for an era of bureaucratic reform.

The Directorate General of Customs and Excise has regional offices throughout Indonesia in order to reach employee performance in all regions in Indonesia. DJBC is developing dynamically in accordance with the needs of the Government in managing the state revenue system, especially related to customs and excise levies. During the 2015-2019 period, the achievement of the target of customs and excise revenues always exceeded the APBN-P target, only in 2015 and 2016 DGCE failed to achieve the target in the Revised APBN. Customs and excise revenue in the 2015-2019 period experienced a significant growth. In that period nominally, the realization of customs and excise revenues increased from Rp 205.44 trillion in 2018 to Rp 213.36 trillion in 2019. Based on the description and several empirical studies, as well as the phenomena that exist at the Jakarta Directorate General of Customs and Excise, it can be explained that factors such as assessment, motivation, personality, and trust in the leadership are variables that can form OCB. In connection with this, this study was conducted to determine the variables forming OCB in the employees of the Directorate General of Customs and Excise Jakarta (DJBC, 2019).

DJBC obtained an assessment index of 4.61 (out of a scale of 5) in 2019, higher than the set target of 4.34 and the previous year's realization of 4.20 where in 2018 the KPI achievement value was below 100. Furthermore, the achievement DJBC related to the service satisfaction index during the 2015-2019 Strategic Plan period are as follows:

Table 1. Achievement of Service Satisfaction Index in 2015-2019

Year	2015	2016	2017	2018	2019
Target	3.94 (scale 5)	4 (scale 5)	4.06 (scale 5)	4.34 (scale 5)	4.34 (scale 5)
Realization	3.89	4.04	4.38	4.20	4.61

Source: Data Lakin DJBC 2015-2018, Internal Data Directorate KI (2019)

Based on Table 1, although at the beginning of the journey the realization did not reach the target, there was an increase in the achievement of the DJBC service user index from the beginning of the strategic year where the realization in 2015 (3.89) did not reach the target (3.94), but consistently increased every year. . Therefore, the decrease can be caused by the declining performance of employees.

There are various factors that influence performance, including employee behavior, leadership style, commitment and personality. Khan et.al, (2018) found that leadership style had a significant effect on *Organizational Citizenship Behavior (OCB)*. Khan et.al, (2018) stated that leadership style can contribute to the development of stronger perceptions of organizational and individual means. Iskandar et.al, (2019) stated that organizational commitment has an effect on Organizational Citizenship Behavior (OCB).Sukarman et al., (2018)stated that organizational culture has an effect on increasing Organizational Citizenship Behavior (OCB). Zang et al. (2010) stated that Organizational Citizenship Behavior (OCB) contributes to performance evaluation and compensation decisions.

This research departs from a concept about the importance of Organizational Citizenship Behavior (OCB). Organizational Citizenship Behavior (OCB) is a behavior that is not related to the organization's formal reward system, individual choices and initiatives, but in the aggregate increases organizational effectiveness, helping to change the formal organizational atmosphere to be a little relaxed and full of cooperation. It is hoped that with such an atmosphere will achieve effectiveness with organizational efficiency. Based on the excellent concept of Organizational Citizenship Behavior (OCB), researchers are looking for research objects that have the opportunity to provide services to the wider community, are expected to be free of charge, of high standard, fast, transparent, accountable and implemented wholeheartedly to realize good governance and clean government for the people of Indonesia, especially Jakarta. Another expectation in carrying out their duties and obligations, the employee is required not to expect the organization's formal reward system. So the unit of analysis in accordance with the concept of Organizational Citizenship Behavior (OCB) is an individual employee at the Jakarta Directorate General of Customs and Excise.

In an effort to provide optimal employee performance, the Jakarta Customs and Excise Directorate promises employee performance "our commitment is to provide free

services with high standards, fast, transparent and accountable". The promise of service is given as a motivation for the Jakarta Customs and Excise Directorate to always evaluate the performance of employees for the community. The reform of the human resource management system will have an impact on improving the quality of the role of the Jakarta Customs and Excise Directorate in carrying out government and development tasks, especially in the administration of state financing. The aims of this study were 1) to determine the effect of leadership style, organizational commitment and personality on OCB; 2) to determine the effect of OCB on performance;

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### The Influence of Leadership Style on *Organizational Citizenship Behavior (OCB)*

One of the theories that emphasizes a change and the most comprehensive related to leadership is the theory of transformational and transactional leadership (Bass, 1985; Burns, 1978) in Vigoda (2006). This theory suggests that more transformational leadership than transactional leadership, this has a stronger positive effect on employee attitudes towards work and work environment.Khan et.al, (2018) found that the application of transformational leadership from school principals increases satisfaction with the quality of work life, and this tends to increase the Organizational Citizenship Behavior (OCB) of teachers. Khan et.al, (2018) conducted a study based on the phenomenon of human resource practice and leadership style in the private university sector. The results showed that there was a positive influence between human resource practices and leadership style on organizational commitment but had no effect on Organizational Citizenship Behavior (OCB). Based on this empirical study, the following hypotheses were proposed:

**H1: leadership style has a positive and significant effect on employees' Organizational Citizenship Behavior (OCB).**

### The Influence of Commitment to *Organizational Citizenship Behavior (OCB)*

The importance of building Organizational Citizenship Behavior (OCB) cannot be separated from the commitment of employees in the organization. Employee commitment will encourage the creation of Organizational Citizenship Behavior (OCB). Organizational commitment is one of the factors that influence Organizational Citizenship Behavior (OCB) (Dick, et al, 2004). The concept of organizational commitment according to Meyer and Allen (1991) in Nursyamsi (2013) states that there are three forms of commitment including: (1) affective commitment; (2) normative commitment; and (3) continuous commitment (continuous) There is a positive influence between Organizational Citizenship Behavior (OCB) and organizational commitment and also contributes reciprocally (Sahertian et al, 2011). Another study was produced by Korean nationals (Han Ji-Wook et al,Gurning (2010) shows that there are 16 significant interactions of shared

commitment with ethnic and cultural dimensions in the relationship between Organizational Citizenship Behavior (OCB) and internal performance.

*Organizational Citizenship Behavior* can arise from various factors within the organization, including job satisfaction and employee commitment (Robbin & Judge, 2016). When employees are satisfied with what is in the organization, employees will provide maximum and best performance results. Likewise, employees who have a high commitment to the organization will do anything to advance the company because they believe and believe in the organization where the employee works (Luthans, 2015). When the employee has a high commitment to the company, the employee is wholeheartedly satisfied at work, and is willing to take actions aimed at advancing the company. Happy et al., (2016) show commitment and reduce the growth of commitment where leadership behavior increases commitment as well as normative commitment. Organizational commitment mediates the relationship between leadership and Organizational Citizenship Behavior (OCB). Based on this study, the following research hypotheses can be developed:

H2: employee commitment has a positive and significant effect on employee Organizational Citizenship Behavior (OCB).

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

The relationship between personality and OCB is based on The Big Five Personality, which is defined as a dimension personality representing individual differences by age, sex and race McCre and Costa (1980). Costa and McCrae (1980) added that the five dimensions personality has a direct relationship with biological heredity. Based on the reasons above, "The Big Five Personality" is divided into 5 dimensions (Costa and McCrae, 1980). Personality in this study uses the "Big Five" personality traits developed by Costa and McCre (Feist and Feist, 2006). Zafar et al., (2019) found that personality has an effect on OCB. It shows that the better the personality. Connect (2010) personality is characterized by extraversion, neurotic, open to experience, agreeableness and good conscience which can form voluntary helping behavior in organizations (OCB-O) but not in helping behavior between individuals (OCB-I). The results of this study prove that the better the personality of an employee then they will voluntarily show helpful behavior to the organization (OCB-O) but not to helping behavior between individuals. Emmeric et al. (2014) tested the relationship between personality and free behavior to help using a sample of 178 respondents in three types of organizations. This study found that together 5 personality factors affect (1) household activities and tasks, (2) on Organizational Citizenship Behavior (OCB). and (3) on voluntary behavior. Based on the

results of previous research studies, the researchers built the following hypotheses:

H3: Personality of employees has a positive and significant effect on Organizational Citizenship Behavior (OCB) of employees.

#### **Effect of Organizational Citizenship Behavior (OCB) and Employee Performance Kinerja**

*Organizational Citizenship Behavior* (OCB) supports organizational performance by launching the social engine of the organization (Smith et al., 1983). Organ (1988) argues that Organizational Citizenship Behavior (OCB) is an indicator of job performance that not only measures when employees achieve work needs but also measures spontaneous and innovative behavior. The success of an industry is not only determined by the behavior of employees who are determined according to their job descriptions (in-role behavior), but also the behavior of employees who are outside their job descriptions (extra-role behavior). OCB is the behavior of individuals who are free and explicitly rewarded by the formal reward system, and overall encourage the effectiveness of organizational functions (Organ, 2015). Hui et al. (2000) concluded that organizations that want employees to do things or work beyond the job description have proven advantages over other companies. Therefore, many companies want their employees to have OCB. Purba and Seniati (2004) argue that the benefits of OCB are that it can increase work productivity. This statement is reinforced by Podsakoff et al. (2000) who revealed that OCB can affect organizational performance. Several studies on the effect of the relationship between OCB and employee performance have a significant positive relationship (Chien, 2003); Alhamda and Sanusi (2006); Bachrach, Powell, Bendoly, and Richey (2006) will continue the results of research by Buentelo, Jung, and Sun (2008) to prove the effect is not significant. Although there are inconsistencies in research results, in general it shows that there is a significant positive relationship between OCB and employee performance, so that Powell, Bendoly, and Richey (2006) will continue the results of research by Buentelo, Jung, and Sun (2008) to prove the effect is not significant. Although there are inconsistencies in research results, in general it shows that there is a significant positive relationship between OCB and employee performance, so that Powell, Bendoly, and Richey (2006) will continue the results of research by Buentelo, Jung, and Sun (2008) to prove the effect is not significant. Although there are inconsistencies in research results, in general it shows that there is a significant positive relationship between OCB and employee performance, so that Based on the results of previous research studies, the researchers built the following hypotheses:

H4: OCB has a significant effect on employee performance.

Based on the development of the hypothesis, the conceptual framework of this research is described in Figure 1 as follows.

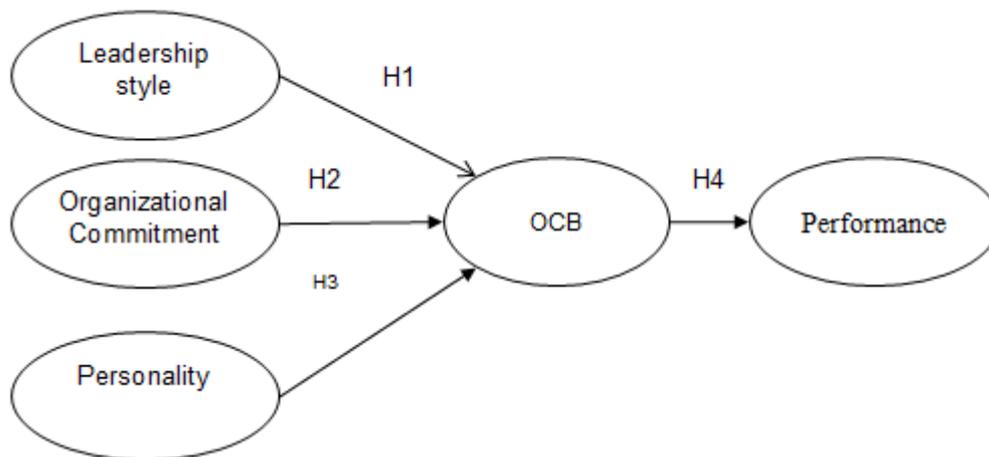


Figure 1. Conceptual Framework

Where:

**Exogenous Variables:**

- X1 = Leadership Style
- X2= Organizational Commitment
- X3 =Personality

**Endogenous Variables**

- OCB =Organizational Citizenship Behavior (OCB)
- Y = Employee performance

**III. RESEARCH METHODS**

**Types of research**

The approach used in this study is a quantitative approach (positivism). This type of research is an explanatory research type. This study intends to explain the influence between variables through hypothesis testing and at the same time to explain several variables. The research will be conducted at the Jakarta Customs and Excise Directorate. The population of this research is 400 functional employees.

**Unit of Analysis, Population and Sample**

The unit of analysis used in this study is an individual employee at the Jakarta Customs and Excise Directorate at the Jakarta Regional Office. The population in this study are employees who function as functional officers at the Jakarta Customs and Excise Directorate at the Jakarta Regional Office, with a period of service as executor of more than 2 (two) years. The research sample is 200 employees.

The sampling technique for implementing employees at the Jakarta Customs and Excise Directorate uses the area proportional random sampling technique. This study used a sample of 200 people.

**Data analysis method**

Structural equation model (SEM) is the analytical method used in this study. In SEM, there are two groups of analyzes carried out in stages, namely: (a) measurement model and (b) structural model. In general, there are two main analytical tools in this study, namely: (1) the SEM assumption test tool, and (2) the model fit test tool. The test of data that has been proven valid and reliable in the previous

test stage, is carried out through univariate or multivariate data normality measures, Outliers (data that are outside the distribution of most of the data), both univariate and multivariate and multicollinearity.

The model fit test consists of *Goodness of fit* test and test the effect (Regression Weight). There are two models that will be tested simultaneously, namely: (1) the measurement model, and (2) the structural model.

**Table 1. Testing the Goodness of Fit Overall Model**

Criteria	Cut-Off Value	Information
<i>Chi Square</i>	Expected small. Prob. > 0.05	Good
<i>Significance Probability</i>	0.05	Good
RMSEA	0.08	Good
GFI	0.90	Good
AGFI	0.90	Good
CMIN/DF	2 or 3	Good
TLI	0.90	Good
CFI	0.90	Good

Source: Ferdinand (2006:31)

**IV. RESEARCH RESULT**

The results of the characteristics of the respondents explained that based on the age of the employees, most of them were 40-50 years old. This shows that most of the employees are experienced age. While the respondents who are at least aged 20-30 years are 18 people (9%). This shows that there is still a cadre of employees every year so that there is still regeneration of employees at the Jakarta Customs and Excise Directorate.

**Construct Validity and Reliability Test Results**

Variables that can be used as indicators of leadership style variables, organizational commitment, personality, OCB are said to be valid, indicated by the loading factor or lamda

coefficient of each indicator provided that all latent variables constructed by the indicators have a loading value > 0.6 at significance level, =0.05; provided that the magnitude of the CR must be greater than 1.96 or the significance value less than 0.05, then these indicators are appropriate to be analyzed by CFA, in other words the indicators are valid in measuring the scores of the latent variables. Meanwhile, based on the results of the data instrument test, it can be concluded that the scores of the latent research variables have been estimated validly and reliably by their respective indicators, and have been interval nature,

**Evaluation of Structural Equation Modeling (SEM) Assumptions**

The evaluation of SEM assumptions is divided into four types, namely: sample size, outliers test and normality test. The sample size in this study was 200 people. The outlier test is an extreme data search that is different from other data observations, both for a single variable or for combination variables (Hair et al, 1998: 321). The results of the outliers test in this study appear to be the Malahanobis distance or Mahalanobis d-squared. To calculate the Malahanobis distance value based on the Chi squares value at 200 degrees of freedom (number of indicator variables) at the level of p < 0.05 ( $\chi^2$  0.05) is equal to (based on the distribution table 2). So data that has a Mahalanobis distance greater than 38.888 is a multivariate outlier.

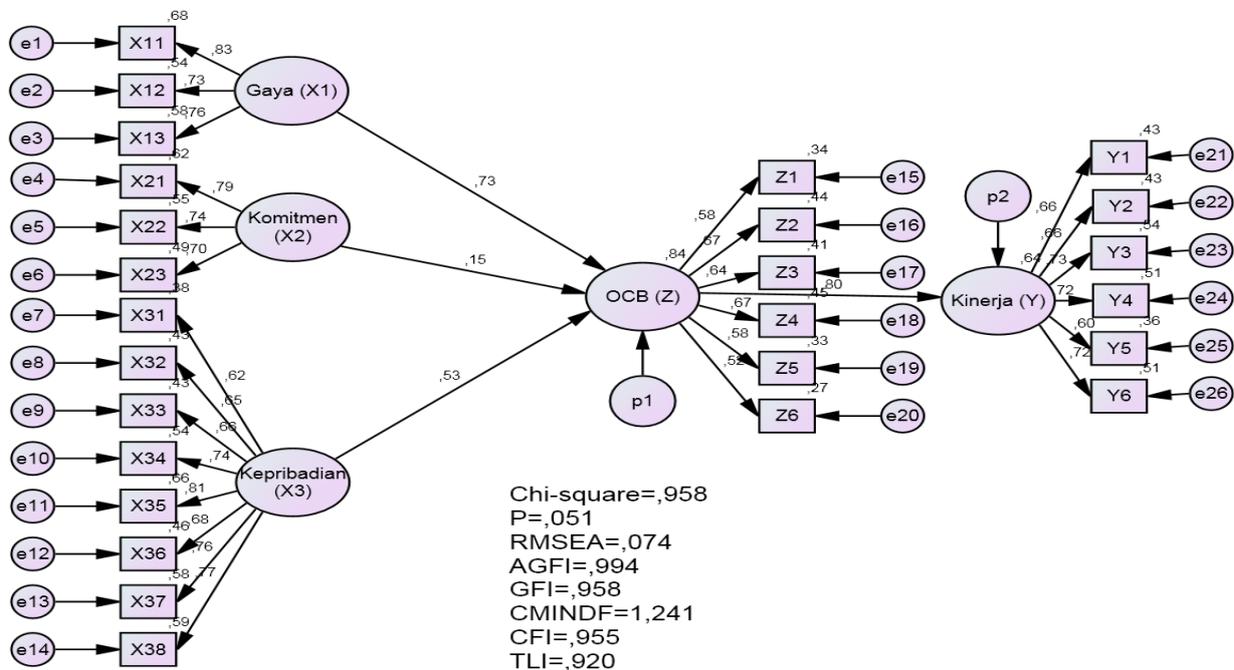
Testing the normality assumption is done by calculating the z-statistic for skewness and kurtosis of the data, which is seen from the Critical Ratio (CR) in the assessment of

normality. At = 5.00, if the CR value is the critical ratio value is less than the absolute value  $\pm 2.58$ , the data is normally distributed, univariate or multivariate (Ghozali, 2005: 128). Testing of the multivariate normality distribution was also carried out with the help of AMOS 18 software, along with SEM analysis. Data is said to be normally distributed if the value of critical ratio (CR) < Zcritical. Multivariately the data is normally distributed because the value of CR = 1.426.

The linearity assumption test was performed using the Curve Fit method, the results are presented in . The reference used is the parsimony principle, that is, if all the models used as the basis for testing are significant or non-significant, it means that the model is said to be linear. The model specifications used as the basis for testing are linear, quadratic, cubic, inverse, logarithmic, power, S. Compound, growth and exponential models. The results of the linearity test of the relationship between variables indicate that all relationships between variables contained in the structural model are linear, so that the assumption of linearity in the SEM analysis is fulfilled. Multicollinearity testing is done by using the determinant indicator of the covariance matrix. The value of the determinant that is very small or close to zero indicates a multicollinearity or singularity problem, so it cannot be used in research (Ghozali, 2005: 131). The test results show that the value of the determinant of the variance-covariance matrix = 1.311

**Model Feasibility Test Results**

The results of the initial model construct test are presented in Figure 2. As follows.



**Figure 2. Results of SEM Model**

The results of the model in Figure 2 are evaluated based on the goodness of fit index, model criteria and critical values that have data suitability can be seen in Table 3 below.

**Table 3. Evaluation of Criteria for Goodness of Fit Index**

<i>Goodness of fit index</i>	<i>Cut of value</i>	<b>Model Results I</b>	<b>Information</b>
<i>Chi Square</i>	Expected small	0.958	Good
<i>Significant Probability</i>	0.05	0.051	Good
RMSEA	0.08	0.074	Good
GFI	0.90	0.958	Good
AGFI	0.90	0.994	Good
CMIN/DF	3.00	1,241	Good
TLI	0.95	0.920	Good

The evaluation of the model shows that of the eight goodness of fit index criteria, all of them meet the criteria and are close to the recommended critical value, thus referring to the parsimony principle, the model as a whole can be said to be in accordance with the data and can be analyzed further.

**Table 4. Results of SEM Analysis and Hypothesis Testing**

<b>Influence Between Variables</b>			<b>Coefficient</b>	<b>SE</b>	<b>CR</b>	<b>P</b>
OCB (Z)	<---	Style (X1)	0.733	0.075	6,465	0.000
OCB (Z)	<---	Commitment_(X2)	0.154	0.085	4,531	0.006
OCB (Z)	<---	Personality_(X3)	0.528	0.069	5.516	0.000
Performance (Y)	<---	OCB (Z)	0.798	0.101	7,835	0.000

### Hypothesis test

The first hypothesis in this study states that leadership style has a significant and positive effect on the Organizational Citizenship Behavior (OCB) of employees. The path coefficient value between leadership style and Organizational Citizenship Behavior (OCB) is 0.733 with a CR value of 6.465 more than the required critical value of 2.

The second hypothesis, the organizational commitment variable has a significant effect on Organizational Citizenship Behavior (OCB) has a path coefficient value of 0.154 with a CR value of 4.531 more than the critical value of 2 as required. These results support (accept) the third hypothesis in this study which states that organizational commitment has a significant and positive effect on Organizational Citizenship Behavior (OCB) of employees at the Jakarta Customs and Excise Directorate.

The third hypothesis is that personality has a significant effect on employee performance at the Jakarta Customs and Excise Directorate. Based on the results of the existing analysis, it turns out that the value of the personality path coefficient on employee performance is 0.528 with a CR value of 5.516. This CR value is greater than the required critical value of 2. Thus, it can be stated that personality has a significant and positive effect on Organizational Citizenship Behavior (OCB) of employees at the Jakarta Customs and Excise Directorate. The fourth hypothesis in this study states that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance at the Jakarta Customs and Excise Directorate. Based on the results of the existing analysis, it turns out that the path coefficient of

Organizational Citizenship Behavior (OCB) on employee performance is 0.798 with a CR value of 7.835. This CR value is greater than the required critical value of 2. It can be concluded that Organizational Citizenship Behavior (OCB) has a significant effect on employee performance at the Jakarta Customs and Excise Directorate.

## V. DISCUSSION

### The Influence of Leadership Style on Organizational Citizenship Behavior (OCB) of Jakarta Customs and Excise Directorate Employees

Leadership style is one of the strategic problems in organizational management, where the progress of an organization and the achievement of organizational goals can be determined by whether or not the function of the leadership style in the organization is concerned. In organizations, employees need a leader who is able to provide direction and guidance to achieve a goal that has been set by an organization, both government and private organizations and other social organizations. To create a good condition, it really depends on the situation and the style applied by the leader. In addition, if an employee has felt a conducive situation, he will feel satisfaction in carrying out activities well.

According to House (in Robbins, 2018:16) suggests that a leader's behavior can be well received by subordinates as far as they view it as a source of immediate or future satisfaction. Furthermore, it is said that the behavior of a leader is motivational to: (1) make subordinates require satisfaction that depends on effective performance, and (2)

provide coaching, guidance, support and rewards necessary for effective performance and serve wholeheartedly.

The results of the analysis show that leadership style has a significant effect on Organizational Citizenship Behavior (OCB). This shows that the first hypothesis which states that the better, the superior's leadership style will increase the Organizational Citizenship Behavior (OCB) of employees, is proven. Although the leadership style in the Jakarta Customs and Excise Directorate is running as it is and there is no clarity on the leadership style used by the Jakarta Customs and Excise Directorate, based on the results of the questionnaire answers by respondents, it gives a good perception of the leadership style in the Jakarta Customs and Excise Directorate. This is because the leadership has always provided support to employees in carrying out their work.

In addition, the leader can also delegate authority which is always followed by clear instructions. Thus, employees feel valued for developing their creativity even though they are still given direction from the leadership. Equally important is the leadership style at the Jakarta Customs and Excise Directorate, where the leadership always gives encouragement to the completion of work tasks. A democratic leadership style is also shown, where the leadership always considers the ideas of employees in a decision making. This leadership style condition provides dynamic working conditions at the employee level. Employees feel that there is flexibility in the limits of responsibility in carrying out their work. The delegation carried out by the leadership makes employees coordinate between employees so as to create positive interactions between employees. Conditions of interaction, communication and good cooperation between employees is what makes high satisfaction for employees.

The leadership condition at the Jakarta Customs and Excise Directorate will be even better, if the leader besides having certain personal abilities, is also able to read the condition of his subordinates and their environment. What must be known about subordinates is their maturity, because there is a direct relationship between the right leadership style to be applied and the level of maturity of the subordinates, so that the leader obtains adequate obedience or influence. One way to find out the maturity level of subordinates is to look at their ability and willingness in being responsible for the implementation of the tasks assigned to them. Thus, the three elements that influence the leadership style, namely the leader, subordinates and the situation are interrelated elements.

Hersey and Blanchard's model of situational leadership (1992), emphasize personal characteristics of leaders and situations, suggest and attempt to measure or estimate these personal traits, and assist leaders with useful behavioral guidelines based on a combination of personality and situational probabilities. The situational approach or contingency approach is a theory that seeks to find a middle ground between the view that says there are universal organizational and management principles, and the view that every organization is unique and has different situations so it

must be faced with a leadership style. certain. It was further explained that the situational approach emphasizes the importance of contextual factors such as the nature of the work carried out by the leadership unit,

The leadership process at the Jakarta Customs and Excise Directorate will run well if the leader has certain personal qualities and is able to read the condition of his subordinates and the situation. Therefore, leaders must equip themselves with various knowledge and skills. The results of this study are consistent with the research Vigoda (2006) and Khan et.al, (2018) found research results that together there is the contribution of organizational commitment and transformational leadership to Organizational Citizenship Behavior (OCB).

### **The Effect of Organizational Commitment on Organizational Citizenship Behavior (OCB) on Jakarta Customs and Excise Directorate Employees**

The results of the study show that employee commitment to the organization significantly influences Organizational Citizenship Behavior. Thus, the hypothesis which states that the higher the employee's commitment, the higher the Organizational Citizenship Behavior (OCB) of the Jakarta Customs and Excise Directorate, is accepted. The existence of a significant influence is also supported by the results of respondents' answers in descriptive calculations which show that the commitment of employees who become research respondents is in the good and very good categories. Although there are some aspects in the category is quite good. If the employee's commitment is in the good and very good categories, it will be easy for employees to be able to take actions that are altruism, conscientiousness, sportsmanship, courtesy and civic virtue.

One important key to increasing the commitment of the Jakarta Customs and Excise Directorate employees is to help these employees to self-actualize, by achieving everything they want. Providing training for employees to expand their skills and solving problems in the workplace, enriching their work and empowering employees to plan and inspect their own work, as well as helping employees to continue their education and self-development is a way of self-actualization and this will build employee commitment and loyalty to the organization. The freedom of employees to self-actualize is very influential on the formation of commitment and loyalty to the organization related to the development of its level of performance.

Efforts to always increase commitment to the service user community, then The Jakarta Customs and Excise Directorate strives to have standard systems and procedures established both internally to support effective and efficient service management and externally to provide satisfaction to service users such as: SOPs, file/document management, employee management, complaint management, and management of service quality (internal), as well as service standards, requirements, service time, free of charge, service quality, and complaint mechanism (external). Overall, the services at the Jakarta Customs and Excise Directorate have been satisfactory although they need improvement and

improvement in terms of speed and accuracy of service and free of gratuities.

The results of this study are consistent with the research of Chen and Francesco (2003) who found that teachers' perceptions of their level of empowerment had a significant effect on their feelings of organizational citizenship behavior in Organizational Citizenship Behavior (OCB). Likewise, research by Gurning (2010) and Happy et al., (2016) found that organizational commitment has a positive effect on Organizational Citizenship Behavior (OCB).

### **Influence of Personality on Organizational Citizenship Behavior (OCB) in Jakarta Customs and Excise Directorate Employees**

Personality is a relatively permanent pattern of traits, traits or characteristics that provide consistency to a person's behavior. So personality is a dynamic organization in which individuals are unique, relatively settled in internal and external aspects of a person's character that influence behavior in different situations.

The results of the analysis show that personality has a significant effect on Organizational Citizenship Behavior (OCB). This shows that the fourth hypothesis which states that the better the personality of the employee, the higher the Organizational Citizenship Behavior (OCB) of the employee is accepted. The existence of this influence causes the personal influence of employees in behaving towards awareness to serve the community wholeheartedly.

The results of this study are consistent with Connect (2010), Emmeric et al. (2014), Zafar et al., (2019) found that personality has a significant effect on Organizational Citizenship Behavior (OCB) in Indonesia. Personality can be a predictor of Organizational Citizenship Behavior (OCB) by looking at the different types. Employees who have a high extraversion personality such as easy to get along with, assertive, like to be friends and like to have fun tend to have a high level of concern for co-workers, superiors and organizations, they will tend to show high Organizational Citizenship Behavior (OCB). In addition, this study is also in line with Djati (2008) which shows that employee morale, employee commitment and motivation significantly affect Organizational Citizenship Behavior (OCB), which in turn affects employee performance.

### **The Influence of Organizational Citizenship Behavior (OCB) on the Performance of Jakarta Customs and Excise Directorate Employees.**

Results research shows behavior *Organizational Citizenship Behavior* significantly affect the performance of employees of the Directorate of Customs and Excise Jakarta. The existence of a significant influence is also supported by the results of respondents' answers in descriptive calculations which show that the Organizational Citizenship Behavior (OCB) of employees who are respondents in the study are in the good and very good categories. With the Organizational Citizenship Behavior (OCB) of good employees, it is only natural that employees can then provide good services to the community. With the

Organizational Citizenship Behavior (OCB) which is carried out well by the employees of the Jakarta-Jakarta Customs and Excise Directorate, the difficulties for employees can be reduced when providing services that have become their duty to the community.

Organizational Citizenship Behavior is employee behavior that is not visible, indirectly and not explicitly known from the reward system which in the end will collectively encourage the effectiveness of functions within the Jakarta Customs and Excise Directorate. This behavior exceeds the standard behavior set by the Jakarta Customs and Excise Directorate and is very beneficial for the Jakarta Customs and Excise Directorate. Organizational Citizenship Behavior (OCB) is the behavior of employees of the Jakarta Customs and Excise Directorate aimed at increasing the effectiveness of the performance of the Jakarta Customs and Excise Directorate without ignoring the goals of individual employee productivity.

The results of this study are consistent with those of Emmerik et al. (2014), which explains Organizational Citizenship Behavior (OCB) supports organizational performance by launching the social engine of the organization. Organ (1988) argues that Organizational Citizenship Behavior (OCB) is an indicator of job performance that not only measures when employees reach work needs but also measures spontaneous and innovative behavior. Hofstede (2001), MacKenzie et al. (1993) explained that the dimensions of Organizational Citizenship Behavior (OCB) such as altruism, Conscientiousness and civic awareness that are in accordance with the norms in Indian collectivist society explain that Organizational Citizenship Behavior (OCB) can have a positive impact on individual performance.

Performance appraisal is a very important activity because it can be used as a measure of the success of an organization in achieving its mission. For public service organizations, information about performance is certainly very useful for assessing the services provided by the organization that meet expectations and satisfy service users. By evaluating performance, efforts to improve performance can be carried out in a more focused and systematic manner. Information on performance is also important to create pressure for service delivery officials to make changes in the organization. With information about performance, benchmarking can easily be done and incentives to improve performance can be created.

### **Research Limitations**

Limitations and weaknesses in this study can result in incomplete research, so it is hoped that other researchers will improve it. Some of the limitations and weaknesses of this study are as follows:

- a. Observations were only carried out using cross-sectional time horizon data which were only obtained from one particular time. This can affect the findings in the causal relationship of the variables in this study. For future research, longitudinal study design can be used to observe the causality of research variables, namely leadership style, trust in leadership, organizational commitment, job

satisfaction, personality towards Organizational Citizenship Behavior (OCB).

- b. Performance benchmarks carried out in this study were seen from employees' answers about performance. Performance measurement from employee perceptions will get more accurate results if there is an assessment from the superior (leader).

## VI. CONCLUSION

Based on the results of the study, it can be concluded several things as follows: 1) Leadership style has a positive and significant effect on Organizational Citizenship Behavior (OCB) on employees of Directorate General Of Customs And Excise In Jakarta; 2) Commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB) for employees of Directorate General Of Customs And Excise In Jakarta; 3) Personality has a positive and significant effect on Organizational Citizenship Behavior (OCB) for employees of Directorate General Of Customs And Excise In Jakarta. and 4) Organizational Citizenship Behavior (OCB) has a significant effect on the performance of Directorate General Of Customs And Excise In Jakarta.

Suggestions that can be given by practitioners, academics, policy makers, leaders of the Directorate General Of Customs And Excise In Jakarta practitioners, academics, policy makers, leaders of Directorate General Of Customs And Excise In Jakarta are 1) This study proposes to the government to develop a truly comprehensive and comprehensive public bureaucracy reform policy. holistic. Bureaucratic reform policies must be able to change the environment and internal conditions of the public bureaucracy to be conducive to efficient, responsive, and accountable public services and 2) The development of customer's charters will certainly encourage not only changes in bureaucratic structures, such as service procedures and the nature of the relationship between organizers and users. public services, but also the position of service users in the eyes of service providers. Values, ethics,

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