

# Mediated Role of Motivation between Personality and BUMDES employees' Citizenship Behavior toward the Environment

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## Abstract

As environmental problems could not be easily solved, human interaction with nature is interesting to be studied. It meant that it talks about human behavior which is closely related to the environment. That was why the purpose of this research was aimed at finding out whether personality (Per) and motivation (Mot) affected that behavior (CB toward the environment). Therefore, a causal survey was used by selecting 89 employees of village-owned enterprises (BUMDES) in Indonesia. There were three instruments developed which measured CB employees toward the environment (CB, rel. was 0.84), big-5 personality (Per, rel. = 0.91), and motivation (Mot, rel. = 0.88). Data were analyzed by path analysis. The research results revealed that per. and mot. directly and significantly affected employees' CB, moreover, mot. has been found to be a good mediator between per. with employees' CB. Its indirect effect was found to be significant as well. Based on these findings, it could be concluded that if employees' CB planned to be minimized its variation, both personality and motivation need to be considered. This will imply that in developing a policy, especially in recruiting new employees, those factors should be not logically neglected.

## Keywords

Big-five personality, BUMDES members citizenship behavior toward the Environment, path analysis.

## INTRODUCTION

Most of the focus recently is talking about the environmental temperature anywhere in the world which is getting hotter and hotter, day to day, and frankly speaking we feel it. That is because of the impact of climate change that affects global warming. Therefore, every country on this planet put these issues in seminars, conferences, and even in partnership and networking analyzed such a panel called Inter-governmental Panel on Climate Change (IPPC), since the 1990s, which is well known as the Conference of the Parties (COP), which the latest meeting was in Glasgow (COP26), UK, discussed about the convention in climate change.

Nevertheless, whatever the topics and the way they are used in trying to solve those issues, the most important priority that could be taken into account is human beings. Especially, when we talk about humans, it refers to her behavior, in this case, called citizenship behavior toward the environment (CB). Since dealing with behavior, several possible variables that might be important to be discussed is the effect of human personality and motivation, How their role in affecting human behavior would be interesting to be studied urgently.

Based on the definition by Colquitt, Lepine, and Wesson (2015)[1], citizenship behavior is someone's wise behavior at work that prioritizes the interests of the organization and contributes to improving the overall quality of the settings in which work takes place that has an interpersonal dimension

with the helping, courtesy, sportsmanship and organizational dimensions with the voice, civic virtue, and boosterism dimensions. Maftuhah, Putrawan, and Suryadi [2] explain that citizenship behavior is needed because of the lack of extra-role behavior, which can be indicated by a lack of sense of responsibility in completing work, not on time at work such as arriving late and returning early and avoiding additional assignments. Robbins and Judge [3] explain that personality factors are the ability to interact with other individuals, are easy to adapt, and have great effort and perseverance so that it can produce high citizenship behavior.

Personality influences employees' behavior and citizenship. Colquitt, Lepine, and Wesson [1] define personality as a tendency in someone who explains the characteristic patterns of thoughts, emotions, and behaviors that have factors of conscientiousness, agreeableness, extraversion, emotional stability, and openness to experience. Fan, Javed, and Akhtar [4] explain that personality especially conscientiousness has a positive effect on citizenship behavior. In addition, personality also affects a person's motivation for doing work. Gibson, Ivancevich, Donelly, and Konopaske [5] personality is strongly associated with motivation.

Motivation influences employees' citizenship behavior. Andre [6] defined motivation as the direction, intensity, and perseverance of a person in achieving his goals that have dimensions of direction, intensity, and persistence. A significant level of motivation contributes to extraordinary performance. Based on this description, it could be

formulated its research problems related to this research was whether employees' CB toward the environment could be affected directly or indirectly by their personality (big-5 personality) and motivation as a mediated factor.

## RESEARCH METHODOLOGY

The objectives of this research aimed at finding out information about whether members of BUMDES citizenship behavior toward the environment (CB) was empirically affected by their personality (big-5 personality and their motivation or not. That was why a causal survey method was used involving 89 members of BUMDES (part of a group of people who help their villages in any kind of development locally). There were three instruments developed to measure personality (rel. was 0.91), and motivation (rel. was 0.88), and BUMDES member' CB (rel. was 0.84). Data were analyzed by path analysis.

## RESULTS AND DISCUSSION

Based on data calculation by using descriptive statistics found that the average of employees' BUMDES' big-5 personality, their motivation, and CB toward the environment (CB) was as high as expected. This means that naturally while they are working with both the interaction with the people and environment, any theories mentioned that they would prefer to save their surroundings. Supposed this research would be supported by real observation as part of qualitative research, it would be found the same results as found by this quantitative research. Surprisingly, it would support these findings as visually could be seen in the figure below which empirically did confirm what was expected during the testing of the hypothetical model derived from the theoretical model proposed by Colquitt, et.al (2015).[1]

Considering that figure, it was found that personality and motivation directly and significantly affected employees of BUMDES CB. However, this result could be weak since their path error coefficients were still high which meant that there were high unexplained variances found at motivation and CB variances due to the weakness of those personally and motivation effects. It required further relevant research by involving as many as variables possible to control its endogenous variables as suggested by Putrawan, et.al (2021).[21]

Based on the results of the research which states there is a direct effect between personality on citizenship behavior so it is proven that personality can affect citizenship behavior. The results of this study are in line with the results of Fan, Javed, & Akhtar's [4] that personality, especially conscientiousness contributes positively and significantly to organizational citizenship behavior (OCB). The same thing was stated by Patki & Abhyankar [7] that conscientiousness has a direct effect on OCB, a person who has a high conscientiousness factor also has good organizational citizenship behavior.

There are also agreeableness factors that influence citizenship behavior as stated by Bourdage, Goupal, Neilson, Lukacik, & Lee [8] which states that the agreeableness factor influences organizational citizenship behavior. In addition to

the agreeableness factor, emotional stability also influences citizenship behavior as stated by Leephajaroen [9] that the agreeableness, conscientiousness, and emotional stability factors have a significant positive effect on organizational citizenship behavior. The same thing was stated by Mushraf, Al-Saqry, & Obaid [10] that emotional stability factors affect CB service provider employees.

There was a difference between some of the results of previous study that was relevant to the results of this study even though all results state that personality influences citizenship behavior. Previous studies examined each of the factors for citizenship behavior while this study investigated the overall model of the five major personalities. Citizenship behavior was not only affected by personality but by motivation. But, unfortunately, its indirect effect was not significant due to its small coefficient to be judged as significant at any level. This meant that motivation, in this case, was as not as good a factor selected as mediated variable as indicated by Colquitt, et.al.[1] and Robbins & Judge [3] theoretical model.

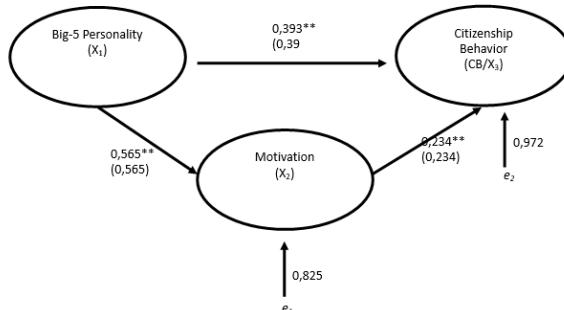
This finding was supported by Shaaban's [11] that motivation was related to organizational citizenship behavior, motivated employees will increase employees' CB. Another study by Hemakumara [12] found that intrinsic motivation and extrinsic motivation have a significant effect on CB, but extrinsic motivation has a stronger relationship with citizenship behavior (CB). In addition to extrinsic motivation, intrinsic motivation also influences organizational citizenship behavior as stated by this, Ibrahim & Aslinda [13] found that intrinsic motivation gives a greater direct effect on organizational citizenship behavior than extrinsic motivation.

Compared to those findings, Ghazi & Jalali [14] found that intrinsic motivation influences citizenship behavior and increases one's work productivity. Research carried out by Kim [15] found that intrinsic motivation significantly affected employee turnover, employees with greater intrinsic motivation will reduce turnover intentions. Previous studies examined each of the intrinsic and extrinsic motivational factors for citizenship behavior while this study examined motivation in terms of dimensions of direction, intensity, and persistence. A person's motivation is influenced by his personality.

This was consistent with Nuckcheddy's research [16] which described that emotional stability and extraversion factors have a significant effect on motivation. In addition, research conducted by Hazrati-Viari, Rad, & Torabi [17] stated that the conscientiousness factor influences both intrinsic and extrinsic motivation. The same thing was stated by Roberts, Rogers, Thomas & Spitzmueller [18] that the conscientiousness factor influences motivation. Research conducted by Kelsen & Liang [19] states that Extraversion and Conscientiousness factors significantly influence work motivation. There are other studies conducted by Mahlamäki, Rintamäki, & Rajah [20] that the factors of extraversion, agreeableness, conscientiousness and emotional stability

have a significant relationship with motivation.

It was not the same finding between some of the results of previous studies that was relevant to the results of this research, namely the previous findings that discussed the relationship of motivation with each factor of personality while this study investigated the overall five personality factors. Moreover, the overall results of the study concluded that personality affected motivation compared to what displayed by this below figure.



**Figure:** Empirical Path Model; \*\*p < 0.01

## CONCLUSION

Based on those discussions, it could be concluded that in trying to minimize variation happened among BUMDES employees of CB toward the environment, therefore both factors such as employees' big-5 personality and their motivation toward saving the ecosystem need to be taken into consideration. This conclusion implied that any policies regarding the recruitment of new employees should be mentioned those requirements required by all applicants it would be expected that those who want to apply should have a kind of individual characteristics which love nature and have strong motivation to work harder for guarding our the only one planet human-being could be habited. It is expected to have further relevant research by involving as many variables and with more innovative and creative research procedures by keeping its scientific process.

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