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Moderation effect of organizational citizenship behavior on the performance of lecturers

Abstract–Purpose: This research was conducted in order to know the effect of OCB moderating the effect of personality, organizational commitment and job satisfaction to performance. **Design:** This research was conducted in the city of Makassar with the entire population is a lecturer with the status as a permanent lecturer foundation. By using the formula Slovin, found a sample of 295 respondents. Statistical analysis of inferential used to test the hypothesis of the research is Structural Equation Modeling (SEM). **Findings:** Organizational Citizenship Behavior as moderator variable in effect between Personality, Organizational Commitment and Job Satisfaction on the Performance. It means that the higher value of Organizational Citizenship Behavior, affects the increasing effect of Personality, Organizational Commitment and Job Satisfaction to Performance. **Originality:** paper originality shown on variables used are Personality, Organization Commitment, Job Satisfaction, Organizational Citizenship Behavior, and Performance. Furthermore, the method used in this research is using Structural Equation Model (SEM), as well as the investigator sites located at two private colleges in the city of Makassar, namely: Indonesian Muslim University and Muhammadiyah University Makassar, South Sulawesi, where there are no previous studies that discuss the same topic on these locations.

Keywords: Moderation, organizational citizenship behavior, Performance, Personality, Organizational Commitment, Job Satisfaction

A. Introduction

Improvement of human resources will determine the progress of a nation because the government is concentrating its attention on the development of human resources. In accordance with Indonesian government regulations No. 37 of 2009 which states that the university as an educational institution has a very big role in the development of human resources and improving the competitiveness of the nation.

Seeing such roles, each lecturer is required to always improve themselves and have high performance that can be seen from the perspective performance, both related to official duties (in role performance) which is a requirement of organizations and performance beyond the role (extra-role performance). Extra-role performance in this regard is the Organizational Citizenship Behavior is very important for the effectiveness of the organization.

One factor that can form the OCB is personality. Individual personality is a predictor playing an important role for a lecturer. Employee commitment is the pride of the employees of the organization as well as the viscosity of the bond between employees and the organization believed to be able to increase the OCB. If employees feel proud of the organization, then the enthusiasm to do the job as well as assist other members will be better (Organ et al., 2006). A further factor which affects the OCB is the support organization. Each individual perceives that the work done is an investment that will give you time, energy, and effort to get what they want.

Job satisfaction is one of the factors that can also effect OCB. Employees who feel satisfied in work will speak positively about the organization, helping colleagues, and seeking to achieve performance beyond the demands of organizations, and then a disgruntled employee will be more obedient to the task because they are eager to repeat the positive experiences. Based on the foregoing description, this study is to investigate the effect of personality, organizational commitment and job satisfaction on performance by using variable moderating effect organizational citizenship behavior. This research was conducted at 2 Colleges (PTS) in Makassar, the Indonesian Muslim University (UMI) and Makassar Muhammadiyah University (Unismuh) with the

consideration that both Colleges have obtained the accreditation status of the college with a B. Status accredited with the value of B on UMI and Unismuh organizational systems and how the teachers behave well on in-role behavior (main tasks) and extra-role behavior of them. Taking both these PTS as an object of research is expected to give a generalization OCB phenomena and factors that affect it in the context of private colleges.

Based on the background above, this study aims to determine the moderation effect of organizational citizenship behavior on the effect of personality, organizational commitment and job satisfaction on the performance of private university lecturers in Makassar. Research on Organizational Citizenship Behavior has been researched by Allison in 2001 performed about student classroom and career success. Additionally Podsakoff et. al in 2000 has been researching on organizational citizenship behavior about a critical review of the theoretical and empirical literature and suggestions for future research. Thereby, on paper originality shown on variables used are Personality, Organization Commitment, Job Satisfaction, Organizational Citizenship Behavior, and Performance. Furthermore, the method used in this research is using Structural Equation Model (SEM), as well as the investigator sites located at two private colleges in the city of Makassar, namely: Indonesian Muslim University and Muhammadiyah University Makassar, South Sulawesi, where there are no previous studies that discuss the same topic on these locations.

B. Theoretical Background

B1. Personality

Feist and Feist (2006) suggested that personality is a relatively permanent pattern of the nature, character and personality that gives consistency in behavior. Thus, a personality is a dynamic organization in a unique individual, relatively settled in the internal and external aspects of the character of a person that effects behavior in different situations.

In this study, it is explained that personality traits are using "The Big Five Personality" giving (1) Conception and clear measurement framework in the study of personality, (2) Five dimensions of personality models have high permanence when it is applied to a wide variety of different samples, (3) It is clear that each of the personality dimensions which are divided into The Big Five Personality that can represent virtually every different individual personalities, (4) These five personality dimensions give personality profile that is ideal for employees on the whole of their career because the different traits are needed for different jobs. The key is to find the appropriate thing (Luthans, 2006), (5) Many researchers found that the five personalities has the most consistent relationship with performance.

B2. Organizational Commitment

Organizational commitment, according to Noe (2000), is the degree to which a person is positioning himself in the organization and a willingness to continue the efforts to achieve the interests of the organization. Individuals, who have a low commitment to the organization, often just wait for a good opportunity to quit their jobs. This illustrates that the notion of organizational commitment is how one puts himself in an organization and how someone is willing to keep him in the organization.

The view of the Commitment organizational, according to Porter (Greenberg and Baron, 1997) is the result and the three factors, namely: "(1) acceptance of the goals and

nilai-values of the organization, (2) willingness to assist the organization in achieving its goals and (3) a desire or a desire to remain in the organization. Furthermore, the characteristics of organizational commitment explained by Nelson and James (1997) stating that organizational commitment consists of two general categories: "affective commitment and continuance commitment". Along with this opinion, Allen and Meyer (1997) state that the organizational commitment consists of three, namely: continuance commitment which refers to the tendency of a private person to keep working in an organization due to inability to seek the type of other jobs, affective commitment which refers to the strength of one's desire to continue working in an organization due to his desire with conformity, and normative commitment which refers to the sense of 'obligation' a person to stay in an organization because of pressure or appeal.

B3. Job satisfaction

Job satisfaction is the general attitude of individuals towards work where job satisfaction reflects the attitude of the behavior. The belief that a satisfied employee that is more productive than an unsatisfied employee becomes a basic principle for managers and leaders. There is ample evidence to question the causal relationship, because in advanced societies, they not only pay attention to quantity of life such as increased productivity and the acquisition of the material, but also its quality (Robbins, 2001). Luthan (1998) provides a comprehensive definition of job satisfaction that includes a reaction or attitude of cognitive, affective and evaluative and states that job satisfaction is "emotional state of happiness or positive emotions" which is derived from the assessment of work or work experience of person.

Therefore, job satisfaction is closely related to one's effort in the works. Employees who are not satisfied with the job tend to behave not optimal, do not try to do things the best, and rarely take the time and make extra efforts in doing their job. With the job satisfaction of employees, it is expected that the employee can do his job more leverage and willing to work outside the role of work that can assist in the achievement of organizational goals better. The attitude is a positive or negative evaluation of emotions and tendencies of pros or cons of social objects.

B4. Organizational Citizenship Behavior

OCB is defined as an individual's behavior which is free (discretionary) and not directly and explicitly received an award from the formal reward system, and the overall effectiveness encourages organizational functions. It is free and voluntary, as such a behavior is not required by the requirements of the role or job description, which clearly required by the contract of employment with the organization; but as a personal choice (Podsakoff, et al., 2000). Based on the existing definition, there are three major components that build understanding OCB. First, the behavior must be voluntary, so it is not included in the roles formally written or formal duties. Second, the behavior is beneficial in terms of the organization's perspective. Third, this behavior reflects the multidimensional nature (Someth and Drach-Zahavy, 2004).

According to Coleman and Borman (2000), three types of behavior which is very important for the effectiveness of the organization, namely: fixed join and stay in the organization, meet or exceed the performance standards, and be innovative and spontaneous outside official role to perform actions such as working together with and protect members of other organizations, to develop themselves, and represent the

organization favorably to outsiders. The third type of behavior is referred to as organizational citizenship behavior (OCB).

B5. Performance

Performance measurement is a process of assessing the progress of work towards the achievement of goals and objectives that have been determined, including information on the efficiency of resource use in producing goods and services, quality of goods and services, comparison of the results of activities with the target and the effectiveness of action in achieving goals. In this case it is important to determine whether the purpose of measurement to assess the results of the performance (performance outcome) or assessing the behavior (personality). An organization should distinguish between outcomes (results), behavior (process) and gauge the exact performance.

C. Material and Method

C1. Material

Research conducted at private universities in Makassar is an explanatory research (explanatory research) because the aim is to explain the causal relationship between variables by testing the hypothesis. The population in this study are all lecturers status as permanent lecturer foundations (not on leave, license or assignment of learning) at two private colleges in the city of Makassar, namely: Indonesian Muslim University and Muhammadiyah University Makassar. Sampling using Slovin formula (Uma, 2006) and obtained a sample of 275 respondents. The variable and indicators used in the study include:

1. **Personality (X1)** is defined as a pattern of behavior of individuals consisting of thoughts, feelings and behavior that are consistent. Measuring instruments used are the five personality theory indicators of Costa and McCrae (1992) as follows:
 - a. **Extraversion (X1.1)**: This indicator shows the level of pleasure a person wills relationship. The extravert tends friendly and open, and spent a lot of time to maintain and enjoy a number of relationships.
 - b. **Agreeableness (X1.2)**: This indicator refers to a person's tendency to defer to others.
 - c. **Emotional Stability (X1.3)**: This indicator accommodates a person's ability to withstand stress. People with a positive emotional stability tend to be characterized by calm, passionate and safe.
 - d. **Openness to experience (X1.4)**: This indicator leads about the person's interest or someone who is fascinated by the novelty and innovation.
2. **Organizational commitment (X2)** is defined as the level of trust and acceptance of lecturers to organizational goals and has a desire to remain in the organization. Variables developed by Mayer and Allen (1991) used three indicators.
 - a. **Affective commitment (X2.1)**, which is related to their desire to be bound by the organization.
 - b. **Continuance commitment (X2.2)**, this commitment is formed on the basis of profit and loss, considered on what must be sacrificed when it will settle on an organization. The key to this commitment is a necessity for survival.
 - c. **Normative Commitment (X2.3)**, is a feeling of enduring because of loyalty. The action is the right thing to do.

3. **Job satisfaction** (X_3) is defined as the match between the expectations of employees and reality obtained in the work place. Perceptions of employees on matters relating to work and job satisfaction involves a sense of security, a sense of justice, a sense of relish, a sense of excitement, status, and pride. Schnake (1983) presents three indicators:
 - a. *Social Satisfaction* (X3.1)
 - b. *Extrinsic Satisfaction* (X3.2)
 - c. *intrinsic satisfaction* (X3.3)
4. **Organizational Citizenship Behavior** (M) is defined as an independent individual behavior, not directly or explicitly associated with the reward system and can increase the effective functioning of the organization. There are five indicators of OCB developed by Organ (1998) and Allison (2001):
 - a. *Altruism* (M1), namely behavior of helping other employees without coercion on the tasks that are closely related to organizational operations.
 - b. *Civic virtue* (M2), showing the voluntary participation and supporting the functions of the organization both professionally and social nature.
 - c. *Conscientiousness* (M3), contains about the performance of the prerequisite role that exceed minimum standards.
 - d. *Courtesy* (M4) is the behavior alleviates the problems relating to employment faced by other people.
 - e. *Sportsmanship* (M5) contains taboos making issues that undermine though they are annoying.
5. **Performance** (Y) is defined as the willingness of a person or group of people to do something and refine activities in accordance with their responsibilities with the expected results (Rival and Basri, 2005). Assessment of performance is about performance and accountability. There are four indicators of performance in accordance Higher Education (2010), namely:
 - a. Education and Teaching (Y1)
 - b. Research and Development of Scientific Work (Y2)
 - c. Community Service (Y3)
 - d. Other Support Activities (Y4)

C2. Method

Viewing variables used are variable that can not be measured directly, the approach used is a quantitative approach in conducting the data analysis, the analytical methods used in analyzing empirical data gathered researchers include (1) the analysis of descriptive statistics intended to determine the distribution of the frequency response of the results questionnaires, and (2) inferential statistical analysis were used to test the hypothesis of the research is Structural Equation Modeling (SEM) with a conceptual framework are presented in Figure 1 below:

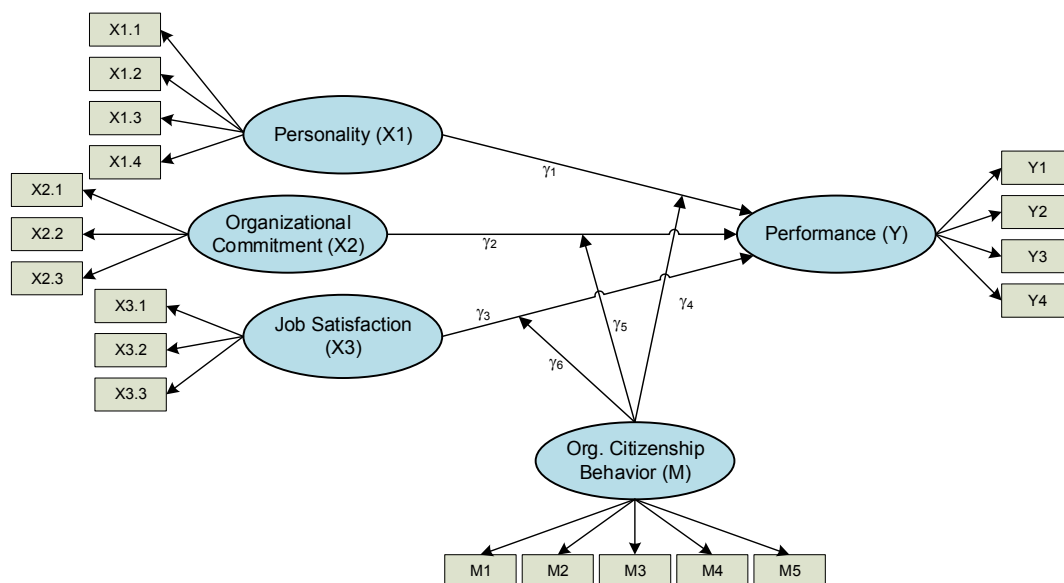


Figure 1. Conceptual Framework

The equation for this models are:

$$Y = \gamma_1 X_1 + \gamma_2 X_2 + \gamma_3 X_3 + \beta_1 M + \gamma_4 X_1 M + \gamma_5 X_2 M + \gamma_6 X_3 M + e$$

All variables included in the unobservable, and is formed by the indicator (as observable variable) using a first-order factor analysis by reflective indicators (there are common factor within the indicators in each variables). This research involved 57 questions that represent 19 indicators of 5 variables of this research. Personality (X1), Organizational Commitment (X2), and Job Satisfaction (X3) as exogenous variables, Organizational Citizenship Behavior (M) as moderation variable, and Performance (Y) as endogenous variable. The hypothesis in this research is to investigate the moderation effect of Organizational Citizenship Behavior on the effect of Personality, Organizational Commitment, and Job Satisfaction to Performance. The results of this analysis indicate that a variable as a moderating variable, but not necessarily true. The hypothesis is accepted if the Critical Ratio (CR) value of more than 1.96 and P-value less than 0.05 (with an error rate of 5%) (Solimun, 2009).

D. Result and Discussion

D1. Measurement Model

The following table presents the average values and outer loading each indicator in each study variable.

Table 1. Descriptive and Measurement Model

Variable	Indicator	Mean	Loading factor	p. value
Personality (X1)	Extraversion (X11)	3.50	0.701	0.000
	Agreeableness (X12)	3.46	0.751	0.000
	Emotional Stability (X13)	3.49	0.545	0.000
	Openness to Experience (X14)	3.53	0.682	Fix
Organization Commitment (X2)	Commitment Affective (X2.1)	3.47	0.747	0.000
	Commitment Continuous (X2.2)	3.44	0.855	0.000
	Commitment Normative (X2.3)	3.58	0.661	Fix
Job Satisfaction	Satisfaction social (X3.1)	3.46	0.790	0.000

Variable	Indicator	Mean	Loading factor	p. value
(X3)	Satisfaction extrinsic (X3.2)	3.53	0.870	0.000
	Satisfaction intrinsic (X3.3)	3.49	0.777	Fix
Organizational Citizenship Behavior(M)	Altruism (M.1)	3.48	0.712	Fix
	Civic virtue (M.2)	3.58	0.763	0.000
	Conscientiousness (M.3)	3.54	0.781	0.000
	Courtesy (M.4)	3.51	0.639	0.000
	Sportmanship (M.5)	3.52	0.845	0.000
Performance (Y)	Education (Y.1)	3.47	0.651	Fix
	Research (Y.2)	3.53	0.746	0.000
	Community service (Y.3)	3.49	0.689	0.000
	Others (Y.4)	3.50	0.783	0.000

Based on Table 1, the result that all significant indicators to measure the variables respectively. The analysis also showed that the most powerful indicator as a measure of Personality (X1) is an indicator of Agreeableness (X1.2) with a loading factor of 0.751, and a mean of 3:46. Further on Organizational Commitment variable (X2) is known that the most powerful indicator as measure is an indicator of ongoing commitment (X2.2) with a loading factor of 0.855 and a mean of 3:44. Then for the job satisfaction variable (X3) is known that the most powerful indicator is the indicator of satisfaction as the measuring extrinsic (X3.2) with a loading factor of 0.705 and a mean of 3.870. On Variable Organizational Citizenship Behavior (M) is known that the most powerful indicator as measure is Sportsmanship (M.5) with a loading of 0.845 with a mean of 3.52. In variable Performance (Y) is known that the most powerful indicator as are other supporting activities (Y.4) with a loading value of 0.783 and the mean value of 3.50.

D2. Analysis Result: SEM Testing Assumptions SEM

The assumptions that must be met prior to SEM analysis is the assumption of normality, absence of outliers, and linearity. The multivariate normality assumption was tested with the help of software AMOS 6. normality test results obtained critical ratio value of -1.845 to the critical value for Z 5% is equal to 1.96. Because the absolute value of CR for multivariate amounted to 1.845 < 1.96 then the multivariate normality assumptions are met.

To test whether there is an outlier, it can be seen with mahalanobis distance (Md). Mahalanobis distance is evaluated using a value of 149.449. Mahalanobis distance with the most distant observation point is the value Md = 54.654. When compared to the value of 149.449, the value Md < 149.449, it was concluded that all points of observation is not an outlier.

Table 2. Linearity Assumptions Test

No	Effect	Result of Ramsey Rest Test	Conclusion
1	Personality (X1) to Performance (Y)	P-value = 0.022 < 0.05	Linear
2	Organizational Commitment (X2) to Performance (Y)	P-value = 0.011 < 0.05	Linear
3	Job Satisfaction (X3) to Performance (Y)	P-value = 0.001 < 0.05	Linear

The second part of analysis is assumption testing. Before presenting the feasible results, the linearity assumption test using Ramsey Reset Test (Fernandes, *et al.*, 2015). Table 2 presents the linearity assumption test and linearity assumption are met.

Goodness Of Fit

The theoretical model on the conceptual framework of the study is said to fit if supported by empirical data. Results of testing the overall goodness of fit models to find out that the hypothetical model supported by empirical data presented in Table 3 below:

Table 3. Goodness Of Fit Model

Criteria	Cut-of value	Results	Conclusion
ChiSquare	Low	333.332	Fit Model
p-value	≥ 0.05	0.000	
CMIN/DF	≤ 2.00	1.516	Fit Model
RMSEA	≤ 0.08	0.039	Fit Model
GFI	≥ 0.90	0.941	Fit Model
AGFI	≥ 0.90	0.909	Fit Model
TLI	≥ 0.95	0.962	Fit Model
CFI	≥ 0.95	0.977	Fit Model

The test results based on the Goodness of Fit Overall Table 3 shows that the seven criteria: CMIN / DF, RMSEA, Chi Square and the p-value, GFI, AGFI, TLI and CFI demonstrate good models. According to Arbuckle and Wothke in Solimun (2009), the best criteria are used as an indication of the good of the model is the value of Chi Square / DF is less than 2, and RMSEA under 0:08. In this study, the value of CMIN / DF and RMSEA has met the cut-off value, then the SEM models in this study is suitable and fit for use, so they can do the interpretation for further discussion.

Analysis SEM

In the second part of SEM analysis is the interpretation of structural models or structural models. Structural model presents the relationship between the study variables Coefficient structural model of stating the magnitude relationship between the variable to another variable. There is significant effect between variables one to another variable, if the value of P-value of <0.05 . In the SEM are two effects that direct effect (direct effect), as well as indirect effect (indirect effect). The results of the analysis are summarized in Table 4 and Figure 2 for the direct effect and Table 4 for the indirect effect.

Table 4. Structural Model SEM: Direct Impact

No	Relationship	Coefficient	P-value	Conclusion
1	Personality (X1) to Performance (Y)	0.173	0.200	Not Significant
2	Organizational Commitment (X2) to Performance (Y)	0.196	0.101	Not Significant
3	Job Satisfaction (X3) to Performance (Y)	0.325	0.001	Significant

Graphically presented as follows (Red line indicates not-significant effect, black lines indicate a significant effect)

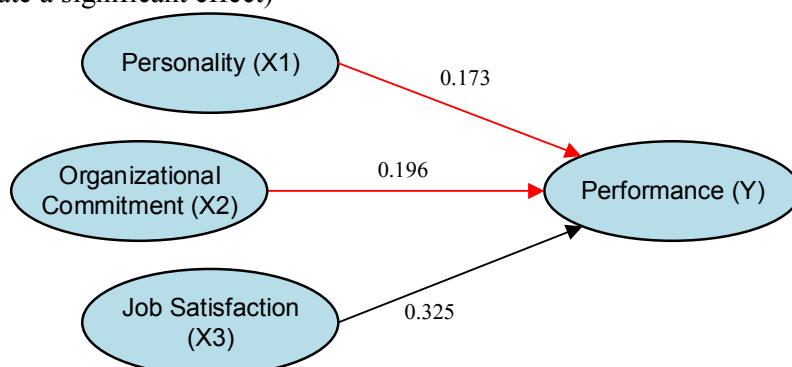


Figure 2. Structural Model in SEM

From the above test results, it can be concluded some of the following:

1. Testing the direct effect of Personality (X1) on the Performance (Y), the structural coefficient values obtained for 0173, with a p-value of $0.200 < 0.05$, then there is no significant direct effect between Personality (X1) on the Performance (Y), That is, high and low Personality (X1) has no effect on the high and low performance (Y).
2. Testing the direct effect of Organizational Commitment (X2) on the Performance (Y), the structural coefficient values obtained for 0196, with a p-value of 0101. Based on the $p\text{-value} > 0.05$, then there is no significant direct effect between Organizational Commitment (X2) on the Performance (Y). That is, the high and low of Organizational Commitment (X2) has no effect on the high and low performance (Y).
3. Testing the direct effect of job satisfaction (X3) on Performance (Y), the structural coefficient values obtained for 0325, with a p-value of 0.001. Based on $p\text{-value} < 0.05$, then there is a significant direct effect between job satisfaction (X3) on Performance (Y). Given the structural coefficient is positive, indicating that the relationship positive. That is, the higher the job satisfaction (X3), will result in the higher-performance (Y).

Furthermore, testing moderation was derived from the interaction effect between the independent variables with a moderating variable. The following test results presented moderation:

Table 5. Model Structural SEM Moderation

No	Relationship	Coefficient	CR	P-value
1.	Personality (X1)*Org. Change Behavior (M) to Performance (Y)	0.242	0.006	Significant
2.	Organizational Commitment (X2)*Org. Change Behavior (M) to Performance (Y)	0.257	0.004	Significant
3.	Job Satisfaction (X3)*Org. Change Behavior (M) to Performance (Y)	0.214	0.007	Significant

Moderation effect Organizational Citizenship Behavior On Personality Effect on Performance

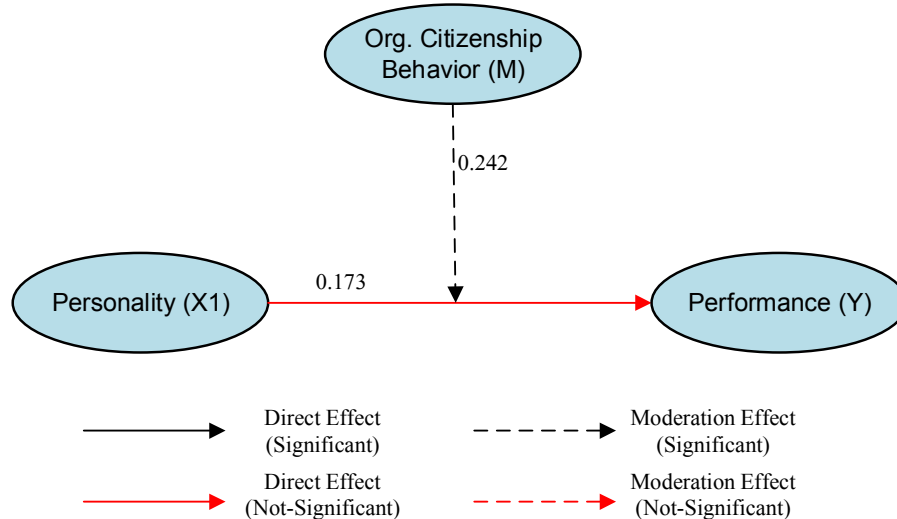


Figure 3. Moderation effect Organizational Citizenship Behavior On Personality Effect to Performance

SEM analysis results obtained interaction coefficient of 0,242, and P of 0.006. Since the value of $P < 0.05$, it indicates Organizational Citizenship Behavior is a moderator between personality (X1) on the Performance (Y). Because the direct effect of personality (X1) on the Performance (Y) does not effect significantly, the Organizational Citizenship Behavior variable is pure moderator. While the value of the coefficient of the interaction effect is positive then the variable of Organizational Citizenship Behavior (M) is said to be strengthening. It means that the higher the value of Organizational Citizenship Behavior (M) affects the increasing effect of Personality (X1) on the Performance (Y).

Moderation effect Organizational Citizenship Behavior On the Effect of Organizational Commitment to Performance

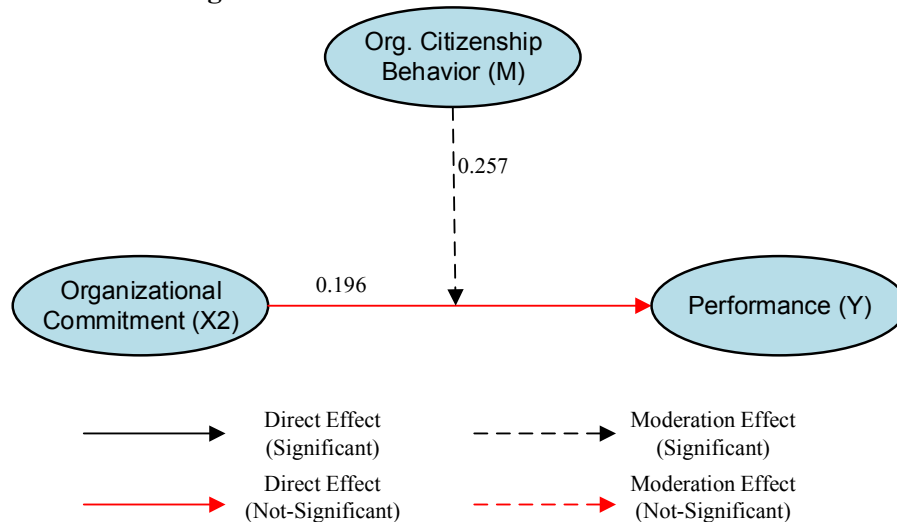


Figure 4

Moderation effect Organizational Citizenship Behavior On the Effect of Organizational Commitment Effect to Performance

SEM analysis results obtained interaction coefficient of 0,257 and P of 0.004. Because of the P value <0.05 , it indicates Organizational Citizenship Behavior is a moderator variable between Organizational Commitment (X) on the Performance (Y). Because the direct effect of Organizational Commitment (X2) on the Performance (Y) does not effect significantly, the Organizational Citizenship Behavior variable is pure moderator. As the value of the coefficient of the interaction effect is positive then the variable of Organizational Citizenship Behavior (M) is said to be strengthening. It means that the higher the value of Organizational Citizenship Behavior (M) affects the increasing effect of Organizational Commitment (X2) on the Performance (Y).

Organizational Citizenship Behavior Moderation Effect On Job Satisfaction Effect on Performance

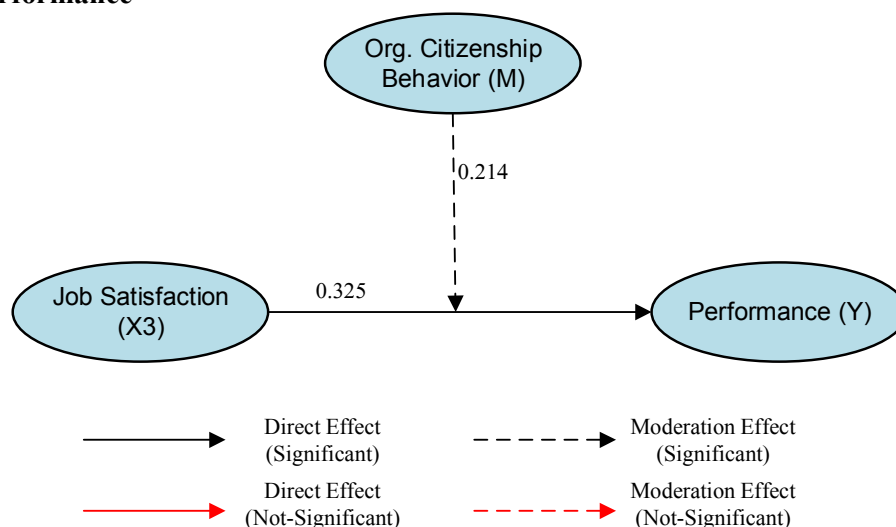


Figure 5

Organizational Citizenship Behavior Moderation Effect On Job Satisfaction Effect to Performance

SEM analysis results obtained interaction coefficient of 0.214, and P of 0.007. Because of the P value <0.05 , it indicates Organizational Citizenship Behavior is a moderator variable between job satisfaction (X3) on Performance (Y). Because of the direct and interaction effect significantly affect on performance (Y) then the variable of Organizational Citizenship Behavior is quasi moderator. As the value of the coefficient of the interaction effect is positive then the variable of Organizational Citizenship Behavior (M) is said to be strengthening. It means that the higher the value of Organizational Citizenship Behavior (M) affects the increasing effect of job satisfaction (X3) on Performance (Y).

E. Discussion

The main findings for this research that Organizational Citizenship Behavior as moderator variable in effect between Personality, Organizational Commitment and Job Satisfaction on the Performance. It means that the higher value of Organizational Citizenship Behavior, affects the increasing effect of Personality, Organizational Commitment and Job Satisfaction to Performance.

Realization of Indonesian society that is peaceful, democratic, equitable and competitive progress and prosperity in the container the unitary Republic of Indonesia, supported by a healthy human being, independence and fear of God Almighty, is the ultimate goal of national development. Those goals reflect that as a central point of development is the Human Resources (HR), either as a target of development and as agents of development. In relation to the above development of human resources in Indonesia is carried out through three main channels, namely education, training and career development in the workplace. That education is the backbone of development of human resources starting from the basic level to college. Meanwhile, the training paths and career development in the workplace is a supplement and complement pathways to education. Directions human resource development in Indonesia aimed at the development of human resources quality comprehensively covers aspects of personality and mental attitude, mastery of science and technology, as well as the professionalism and competence to all of them inspired by religious values. Human Resources Development in Indonesia include the development of intellect (IQ), emotional intelligence (EQ) and spiritual intelligence (SQ).

Seeing such roles, each lecturer is required to always improve themselves and have high performance that can be seen from the perspective performance, both related to official duties (in role performance) which is a requirement of organizations and performance beyond the role (extra-role performance). Extra-role performance in this regard is the Organizational Citizenship Behavior is very important for the effectiveness of the organization.

One factor that can form the OCB is personality. Individual personality is a predictor playing an important role for a lecturer. Employee commitment is the pride of the employees of the organization as well as the viscosity of the bond between employees and the organization believed to be able to increase the OCB. If employees feel proud of the organization, then the enthusiasm to do the job as well as assist other members will be better (Organ et al., 2006). A further factor which affects the OCB is the support organization. Each individual perceives that the work done is an investment that will give you time, energy, and effort to get what they want.

Lecturer is human resources that have a very central role in all activities in college and had a stake in the framework of character building of students to deal with the reality of a life filled with competition. Promoting the role of lecturers as an important contributor and one of the chain of human resources to build quality into something quite substantial to be explored considering people's expectations so greatly to the higher education institution.

A lecturer ideally have the following criteria: the first is intellectually productive means a teacher is a person who is able to implement the Tri Dharma University (education and teaching, research and development, and community service) well. In the context of teaching - for example, a teacher must be able to examine the relevance of teaching materials as objectively as possible to be transformed to the students up to date. In other words, the ideal lecturers are lecturers who are able to provide knowledge to the students the actual and authentic based on the methodology of exploration excavations such knowledge.

Ideal criteria that both correlative with ability and background knowledge, means a lecturer in addition to have a level of education that is appropriate to the level of science that teaches, also need to be supported by the teaching experience progressive

resulting in a process of maturity to overcome the dynamics of educational psychology demanding effort tolerance of ideas and strategies to student learning patterns.

Furthermore, the third criterion is ideal lecturer has a good attitude and a role model for the students in the act, any actions lecturer usually becomes a mirror of how the attitude of students to lecturers. Criteria for the fourth and most important for a teacher is able to communicate and act as an educator and teacher for learners.

Look at the role of the lecturer who is so much in the implementation of academic, while obstacles encountered quite complex, each lecturer is required to constantly improve themselves and have high performance that can be seen from the perspective of performance, both with regard to official duties (in role performance) is it is a requirement of the organization, such as: preparing teaching materials, teaching classes, coaching academic, Real Working Lecture (KKN), and a thesis (thesis and dissertation), seminars or other activities related to work as a lecturer, conducting research and community service and performance beyond the role of (extra-role performance). Extra performance role is critical to the effectiveness of the organization, in order to improve the performance of the organization that will ultimately have an impact on the survival and progress of the organization, especially in the business environment is volatile today

Constructs extra-role has been conceptualized into various operationalization of research variables, most notably the Organizational Citizenship Behavior (OCB). Organ (in Podsakoff et al., 2000) defines OCB as an individual behavior which is free, which is not directly and explicitly received an award from the formal system, and overall effectiveness encourage organizational functions. That's the free and voluntary, as such behavior is not required by the requirements of the role or job description but as a personal choice.

F. Conclusions and Recommendations

Based on the analysis it can be concluded that there is a significant direct effect between variables Job Satisfaction and Organizational Citizenship Behavior on the Performance of a significant and positive indicating better Job Satisfaction and Organizational Citizenship Behavior, it will cause the better the performance. In contrast to the effect of Personality and Organizational Commitment which has no significant effect to performance. Thus, the level of Personality and Organizational Commitment does not affect the performance. In other hand, Organizational Citizenship Behavior as moderator variable in effect between Personality, Organizational Commitment and Job Satisfaction on the Performance. It means that the higher value of Organizational Citizenship Behavior, affects the increasing effect of Personality, Organizational Commitment and Job Satisfaction to Performance.

Based on these conclusions can be suggested the performance of private university lecturers in Makassar city will increase significantly when Job Satisfaction and Organizational Citizenship Behavior is also increased so that the necessary evaluation and improvement of Job Satisfaction and Organizational Citizenship Behavior lecturers. Improvement of Job Satisfaction and Organizational Citizenship Behavior necessary because it can contribute a lot to the performance of lecturers. Furthermore, personality and commitment to the organization also needs to be improved because of the personality, organizational commitment, and job satisfaction will strengthen the performance of lecturers, especially the lecturers of two private colleges

in the city of Makassar items, namely: Indonesian Muslim University and Muhammadiyah University Makassar

Recommendation for practitioners, especially practitioners of academic (university foundations owners or shareholders, and others) is at the role of extra-role in the form of OCB to the faculty, especially private universities, allowing that extra-role is a major trigger of lecturer performance that will culminate in the performance of institutions. OCB can be seen from *Altruism* namely behavior of helping other employees without coercion on the tasks that are closely related to organizational operations. *Civic virtue* showing the voluntary participation and supporting the functions of the organization both professionally and social nature. *Conscientiousness* contains about the performance of the prerequisite role that exceed minimum standards. *Courtesy* is the behavior alleviates the problems relating to employment faced by other people. *Sportsmanship* contains taboos making issues that undermine though they are annoying.

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