

Exploring The Interplay of Personality Dimensions and Organizational Culture on Organizational Citizenship Behavior

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ABSTRACT:

This research aims to elucidate the intricate relationship between personality dimensions, organizational culture, and their cumulative effect on organizational citizenship behavior (OCB) at Al-Madani Majalengka Islamic Boarding School. Our study designates personality dimensions as the independent variable and organizational citizenship behavior as the dependent variable, with organizational culture serving as a control variable. We adopted a stratified random sampling method, culminating in a sample size of 178 respondents. Data were collected via questionnaires and subsequently analyzed through bivariate correlation techniques and partial correlation methods using SPSS version 26 software. Our bivariate correlation analysis revealed a significant, positive correlation between personality dimensions and organizational citizenship behavior. Simultaneously, partial analysis indicated that organizational culture could mediate the impact of personality dimensions on OCB. Therefore, we concluded that personality dimensions indeed significantly and positively impact OCB. However, to realize the potential of an individual's personality, it is paramount that a conducive organizational culture, encapsulating guidelines, values, and rules, is present to foster OCB at Al-Madani Islamic Boarding School Cikalong Majalengka.

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ABSTRAK

Penelitian ini bertujuan untuk menjelaskan hubungan antara dimensi kepribadian, budaya organisasi, dan efek kumulatifnya terhadap perilaku anggota organisasi (OCB) di Pesantren Al-Madani Majalengka. Studi kami menunjuk dimensi kepribadian sebagai variabel independen dan perilaku anggota organisasi sebagai variabel dependen, dengan budaya organisasi berfungsi sebagai variabel kontrol. Kami mengadopsi metode stratified random sampling, yang berpuncak pada ukuran sampel 178 responden. Data dikumpulkan melalui kuesioner dan selanjutnya dianalisis melalui teknik korelasi bivariat dan metode korelasi parsial dengan menggunakan software SPSS versi 26. Hasil analisis korelasi bivariat menunjukkan korelasi positif yang signifikan antara dimensi kepribadian dan perilaku anggota organisasi. Secara bersamaan, analisis parsial menunjukkan bahwa budaya organisasi dapat memediasi dampak dimensi kepribadian pada OCB. Oleh karena itu, kami menyimpulkan bahwa dimensi kepribadian memang berpengaruh secara signifikan dan positif terhadap OCB. Namun untuk mewujudkan potensi kepribadian individu, maka sangat diperlukan budaya organisasi yang kondusif, yang merangkum pedoman, nilai, dan aturan, untuk menumbuhkan OCB di Pesantren Al-Madani Cikalong Majalengka.

Kata kunci: budaya organisasi, kepribadian, perilaku anggota organisasi.

INTRODUCTION

Human resources are among the most crucial components in the functionality of organizations, playing a pivotal role in achieving their objectives. As highlighted in the global literature, effective management of human resources is paramount to foster productivity, enhance commitment, and ensure the sustainability of organizations (Cascio & Boudreau, 2016). Notably, the successful operation of organizations is closely linked to individual behavior, which is inevitably shaped by various factors, including personality dimensions and organizational culture (Sidin & Herno Della, 2021). The research approach to organizational behavior models shows the parameters. It identifies behavioral models for each input, process, and output, of which each part contains the scope of individuals, groups, and organizations (Robbins & Judge, 2014).

Human resources' role in determining an organization's success is central and multifaceted, involving recruitment, development, and retention strategies. Indeed, human resources play a pivotal role in enabling an



organization to achieve a competitive advantage. In the context of pesantren, the ability of human resource management to shape personality dimensions, thereby affecting Organizational Citizenship Behavior (OCB), is critical to the institution's overall functioning. In the domain of organizational behavior, Organizational Citizenship Behavior (OCB) has garnered significant attention (Rohmat et al., 2023). OCB denotes discretionary actions that are not part of formal job requirements but contribute positively to the organization (Anderson, 2017). Mahir Pradana et al. have postulated that OCB, with its role and initiative, streamlines organizational procedures, thereby fostering optimal resource utilization (Pradana et al., 2018). Thus, OCB is instrumental in enhancing organizational systems and provides an alternative approach for organizations to achieve their goals.

Several challenges persist in the field of human resource management that warrant attention, such as the alignment of individual and organizational goals, fostering an inclusive and motivating work environment, and managing workforce diversity. The complexity of these issues is amplified within the unique setting of pesantren, making the exploration of personality dimensions and organizational culture's influence on OCB an imperative undertaking.

The concept of OCB is rooted in the belief that an organization's effectiveness is not solely determined by the formal roles and tasks of its employees, but also by their voluntary and cooperative behaviors (Wang et al., 2021). However, the dynamics of OCB are not isolated; they interact with multiple organizational and individual factors. Among these, personality dimensions and organizational culture stand out as substantial determinants of OCB (Kholisah et al., 2020). Therefore, the thorough understanding of these relationships is crucial for shaping strategies that promote OCB and, consequently, organizational effectiveness.

Activities in organizing are inseparable from social interaction, which is always bound by the prevailing culture. The prevailing culture results from the agreement of the group of people concerned. Organizations engaged in education have an organizational culture that moderates the relationship between the intrinsic motivation of their members to innovate, where individuals perceive their organization to have a high impact on education (Ghiffari & Debora Eflina Purba, 2021).

Organizational culture is a phenomenon that causes the behavior of organizational members because the value system in organizational culture is the reason for the behavior of its members in organizing and has an orientation to achieving goals or results that have been set. Therefore, if organizational culture has a good influence, it will improve the quality of organizational members. The purpose of implementing organizational culture is as a guideline for the values, beliefs, and norms of the organization applied by its members and reflected through behavior (Sanhaji et al., 2016).

The role of educational institutions as a forum for developing personal knowledge through structured teaching, in principle, is the concept of personality development, flexibility of communication, and accuracy of its members (teachers and students) in behavior (Hadijaya, 2015). In the life of a religious community, pesantren are expected to contribute to the education of one's values. In the field, pesantren has shown its existence through its culture as programs planned by structured organizations (In'ami, 2011). Organizational culture is important in managing a person's personality towards behavior. It is a study to obtain a basis for organizational development of the personality and behavior of organizational members. Research on OCB within educational institutions, particularly pesantren, is still in the nascent stages. The context of pesantren offers unique conditions due to the explicit incorporation of religious and cultural elements in its functioning. This makes it a fertile ground to delve into how organizational culture and personality dimensions interplay to shape OCB (Aulia, 2019).

With the growing importance of a supportive organizational culture and robust human resource practices, it is imperative to examine their joint role in shaping OCB. The study of these complex relationships can unravel new perspectives on organizational behavior, which can be instrumental in formulating effective human resource strategies. By integrating the insights from this study, pesantren, and similar educational institutions, can nurture an environment that facilitates the manifestation of OCB, thereby enhancing their organizational effectiveness (Verawati, 2022). In this study, we utilize partial correlation analysis to investigate the interplay between personality variables and OCB with the control of organizational culture variables. This analytical tool will provide a nuanced understanding of how personality dimensions can



influence OCB through the lens of organizational culture in the unique setting of 'pesantren'.

METHODS

This study employed quantitative data collection methodologies, specifically the use of research instruments like questionnaires. Based on its objective, this study falls under the category of applied research, which provides practical insights and assesses relationships between variables to draw conclusions based on the obtained data (Machali, 2017). This research is concerned with the influence of personality dimensions on organizational citizenship behavior (OCB) and the role of organizational culture variables. The key emphasis lies in practical benefits relating to problem identification and scientific advancement, as it pertains to evaluating the relationship and degree of influence of personality on organizational citizenship behavior (OCB) and the control of organizational culture variables. Data processing was facilitated by the Statistical Product and Service Solution (SPSS) software, version 26. Data were obtained through questionnaires distributed to the respondents/sample. The sampling technique used was probability sampling, based on stratified random sampling, catering to populations with proportionate and homogeneous members or elements (Machali, 2017).

The identified population in this study consisted of 320 students from Pesantren Al-Madani Cikalong Majalengka. The total required sample size was calculated based on the Slovin formula, resulting in a sample of 178 students, or 55.62% of the population. The data type in this study was sourced from questionnaires and employed a Likert scale, ranging from 1 to 5. Data analysis techniques involved bivariate correlation techniques to examine the relationship pattern between variable X (personality dimension) and variable Y (organizational citizenship behavior). Furthermore, partial correlation analysis was utilized to scrutinize the relationship pattern between variable X (personality dimension) and variable Y (organizational citizenship behavior), taking into account control variable Z (organizational culture).

Partial correlation analysis is applied to assess the impact of one or more control variables. In the context of this research, partial correlation analysis was employed to understand to what extent personality dimensions influence organizational citizenship behavior (OCB) while controlling for organizational

culture variables. Organizational culture variables were used as control variables because this study hypothesizes that the organizational culture might have an effect that could influence the relationship between personality dimensions and OCB. By using partial correlation analysis, this research attempts to verify whether personality dimensions continue to have a significant influence on OCB after the effects of organizational culture are controlled for (Purba et al., 2015).

The relationship scheme between variables studied in this study is described in figure 1.

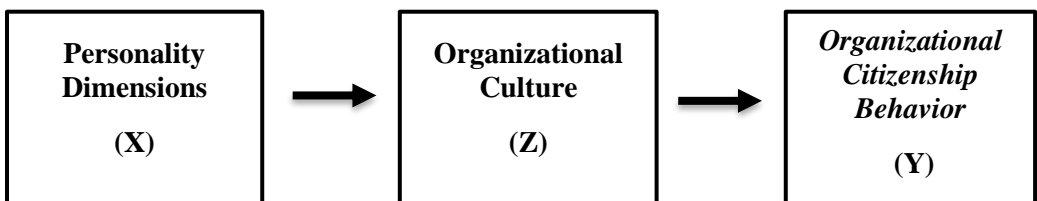


Figure 1. Schematic of the relationship between variables

This hypothesis tests the theory used as a basis for this study. Based on the problems and theoretical studies proposed, the hypotheses of this study are:

1. H_{a1} : There is a significant influence between personality dimensions and organizational citizenship behavior (OCB) in Pesantren Al-Madani Cikalong.
2. H_{o1} : There is no significant influence between personality dimensions and organizational citizenship behavior (OCB) in Pesantren Al-Madani Cikalong.
3. H_{a2} : Organizational culture variables play a role in the relationship between personality dimensions and OCB at Pesantren Al-Madani Cikalong.
4. H_{o2} : Organizational culture variables do not play a role in the relationship between personality dimensions and OCB at Pesantren Al-Madani Cikalong.

FINDINGS AND DISCUSSION

FINDINGS

Pesantren Al-Madani organizes formal education by being affiliated with the educational culture of Pondok Pesantren Modern Darussalam Gontor. The education system of Modern Islamic Boarding School Darussalam Gontor through the Kulliyatu-l-Mu'alimin Al-Islamiyyah (KMI) curriculum is one of the alternative education systems that received official recognition from the Government of the Unitary State of the Republic of Indonesia as stipulated in Article 93 of Government Regulation No. 19 of 2005 concerning National Education standards. Through the application of the vision, mission, goals, and motto of Pesantren Al-Madani raises a self-concept (personality) as a leader of the ummah and becomes a source of Islamic knowledge, Arabic, Qur'an, and general science while remaining in the spirit of pesantren.

A positive personality plays a crucial role in enhancing the sustainability of the organization. This role is vital in empowering the organization to offer comprehensive services to its members and the broader community. With the role of OCB in the organization, it will be a progress of the organization. In addition to the role of OCB in the organization, organizational culture is another positive basis in shaping the personality of its members. Culture is a consideration for organizations to be able to feel the benefits in the organizational structure and have an impact on the surrounding community.

Personality Dimensions

The effectiveness of implementing the planned program cannot be separated from various personality factors/personality and organizational behavior, including organizational culture. Personality is a complex and dynamic self-value and perspective about how a person determines how to think, act and adapt to his environment so that his behavior will arise based on values and self-perspective (Sudaryono, 2014). Another important meaning of personality is a factor that influences other people, groups, and organizations and considers personality as a psychological pattern and process that will manage behavior and responses to the environment identically according to personal assumptions (Karim, 2020). Based on this definition, personality is a pattern of a person's structure in bringing up paradigms based on

characteristics, traits, background, emotions, environment, and one's experience of objects that can be perceived by the five senses and feelings and then interpreted through behavior.

The relationship between personality and civic behavior is a complex thing to be studied by superiors, and personality is a reference to identify a series of relatively dynamic and significant characteristics and behaviors that have been formed by genetic and environmental factors (Ivancevich et al., 2006). A person's behavior pattern tends to appear based on various factors, including personality. This statement is corroborated by Taufiq Amir's proposition, which states that the presence of innovation or change in an attitude's subject matter can lead to alterations in one's presumptions and behavioral patterns. One's experiences, self-value, personality, and the social norms of behavior, as viewed from one's perspective, also significantly influence such innovative or changed behavior (Amir, 2017). Some common personality factors identified by researchers describing personality dimensions summarized in indicator measuring instruments used based on The Big Five Model developed by Stephen P. Robbins and Timothy A. Judge are extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience.

Organizational Citizenship Behavior (OCB)

A person's conduct, which fosters a proactive attitude and encourages positive behavior, can be classified as an Organizational Citizenship Behavior (OCB) action. Organizational citizenship behavior (OCB) is part of voluntary behavior carried out by a person and contributes directly or indirectly to organizational functions (Naway, 2014). Assumptions about organizational citizenship behavior (OCB) are part of the behavioral model at the organizational level. Organizational citizenship behavior becomes part of the behavior that individuals do positively and is part of the process of progress at the organizational level.

Organizational citizenship behavior is often referred to as a term for assessing and interpreting a person's behavior so that the term can be referred to as a member who harmonizes positive personality values (Gunawan, 2016). Organizational research parameters at the individual level found that personality impacts organizational citizenship behavior (Tursanurohmad, 2019). According to Organ et al., organizational citizenship behavior has five



dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Nahrisah & Sarah Imelda, 2019).

Organizational Culture

Culture comes from Latin, namely colere, which means managing the land. While the meaning is based on Sanskrit, buddhayah, the plural form of buddhi (mind or reason), can be interpreted as things related to the human mind or reason (Nasution et al., 2015). Culture is also the result of virtue based on human knowledge as a social being used to understand environmental conditions and experiences that can be used as guidelines or ways of life and behavior. It can be passed on to the next generation (Tika, 2006). Cultural significance is generally the pattern of interaction, behavior, and knowledge of humans as social beings obtained through knowledge, experience, and mutual agreement. It can be used as a guide for future generations.

Organizational culture is an important concept for understanding the behavior of individuals and groups in an organization. Organizational culture becomes a key characteristic or guideline adopted by its members, then creates certain patterns of behavior to distinguish organizational patterns from others. Cultural archetypes are important factors in determining organizational effectiveness and providing a specific context for a group of people (Hidayah, 2016).

Stephen P. Robbins and Timothy A. Judge posit that there is a connection between organizational culture and an individual's behavior. They argue that an examination of an organization's culture can bolster organizational commitment and increase the consistency of an individual's behavior, offering advantages to the organization. Furthermore, a positive organizational culture is perceived as valuable by members as it dictates behaviors, attitudes, and interactions, serving as a guiding principle for behavior determination (Robbins & Judge, 2014). The characteristic pattern of organizational culture developed by Stephen P. Robbins and Timothy A. Judge is innovation and risk-taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability (Robbins & Judge, 2014).

The influence of personality dimensions on organizational citizenship behaviour (OCB) through organizational culture control variables

Bivariate Correlation Analysis (r_{yx})

Table 1 is the results of the bivariate correlation analysis (r_{yx}) of the personality dimension variable (X) to the organizational citizenship behaviour variable (Y).

Table 1. Bivariate Correlation Between Personality Dimensions and Organizational Citizenship Behavior

Correlations			
		Personality Dimensions	Organizational Citizenship Behavior
Personality Dimensions	Pearson Correlation	1	,681**
	Sig. (2-tailed)		,000
	N	178	178
Organizational Citizenship Behavior	Pearson Correlation	,681**	1
	Sig. (2-tailed)	,000	
	N	178	178

** , Correlation is significant at the 0.01 level (2-tailed).

Based on the table 1, the results of the relationship between the independent variable, namely the personality dimension (X) to the dependent variable organizational citizenship behavior (Y) showed a relationship of 0.681 and a significance value of $0.000 < 0.05$. A positive value shows a unidirectional correlation between the personality dimension and organizational citizenship behavior (OCB). There is a positive and significant relationship between the personality dimension and organizational citizenship behavior (OCB) in Pesantren Al-Madani Cikalong. Thus H_{a1} is accepted, and H_{o1} is rejected.

Partial Correlation Analysis ($r_{yx.z}$)

Partial correlation tests the reliability of a relationship between the independent and dependent variables by involving other variables or control variables.



The decision-making is as follows (Machali, 2017) :

- If the value of $r_{yx} =$ value of $r_{yx.z}$, then the independent variable (X) has a linear effect on the dependent variable (Y) or the relationship of the independent variable (X) to the dependent variable (Y) is a pure relationship.
- If the value of $r_{yx} > r_{yx.z}$, then the independent variable (X) affects the independent (Y) because it is mediated or intervened by the control variable (Z), or the control variable (Z) strengthens the relationship of the independent variable (X) with the dependent variable (Y).
- If the value of $r_{yx} < r_{yx.z}$, then the independent variable (X) and control variable (Z) respectively affect the independent (Y), or the control variable (Z) weakens the relationship of the independent variable (X) with the dependent variable (Y).

Table 2. Partial Correlation Between Personality Dimensions and Organizational Citizenship Behavior Through Control of Organizational Culture Variables

		Correlations		
Control Variables			Personality Dimensions	Organizational Citizenship Behavior
Organizational Culture	Personality Dimensions	Correlation	1,000	,430
		Significance (2-tailed)	,	,000
		df	0	175
	Organizational Citizenship Behavior	Correlation	,430	1,000
		Significance (2-tailed)	,000	,
		df	175	0

Based on Table 2, the partial correlation test ($r_{yx.z}$) between personality dimensions and organizational citizenship behavior (OCB), controlled for organizational culture variables, yielded a correlation coefficient of 0.430 and a significance value of 0.000, which is less than the threshold value of 0.05. This shows a significant relationship between personality dimensions and

organizational citizenship behavior (OCB) when controlling for organizational culture variables. So, the personality dimension (X) affects OCB (Y) because it is mediated or intervened by organizational culture (Z), or the control variable (Z) strengthens the relationship of personality dimension (X) with OCB (Y). Thus H_{a2} is accepted, and H_{o2} is rejected.

For more details, the results of the comparison of bivariate correlation and partial correlation of personality dimension variables (X) to organizational citizenship behavior (Y) involving the control of organizational culture variables (Z) can be seen in figure 2.

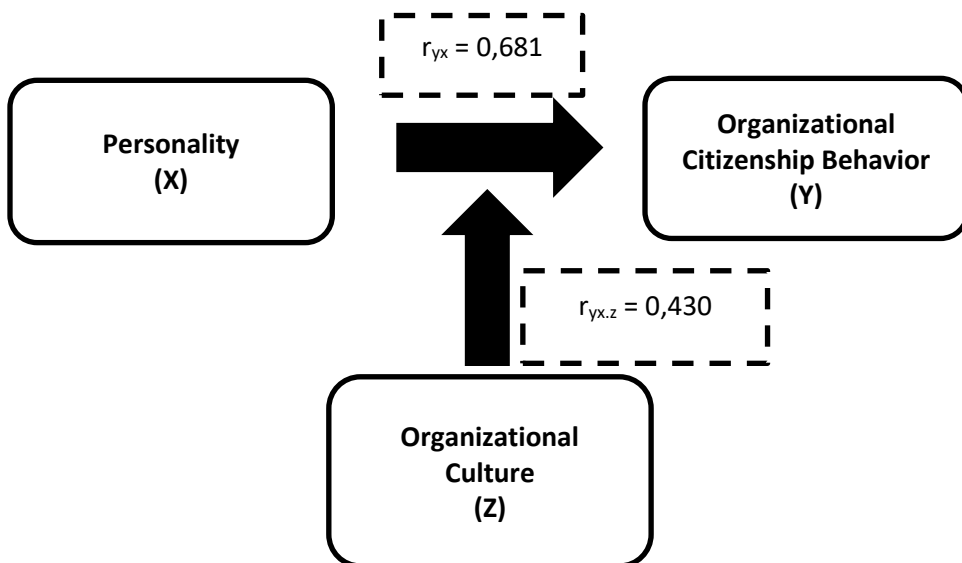


Figure 2. Bivariate Correlation Comparison Results Scheme ($r_{y,x}$) and Partial Correlation ($r_{y,x,z}$)

From the figure 2, the r_{yx} value = 0.681 is greater than the $r_{yx.z}$ = 0.430 ($r_{yx} > r_{yx.z}$). That is, the relationship between the personality dimension variable (X) and the organizational citizenship behavior variable (Y) is not linearly related. The personality dimension variable (X) has a higher effect on the organizational citizenship behavior variable (Y) because it is mediated or intervened by the organizational culture control variable (Z), or the organizational culture control variable (Z) strengthens the relationship of the

personality dimension variable (X) with the organizational citizenship behavior variable (Y).

Abdul Karim posits that the dimension of personality significantly impacts other individuals, groups, and organizations. He considers personality as a psychological pattern and process that guides behavior and reactions to the environment, reflecting personal assumptions consistently (Karim 2020). Maropen Simbolon's opinion states the same thing. The personality dimension or personality trait is a characteristic of a person's behavior to interact with the environment (Simbolon, 2008). A person's behavior pattern tends to appear based on various factors, including personality. The statement is reinforced by the statement put forward by Taufiq Amir that there is innovation or change in the object of attitude involving themselves in certain assumptions and behavior patterns. One's feelings of innovation or change encourage behavior influenced by experience, self-concept (values and personality), and social norms of behavior that are considered appropriate and in line with one's point of view (Amir, 2017).

According to Nur Hidayah, organizational culture, comprising key characteristics, rules, and guidelines embraced by its members, shapes distinct behavioral patterns, enabling differentiation between various organizational identities (Hidayah, 2016). According to Stephen P. Robbins and Timothy A. Judge state that cultural review in an organization can encourage organizational commitment and increase consistency of one's behavior. Positive organizational culture is also seen as something valuable by members, because it describes how behavior, attitudes and interactions are carried out and as a view in determining behavior (Robbins & Judge, 2014). Ainur Rofiq also stated that organizational culture affects the behavior of members, individuals, and groups in an organization so the behavior that arises will also affect the achievement of certain achievements and the effectiveness of organizational goals (Ainur Rofiq, 2019).

DISCUSSION

This study examines the relationship between personality dimensions, organizational citizenship behavior (OCB), and organizational culture in Pesantren Al-Madani. The bivariate correlation analysis found a positive and significant relationship between personality dimensions and OCB. This suggests

that a person's personality influences their likelihood of exhibiting positive civic behavior within the organization.

Existing literature provides a comprehensive understanding of the significant relationship between personality dimensions and Organizational Citizenship Behavior (OCB) across diverse organizational contexts (Grasiaswaty, 2021). Aligning with this foundation, the present study ventures into exploring this relationship within the unique context of Pesantren Al-Madani. The objective of this research was not only to validate the existing understanding but also to identify the role of organizational culture within this relationship. The research was fundamentally grounded in theories suggesting a strong interplay between personality dimensions and OCB. Therefore, the literature provided an essential basis for this research.

The fundamental outcome of this research reaffirms a positive and significant relationship between personality dimensions and OCB. Intriguingly, the strength of this relationship escalates with the inclusion of organizational culture as a control variable (Ari S et al., 2022). This highlights the significant influence of organizational culture on citizenship behavior within an organization. Thus, the essence of this study's findings hinges upon the interplay between personality dimensions, OCB, and organizational culture. The primary results obtained hence stand as a testament to the validity of this interaction.

Next, a partial correlation analysis was carried out by including organizational culture control variables. The analysis showed that the relationship between personality dimensions and OCB became stronger when the organizational culture was controlled (Ari S et al., 2022). This indicates that organizational culture is important in mediating the relationship between personality and organizational citizenship behavior.

The results of this study are consistent with the theory that a person's personality can influence organizational citizenship behavior (Purba et al., 2015). Positive personalities, such as extroverted, outgoing, and responsible, tend to be associated with increased OCB. However, the influence of personality on OCB can be amplified or moderated by organizational culture (Rukmini, 2017). An organizational culture promoting values such as innovation, teamwork, and concern for others can encourage members to exhibit higher civic behavior (Syarief et al., 2017).



An intriguing and crucial discovery of this study is the strengthening role of Pesantren Al-Madani's organizational culture in the relationship between personality dimensions and OCB (Pangastuti, 2018). This revelation underscores the vital role of an organization's culture in fostering positive citizenship behavior. The observed pattern of increased OCB with positive personality traits within the context of an appropriate organizational culture is a key insight from this study (Seciady & Sudibjo, 2020). Therefore, it is safe to say that this research presents meaningful and interesting findings with potential broad implications. These observations are instrumental in understanding the interplay between personality dimensions, OCB, and organizational culture.

This research's outcomes are in alignment with prior studies, reinforcing the observed relationship between personality, organizational culture, and OCB (Kholisah et al., 2020). Consequently, this study substantiates prior arguments regarding the interdependence of these factors in shaping citizenship behavior within an organization. This confirmation of previous findings adds value to the current body of knowledge on the subject matter (Komalasari et al., 2009). Further, it paves the way for more nuanced research into the dynamics between these three vital factors. Thus, the results of this study establish a consistent narrative with previous research while also contributing new insights.

One potential explanation for these findings is that organizational culture plays a crucial role in shaping norms and values that encourage positive citizenship behavior. This could elucidate why the relationship between personality dimensions and OCB is amplified when organizational culture is accounted for (Baety & Rojuaniah, 2022). Hence, it is plausible that the norms and values imbued by an organization's culture could influence individuals' behavior. This potential interplay provides an additional layer of understanding to the dynamics between personality, OCB, and organizational culture (Ambarwati, 2019). The study, therefore, provides not only empirical findings but also a theoretical contribution to the understanding of these interactions.

From a practical viewpoint, the implications of these findings are substantial. Organizations need to consider individual personalities during recruitment and development of members, mindful of the ways their organizational culture could either support or hinder positive citizenship

behavior (Azhari, 2019). The understanding gleaned from this study could, therefore, be beneficial in constructing organizational policies and practices. These findings could be instrumental in designing strategies for effective management and development of OCB. Hence, the outcomes of this study offer valuable insights with significant practical implications.

Despite this study's limitations, the findings provide valuable insights into how personality and organizational culture interact to influence OCB. Therefore, this research serves as a significant foundation for future management practices and studies. While the study's context restricts the generalizability of the findings, it presents a unique lens through which this relationship can be viewed. It also highlights the need for further research across different contexts to broaden the understanding of these dynamics. In conclusion, this study's findings make a significant contribution to the field and lay a robust foundation for future explorations.

The results of this study have important practical implications for Pesantren Al-Madani and similar organizations. To improve OCB in organizations, paying attention to both aspects of personality and organizational culture is necessary. The organization should pay attention to selecting and developing members with personalities that conform to the desired OCB values. In addition, organizations need to build and maintain a culture that supports and facilitates positive civic behavior.

However, this study has some limitations. First, this study only used the correlational method, so it could not conclude cause-and-effect relationships between variables. Future research could use longitudinal or experimental research designs to better understand the relationship between personality, organizational culture, and OCB in greater depth. Second, this study was conducted at Pesantren Al-Madani, so the generalization of these findings needs to be limited to that context. Future research may involve a wider sample of different types of organizations to broaden the generalizability of results.

Overall, the study contributes to understanding the relationship between personality, organizational culture, and OCB. The results of this study can be used as a foundation for organizations, including Pesantren Al-Madani, to improve OCB and create an environment that supports behavior.



CONCLUSION

The study has been emphatically demonstrated that both personality and organizational culture significantly and positively shape the behaviour exhibited at Pesantren Al-Madani. This affirms the study's initial hypotheses. The critical role that this institution plays in controlling and guiding student behaviour through a sustained system of supervision and skill empowerment, particularly by the Management of the Al-Madani Pesantren Santri Organization (OSPM), has been highlighted. The students' participation in embracing the organizational culture and fostering appropriate attitudes and behaviors also warrants acknowledgment. Consequently, these findings have broad implications for the field of knowledge on how institutions like Pesantren Al-Madani can effectively cultivate responsible and educated individuals. However, it is important to recognize that this study may not fully encompass the complete variety and complexity of factors influencing student behavior. Hence, future research should aim to investigate other potential influences and the interplay of multiple factors shaping student behavior in similar settings. This research could significantly augment our understanding of effective behavioral development within educational organizations.

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