

Determinants of Organizational Citizenship Behavior on the Influence of Personality Traits on Leadership Style of Public Sector Officials in Riau Province: A Gender Perspective Review

Determinan Organizational Citizenship Behavior pada Pengaruh Personality Traits terhadap Leadership Style Pejabat Sektor Publik Provinsi Riau: Sebuah Tinjauan Perspektif Gender

Devi Alviani*¹, Ririn Handayani¹, Hadiyati¹

¹Master of Management Program, Lancang Kuning University, Pekanbaru, Indonesia

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ABSTRACT

This research aimed to find out the determination of organizational citizenship behavior on the relationship between personality traits and leadership styles. The sample in this research is 234 respondents from 1.080 population, filled by the leader of Riau province public sector. Quantitative method used in this research. This research used probability sampling technique, proportional stratified random sampling method, and the Krejcie and Morgan, 1970 formula. The verification analysis technique of this research was carried out with statistical tests of Structural Equation Modeling (SEM) and Analysis of Moment Structure (AMOS) as analysis tools. This research shows that: openness to experience has a positive and significant effect on leadership style; neuroticism has a positive and significant effect on leadership style; organizational citizenship behavior is a quasi-moderating between openness to experience and leadership style positively and significantly; and organizational citizenship behavior is a quasi-moderation on the between neuroticism and leadership style negative and significantly.

ABSTRAK

Penelitian ini dilaksanakan pada Sektor Publik Provinsi Riau dengan tujuan mengetahui determinan organizational citizenship behavior pada hubungan personality traits dan gaya kepemimpinan pejabat. Kuantitatif digunakan sebagai pendekatan pada penelitian ini. Pengambilan sampel dilakukan dengan teknik sampling Probability, metode Proportionate Stratified Random Sampling dengan formula Krejcie and Morgan, 1970 dari 1.080 populasi menjadi 234 responden. Teknik analisa verifikatif penelitian ini dilakukan dengan uji statistic Structural Equation Modelling (SEM) dan Analysis of Moment Structure (AMOS) sebagai alat analisisnya. Hasil analisis membuktikan variabel openness to experience berpengaruh positif signifikan terhadap gaya kepemimpinan; variabel neuroticism berpengaruh positif signifikan terhadap gaya kepemimpinan; variabel

organizational citizenship behavior merupakan quasi moderasi pada hubungan openness to experience dan gaya kepemimpinan secara positif signifikan; dan variabel organizational citizenship behavior merupakan quasi moderasi pada hubungan neuroticism dan gaya kepemimpinan secara negatif signifikan.

Correspondence regarding this article can be addressed to Devi Alviani via e-mail: devialviani8@gmail.com

Research on leadership styles from a gender perspective has not been widely carried out in Indonesia, but has been carried out in Europe, America and the Middle East (Brandt & Laiho, 2013; Rhee & Sigler, 2015; Shapira, Arar, and Azaiza, 2010; Wang et al. 2013; Wells, Peachey, and Walker 2014). In reality, research on this topic is essential to conduct in Indonesia, especially in Riau Province because the population of Riau Province occupies the tenth position in Indonesia, with approximately 6.97 million people in 2020 (BPS Province of Riau, 2021). In addition, research with the same theme has not been widely carried out in the public sector, but has been carried out in the business, private, sports, health and education sectors (Schuh et al. 2014; Wells et al. 2014).

The gender gap in Riau Province can be seen in the history of the leadership of the Chief Executive for a region below the state (province), which is held by the Governor of Riau. The leadership of the Governor and Deputy Governor of Riau for the last 5 periods shows that there are no women who occupy the number one position in Riau. This has not only happened in the last 5 periods, but since the appointment of the first Governor of Riau, namely Mr. S. M. Amin Nasution on March 5, 1958. The problem of gender tension in the leadership

of the Public Sector can also be seen in the lack of women officials who occupy seats in the Riau government. Based on data from the Central Bureau of Statistics for Riau Province, 2021. Total of Riau Province Officials Based on Gender in 2020 there were 1.080 people holding structural positions. At the Echelon II level there are 34 people where 27 people are male (2.50%) and 7 people are female (0.65%); at the Echelon III level there were 177 people with 124 people being male (11.48%) and 53 people being female (4.91%); and at the Echelon IV level, totaling 869 people, there were 446 people who were male (41.30%) and 423 people who were female (39.17%), thus describing that the higher the structural position, the higher the gender gap.

The lack of female officials occupying Riau government seats is due to the ineffectiveness of existing female leadership strategies in reducing societal concerns and prejudices about gender stereotypes, removing some barriers to entry, and generating public assumptions to better respond to feminine leadership and promote gender equality. Thus, they have not been able to gain public trust regarding the competence of female leaders. This is very unfortunate, research conducted by Eagly and Carli (2003) proves that female leaders can match and even outperform male leaders

(Putranto & Perdhana, 2018). Arab women leaders have high morals, are able to inspire, motivate, control themselves, and build connections, so that Arab women leaders are considered to outperform male leaders in the context of effectiveness and democratic nature (Weisberg, De Young, and Hirsh, 2011; Yaseen 2010). Meanwhile, empirical studies related to gender show that male leadership styles are oriented toward completing tasks with supporting attributes such as control, instructing, structure, autocracy, transactional, and business (Barbuto et al., 2007; Putranto & Perdhana, 2018). Significant differences between male and female leadership styles in conveying aims and objectives describe their personality characteristics (Kent et al., 2010; Toegel & Barsoux, 2013).

Personality is a combination of characteristics, mindsets, emotions, and behaviors that include preferences, attitudes, values, and the way individuals interact with the environment and other people, thus distinguishing an individual from other individuals. Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia said government officials and employees tend to feel like they are working in a comfort zone because of a fixed income. Vice minister Home Affairs added that they have a stagnant work pattern and culture and do not promote collaboration and flexibility. In line with the AKHLAK Index survey (2022) Kementerian Pendayaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia shows a red score for the adaptive component of 38.9% (Unhealthy) in all central and regional agencies. This reflects the low openness score. Personality classification identified

basic traits, the Big Five Theory of Personality McCrae and Costa (1992) describe a consistent approach to assessing personality in a person through the analysis of trait factors, while the five factors consist of Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (Utami, Grasiawaty, and Akmal, 2018). In line with previous research related to leader personality traits conducted in the Public Sector, the authors use The Big Five Theory (Ghani, Yunus, and Bahry, 2016).

Research conducted by Brooker (2020) with the theme "Assessing the relationship between narcissism, neuroticism and leadership skills" shows that there is no relationship between neuroticism and leadership skills for respondents younger than 25 years, but the relationship is negative for employees 25 years or older (Brooker, 2020). In line with Khairuddin (2015) with empirical study in "The impact of the big five personality traits on the leadership styles: an empirical study applied on the branch managers of banks working at the Hashemite Kingdom of Jordan", that neuroticism and openness to experience have no effect on leadership style (Brooker, 2020; Khairuddin, 2015). In contrast to the research of Simic., et al (2017), "The relationship between personality traits and managers' leadership styles" and Cavazotte, et al., (2015) in "Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance", resulting in findings that neuroticism personality traits have the most significant relationship to leadership style, and openness to experience is positively related to transformational

leadership (Judge et al., 2002; Simic et al., 2017); similar to Rani (2018) in her research entitled "Impact of personality traits on conflict management and leadership styles" confirms openness to experience has a significant positive correlation with leadership style (Rani 2018). Based on the research gap above, the authors conclude that there is no consistency in the results of previous studies, so they predict that there are other variables with exclusive moment traits that also play a role in influencing personality traits on leadership style.

As a justification and research analysis knife, the author uses George C. Homans' Social Exchange Theory which emphasizes that social behavior arises as a result of mutually beneficial social exchanges from time to time and relies on the norm of reciprocity to return treatment (Cook et al., 2013). This means that the form of treatment or style shown by the leader is not only a manifestation of his personality, but is also formed as a result of social exchange. The Contingency Theory put forward by Paul Hersey and Ken Blanchard supports employee characteristics and situations as external factors that influence leadership style. The employee factor in question is caused by the character of the employee, their ability and willingness to complete certain tasks (Carpenter, Bauer, and Erdogan, 2009). This sub-factor is described by the author with organizational citizenship behavior, Podsakoff, et al. (2000) state that when an organization has employees with the title of good citizenship behavior it will have a positive impact in the form of increasing the productivity of

leaders (Kusumajati, 2014), there is a response to changes in behavior that is expressed in leadership style.

Based on the theory synthesis and the author's interpretation, as well as a solution to the research gap problem, the authors use organizational citizenship behavior as a moderator variable. Organizational Citizenship Behavior (OCB) requires further research on leadership styles. Organizational citizenship behavior indirectly integrates leaders and employees to form a unit of action and character in accordance with the vision, mission and strategy of the organization (Zabihi, Hashemzahi, and Tabrizi, 2012).

Organ (1990) defines organizational Citizenship Behavior as individual behavior that is voluntary and not required by the organization, but if done it will be beneficial for organizational effectiveness (Sambung, 2014). Research related to OCB conducted in the Public Sector generally uses the 5 dimensions proposed by Organ (1988) including altruism, civic virtue, conscientiousness, courtesy, and sportsmanship, so this study adopts these dimensions (Basirudin et al., 2016; Qureshi et al., 2011).

Based on the description of the phenomenon, theory, and research gap above, the author intends to try to reveal more about this problem by conducting research entitled "Determinants of Organizational Citizenship Behavior on the Influence of Personality Traits on Leadership Style of Public Sector Officials in Riau Province: A Gender Perspective Review".

Method

This study employs a quantitative method to test hypotheses regarding the role of organizational citizenship behavior in moderating the impact of openness to experience and neuroticism on leadership style, specifically from a gender perspective. The research follows a descriptive and explanatory survey design. It utilizes a cross-sectional research design, focusing on the analysis at the individual level (micro level). The study was conducted among public sector officials in Riau Province, with a total population of 1.080 individuals. Based on the population table of Krejcie and Morgan (1970), a sample size of 284 was obtained.

Sampling was carried out using the Probability sampling technique, specifically the Proportionate Stratified Random Sampling method. To gather primary data, a closed questionnaire was distributed, utilizing a 5-point Likert scale. This approach aimed to ensure the validity and reliability of the variables, as well as maintain efficiency in terms of time. Variable measurement was conducted by developing indicators based on relevant theories. This research used 14 items from Bass and Avolio's (1994) leadership style instrument, 10 items for organizational citizenship behavior based on Organ's (1988) framework, and 24 items for measuring openness to experience and neuroticism, drawing from McCrae and Costa's (1992) theory.

The primary objective of this study is to offer new explanations and provide empirical evidence through verification analyses. The verification analysis technique employed in this research involves utilizing

Structural Equation Modeling (SEM) and Analysis of Moment Structure (AMOS) as analytical tools. These statistical tests aid in analyzing and confirming the relationships proposed in the study.

Result

The data utilized in this study consists of primary data obtained directly through the distribution of 284 questionnaires to public sector officials in Riau Province. Out of the distributed questionnaires, 213 complete responses were received, resulting in a response rate of 75%.

The characteristics of the respondents, based on gender, indicate that the majority were female, accounting for 134 individuals or 62.90%. On the other hand, male respondents accounted for 79 individuals or 37.10%. This implies that both male and female respondents can provide insights into the impact of their personalities on leadership style.

Regarding the structural position of the respondents, the study was predominantly represented by echelon IV officials, totaling 175 individuals or 82.16%. The next category was echelon III positions, consisting of 34 individuals or 15.96%, followed by 4 individuals (1.88%) in echelon II positions.

In terms of service period, the findings indicate that 3 respondents or 1.41% had a service period of 2 years, 129 individuals or 60.60% had a working period of 3 to 10 years, 62 individuals or 29.11% had a working period of 11 to 20 years, and the remaining 19 individuals had a tenure of more than 21 years, accounting for 8.92%. This suggests that officials with a tenure of

more than 2 years can be considered to possess sufficient experience and knowledge related to the research variables, and are likely familiar with the actual conditions prevailing in the public sector of Riau Province.

Furthermore, the majority of respondents in this study held a bachelor's degree (strata 1 education), totaling 144 individuals or 67.62%. The next category consisted of individuals with a master's degree (strata 2 education), comprising 52 individuals or 24.41%. There were also 16 individuals (7.50%) with a diploma (D3) and 1 individual (0.47%) with a doctoral (strata 3) education background. Therefore, it can be assumed that they possess a competent understanding of the statements provided.

Assumption of Structural Equational Modeling

The results of linearity assumptions describe that each openness to experience, neuroticism, and organizational citizenship behavior relationship on leadership styles produces a probability of 0.000, smaller than the level of significance ($\alpha = 5\%$), so that the relationship between variables is linear.

The assumption of multivariate normality was tested with AMOS software, showing a critical ratio value of 8.020. The value that is outside the critical value of Z is 2.58. Thus, the data used in this study is not normally distributed, but based on the central limit theorem, if the sample is above 100, the data analyzed in SEM in the study is considered normal.

Detection of Multivariate Outliers is carried out by taking into account the value

of Mahalanobis Distance. The criteria used are based on the value of chi-squares at the degree of freedom (degree of freedom) 79, namely the number of indicators in the fit model of this study at the level of significance $p < 0.001$. Mahalanobis Distance or $\chi^2 (79; 0.001) = 123.5944$. This means that all cases (Observation Number) which have a Mahalanobis D-Squared value that is greater than 123.5944 is Multivariate Outliers. Outliers evaluation shows that all data observations have a D-Squared Mahalanobis value below 123.5944 and probability observation value 1 (P1) or probability 2 (P2) above the level of significance ($\alpha = 5\%$). Thus the data used in this study was declared not outliers.

Evaluation of Measurement Model

The Loading Factor Convergent Validity indicates that all the indicators measuring the variables of openness to experience, neuroticism, organizational citizenship behavior, and leadership style have values greater than 0.6, confirming their validity.

The correlations between constructs and the square root of the Average Variance Extracted (AVE) for each construct demonstrate good discriminant validity. This is evident as all the correlation values between constructs (excluding the diagonal elements in the table) are lower than the square root of the AVE for each corresponding latent construct (located on the diagonal). Consequently, it can be

concluded that the latent constructs in this study are sufficiently unique and capable of capturing the measured phenomena.

Reliability testing indicates that the Average Variance Extracted values are greater than 0.5 and the Composite reliability values are greater than 0.7 for all the construct variables. Therefore, the constructs of the research model comprising openness to experience, neuroticism, organizational citizenship behavior, and leadership style can be considered reliable or dependable.

Evaluation of Structural Model

The evaluation of the SEM model aims to determine its adequacy. Several indices are used in SEM analysis, including the chi-square test probability (CMIN), CMIN/DF, RMR, GFI, AGFI, TLI, CFI, and RMSEA. The testing criteria using the chi-square (CMIN) state that if the probability value of the chi-square is equal to or greater than the level of significance (alpha), then the formed SEM model is considered adequate.

The criteria using CMIN/DF state that if the CMIN/DF value is less than or equal to 2, then the formed SEM model is considered adequate. The criteria using GFI and AGFI state that if the values of these goodness-of-fit indices are equal to or greater than 0.90, then the formed SEM model is considered adequate. The criteria using TLI and CFI state that if the values of these goodness-of-fit indices are equal to or greater than 0.95, then the formed SEM model is considered adequate. The criteria using RMR state that if the value of this goodness-of-fit index is less than or equal

to 0.05, then the formed SEM model is considered adequate. The criteria using RMSEA state that if the RMSEA value is less than or equal to 0.08, then the formed SEM model is considered adequate. The results of the adequacy testing of the SEM model are summarized in the Table 1 above.

The Model Feasibility Test Table Describes the Resume of Goodness of Fit Modification of the Model, where the Chi Square (CMIN) Index, CMIN/DF, RMR, GFI, AGFI, TLI, CFI, and RMSEA have criteria that are in accordance with the cut off value, So that the eight index is declared fulfilled and the SEM model formed is declared feasible.

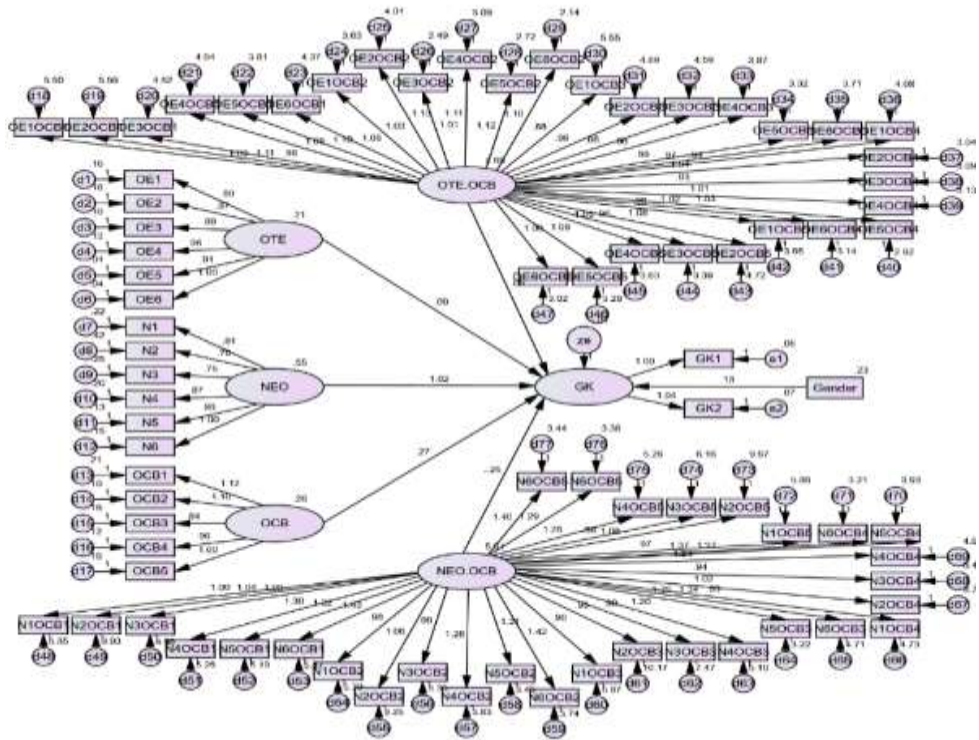
Table 1. Model Feasibility Test Results

Indeks	Goodness of Fit	Cut Off	Description
CMIN	110.032 0.324	> 0.05	Feasible
CMIN/DF	1.058	≤ 2.00	Feasible
RMR	0.014	≤ 0.05	Feasible
GFI	0.955	≥ 0.90	Feasible
AGFI	0.909	≥ 0.90	Feasible
TLI	0.996	≥ 0.95	Feasible
CFI	0.998	≥ 0.95	Feasible
RMSEA	0.017	≤ 0.08	Feasible

Discussion

The Influence of Openness to Experience on Leadership Style

Regression Weight The Effect of Openness to Experience on Leadership Style shows a p value of $0.029 < 0.05$, so



Picture 1. Research Model

openness to experience has a significant influence on increasing leadership style. In another sense, increasing openness to experience will increase leadership style. Officials who get high scores in this dimension tend to think independently and are willing to tolerate more ambiguity or less certainty (Alsabbagh and Khalil, 2016). As a result, they become individuals who are ready to accept new concepts and beliefs (which are sometimes confirmed and then denied), which in this case tends to form transformational behavior (Bono, Hooper, and Yoon, 2012; Bono and Judge, 2004; Felfe and Schyns, 2010). In line with the transformational leader, it implies "fundamentally changing the values, goals, and aspirations of followers, so that they do

work because they are consistent with their values, contrary to the hope that their efforts will be valued (Mackenzie, Podsakoff, and Rich, 2001). Transformational leaders also have the ability and skills to motivate, form new ways of thinking, destroy existing paradigms and create new paradigms" (Savovic, 2012). In the leadership process, channeling ideas, creativity, motivating and forming mindset, it is possible for officials with openness to experience to apply transactional behavior carried out with motivation to rewards, periodically supervision to sanction (Masunah and Nurjanah, 2019). This means that they can maximize work results with compensation, reward and punishment strategies as motivation, so that they are superior to improve performance (Bass & Bass, 2009).

Respondents' perceptions of variables show that values indicators have the highest average of 4.17 and data processing data shows cross loading values 1.00 construct the openness to experience variables, which means public sector officials are willing (Inspirational Motivation) and conduct extra supervision of the work process and carry out work in accordance with the decree of agencies which when examined from the transactional side are known as active expression management. The second dominant indicator to construct variables is Actions (Cross Loading 0.96) This means that public sector officials seek innovative and adapt creative ideas when working together, provide evaluation, motivate and inspire problems as opportunities. Another case, based on the recapitulation of respondents' responses, Actions have the smallest mean (80.9) and the indicators that form the second dominant variable are aesthetics (mean 82.7) meaning they always prioritize beauty in work, and are able to appreciate the attractive experience of employees when they become role models (idealized influence) and Oversee the work process of employees (active mgt by exception). This difference identifies that the dominant aesthetics is only based on the perception of public sector officials, who are not significant in the application of the organization. Organizational facts state that Aesthetics (cross loading 0.87) is the fifth factor that constructs openness to experience. Ideas indicators with cross loading values 0.91 and the mean

recapitulation of respondents' responses 82.2 dominates the formation of the third variable, implications that public sector officials often reflect together with various ideas and are willing to accept the contribution of suggestions when carrying out their leadership, this can be seen from the various meetings that have been carried out. Feelings (cross loading 0.89) is the fourth variable formation in which public sector officials are curious about the reform of science and technology and like the uniqueness as a picture of differences in giving examples, finalizing organizational plans, supervision and direction based on work results. The application of this organization is different from the perception of public sector officials, Feelings (Mean 81.7) dominates the fifth and fantasy variable (Mean 82.1) High dreams and imagination when managing the organization is the dominance of the fourth variable, while the reality is Fantasy dominates the smallest variable with cross loading 0.80. This study confirmed previous research conducted in various sectors, especially the public sector (SIMIC, et al., 2017; Alsabbagh, et al., 2015), as well as Poonam Rani (2018), but opposite research of Khairedin (2015) and the theory of Judge and Bono (2000).

The Influence of Neuroticism on Leadership Style

Regression Weight The Effect of Neuroticism on Leadership Style Describes the CR value of 23.622 greater than T statistical (1.96) and probability of *** (<0.01) <Level of Significance (Alpha (α =

5%)). This study shows that neuroticism has a significant positive effect on the leadership style of the Riau Province public sector officials. Neuroticism is a variable that dominates the influence on leadership style, with a total influence of 0.792.

Officials who react poorly to anxiety and low self-esteem will show better leadership behavior, so that the dynamics of the negative correlation between neuroticism and leadership style change in a positive direction (Felfe & Schyns, 2010). The findings assume that public sector officials with high neuroticism tend to be afraid, nervous, anxious, insecure, sensitive to ridicule and ridicule of other individuals, and have low self-esteem capable of changing the negative context of neuroticism into emotional stability, with all the demands of work at the provincial level, governor regulations, the desire to maintain a structural position, and life experience, as well as careful thought in considering individual behavior as an effort to understand the situation, which is one of the dimensions of transformational leadership behavior. This study supports the assertion that neurotic officials may be attracted to active work and inspired by transformational behavior (Almandeel, 2014).

The dominant indicator constructing the neuroticism variable is vulnerability (cross loading 1.00), meaning that public sector officials tend to be independent and able to manage stress well so that they see problems as opportunities (inspirational motivation) and are capable of giving

evaluations when work results are not up to standard (passive mgt by exceptions). This condition is different from the results of the recapitulation of respondents' responses, they perceive self-consciousness (mean 78.0) as the dominant factor in forming neuroticism, where public sector officials believe in their own abilities and have good self-quality so that they deserve to be a symbol of success (individualized consideration), optimistic about achievement vision of the organization (inspirational motivation) and supervising work processes and results (active and passive mgt by exception). Organizational facts show that self-consciousness is the second factor that dominates neuroticism with a cross loading of 0.87, while the mean respondent's perception of vulnerability is 75.9 which forms the fourth variable. Factors that form the second and third variables based on the recapitulation of respondents' responses are angry holisty and impulsiveness (mean 75.0), in which officials easily forgive mistakes, tolerate mistakes, stick to their convictions and have good self-control in running the wheels of government. In line with organizational behavior, Impulsiveness is the dimension that constructs the third variable with a cross loading of 0.86, while angry holisty is the dimension that dominates the fifth variable with a cross loading of 0.78. The indicator that dominates the formation of the fourth variable is anxiety (cross loading 0.81) and based on perceptions anxiety is the smallest indicator that constructs neuroticism (mean 74.2). Anxiety personality is characterized

by the tendency of public sector officials who always think positively and can calm down in tense situations, so that officials are able to take policies in the most difficult organizational situations, become examples of inspiring employees, overcome various organizational problems and provide punishment according to the level of employee mistakes. The smallest dimension that forms neuroticism is depression (cross loading 0.75), public sector officials in their activities are confident working in teams and able to work under pressure which has implications for their leadership in the form of pride in working together, symbols of success, inspiring problems as opportunities, evaluation and optimal direction and rewards according to success. Unlike the facts on the ground, the perceptions of public sector officials indicate that depression is the fifth factor in shaping their neuroticism. This empirical study confirms Simic et al. (2017) and Judge et al. (2002) which confirms that neuroticism has a significant relationship to leadership style, but is contrary to the studies of Judge and Joyce (2000), Rani, (2018), Brooker (2020) and Khaireddin (2015).

Determinants of Organizational Citizenship Behavior on the Influence of Openness to Experience on Leadership Style

This study shows that the interaction of organizational citizenship behavior and openness to experience on leadership style, produces a CR value of

5.439 and p-value *** (by default) < level of significance (alpha ($\alpha = 5\%$)); and the relationship between organizational citizenship behavior and leadership style produces a CR value of 6.580 > T statistic 1.96 with a probability of *** (< 0.01) < level of significance (alpha ($\alpha = 5\%$)), both of these relationships have a significant positive value. This value describes organizational citizenship behavior as a quasi-moderation in the relationship between openness to experience and leadership style.

The indicators that have the greatest influence on the interaction of openness to experience variables and organizational citizenship behavior are Aesthetics and Conscientiousness with a cross loading value of 1.135. This means that public sector officials who prioritize ethics at work and often value the experience of attracting co-workers, supported by the attitude of employees who comply with regulations and dare to take risks, will form officials' trust in realizing the organization's vision, making the best contribution to the organization, changing the official's perspective on problems as opportunities, emergence of mutual motivation, determination to work according to procedures, and optimization of implementation and evaluation of work. In contrast to the interaction of fantasy and courtesy indicators, cross-loading of 0.881 makes the smallest contribution to the variables of openness to experience and organizational citizenship behavior. The interaction between the two implies that officials who have high imagination,

accompanied by the availability of employees to remind and listen to colleagues, will create improvements to implementation plans, increase cooperation synergies, reduce negative motivation that must be given by officials, and maximize supervision, direction, and evaluation of work processes.

Organizational citizenship behavior is indicated to strengthen the openness to experience behavior of officials, to be interested in certain fields, alert to change, create innovation, develop creativity, pay attention to all aspects, form new strategies, and achieve organizational goals that are described in the leadership process in the form of style leadership. Leadership style, as a form of interaction of openness to experience personality and organizational citizenship behavior of employees, occurs in the behavior of public sector officials who influence employees to see problems from a new perspective, use their intellectual abilities, spark original ideas, provide remuneration for innovation and creativity, as well as motivate employees by affiliation and incentives (Friska, 2004).

Podsakoff's theoretical study, et al. (2000) supports this finding, he suggests that there are three benefits to having subordinates with good citizenship behavior, namely (1). Subordinates who have associations with the target market can provide data and information related to the transformations that occur in the environment and suggestions on how to respond to these transformations voluntarily, so that the organization can adapt quickly; (2). Subordinates who

participate in meeting events can help disseminate information to the internal organization; and (3). Subordinates who are sporty (e.g., learning new skills) will increase organizational capabilities as they become acclimated to technological changes (Titisari, 2014). Based on this statement, the proactive attitude of subordinates towards renewal and not being antipathy towards accepting organizational changes, will encourage and assist leaders to be interested in certain fields, pay attention to all aspects, and form new strategies along with the times to achieve organizational goals, which will have an impact on their leadership style.

Determinants of Organizational Citizenship Behavior on the Influence of Neuroticism on Leadership Style

The moderation test describes the interaction of organizational citizenship behavior and neuroticism on leadership style, resulting in a CR value of -12.207 and a p-value *** (by default) < level of significance (alpha ($\alpha=5\%$)); and the relationship between Organizational Citizenship Behavior and Leadership Style produces a CR value of 6.580 > T statistic 1.96 with a probability of *** (< 0.01) < level of significance (alpha ($\alpha = 5\%$)), both of these relationships have significant negative and positive values, meaning that organizational citizenship behavior acts as a quasi-moderation that weakens the relationship between neuroticism and leadership style.

If high-neurotic public sector officials have employees with good

citizenship behavior, who are ready to help; reluctant to spend a lot of time dealing with petty grievances; polite and avoid conflict; reduce conflict management; and tend to maintain a high level of performance (Titisari, 2014), will reduce their tendency to be depressed, stressed, angry, and worried. This, of course, results in differences in the way officials create the work environment and relationship situations with employees, which are reflected in the leadership style. Public sector officials who are less independent and unable to manage stress (vulnerability), have altruistic employees who are often willing to help, and are willing to work overtime without pay, dominate the interaction of neuroticism and organizational citizenship behavior (cross loading 1.431). This minimizes high neuroticism, and increases low neuroticism of officials, such as by increasing optimism, self-confidence, and the ability of officials to work under pressure, thus making officials a symbol of organizational success and the formation of reliable work teams, which has implications for more professional organizational management. In contrast to the indicators of depression and courtesy as the smallest constructs of the interaction of neuroticism and organizational citizenship behavior (cross loading 0.896), when officials have low self-confidence in teams and are less able to work under pressure, being supported by employees who often alleviate work-related problems will increase the effectiveness of their leadership style.

Individuals who display good citizenship behavior will help leaders not spend a lot of time dealing with minor complaints that increase work stress; individuals who are polite and avoid conflicts encourage leaders to avoid negative emotions; employee courtesy behavior reduces management conflicts; and conscientious individuals tend to maintain consistently high levels of performance in order to reduce the variability of work unit and organizational performance (Titisari, 2014). This means that individual behavior causes a change in the emotional state of the leader which will affect his leadership style. For example, a high-neurotic leader who becomes increasingly angry, shows resistance, and even loses control when his subordinates make a small mistake. Conversely, leaders with low neuroticism will be calmer and have better self-control when they have subordinates with conscientiousness. This results in differences in the way leaders create a work environment, and relationships with their subordinates.

Study of Research Results based on Gender Perspective

Gender is the control variable in this study. The characteristics of respondents based on gender are dominated by female respondents. The results of the study obtained a CR value of 3.403 with a probability of *** (< 0.01), where the absolute value of Critical Ratio (CR) is greater than the T statistic (1.96) or probability $<$ level of significance ($\alpha = 5\%$), so it can be concluded that gender

has a significant effect on leadership style. This means that there are differences in the application of the leadership styles of female and males of Riau Province Public Sector officials, as well as their relationship with openness to experience and neuroticism.

Riau Province public sector female officials are quite reliable and influential in provoking the workforce in the organization. As a result, the cadre of female officials in organizations, especially those in leadership positions, is growing. However, they still show low insertion in the strategic position of the Riau Province Public Sector (Oikawa, Almeida, and Durigon, 2018). This study confirms the statement that male and female reactions are different to situations that involve risk and doubt because feelings that affect the evaluation of results are different for each gender (Charness & Gneezy, 2012). Bass, Avolio and Atwater (1996) point out the differences between female and male leadership. Female leaders tend to develop a broader transformational style than male leaders, emphasizing leader development, empowerment and emotional connection. Kark (2004) revealed that, transactional leadership refers to typical male activities such as achieving goals, managing and rewarding processes. According to Eagly et al. (2003) females are more conducive to transformational leadership, on the other hand, male leaders tend to show the reward-punishment element of transactional leadership (Silva et al., 2018).

Openness to experience reflects imagination, creativity, intellectual

curiosity, and appreciation of aesthetic experience, which are related to the ability and interest in paying attention to and processing complex stimuli (Weisberg et al., 2011). This study shows that female public sector officials in Riau Province have a much higher openness to experience than men. Their high openness to experience is assumed to lead them to pursue self-actualization specifically by seeking intense euphoric experiences, being intellectually curious, and being willing to try challenges. This finding differs from the results reported by (Goodwin & Gotlib, 2004). Feingold (1994) claims that gender differences in openness to experience are inconsistent or negligible. Costa, Terracciano, and McCrae (2001) describe that males score higher in some aspects of openness, such as openness to ideas, vision, and intellectual intelligence, but females score higher in other aspects, such as openness to aesthetics and feelings (Rahmani & Lavasani., 2012). So, males and females may not differ in their openness to experience, but their perception of openness may differ and be considered stereotyped. Thus, male openness is considered an individual who is intelligent and visionary, while female openness is perceived as an individual who is sensitive and aesthetic (Otten 2020).

Neuroticism describes a tendency to experience negative emotions and related processes in response to perceived threats and punishments; such as anxiety, depression, anger, self-consciousness, and emotional lability. Consistent with previous findings, females were found to show

higher levels of anxiety, depression, self-awareness, and vulnerability than males, resulting in a higher score in neuroticism. The results of this study confirm the theories of Feingold (1994); Costa, et al. (2001) and Kling, et al. (1999), are in line with the empirical study of Weisberg et al. (2011) with the theme "gender differences in personality across the ten aspects of the big five"; Chapman et al. (2007), and are consistent with the facts of Weissman, et al., (1996) that clinical diagnoses of depression and anxiety are far more common in females than males (Weisberg et al. 2011).

Conclusion

Based on the results of the study concluded in the Public Sector of Riau Province, the openness to experience variable has a significant positive effect on leadership style, the neuroticism variable has a significant positive effect on leadership style, the organizational citizenship behavior variable is a quasi-moderation on the effect of openness to experience on leadership style and organizational citizenship behavior variable is a quasi-moderation on the effect of neuroticism on leadership style.

Suggestion

In view of the review of the results of research on Riau Province Public Sector Officials, the authors provide recommendations that are expected to be useful for interested parties in this research.

Riau Province Public Sector Leaders should pay more attention to and reduce aspects of depressive behavior tendencies, which include feelings of sadness, bad moods, lack of confidence, hopelessness, feelings of worthlessness, and helplessness, so that they are more confident at work and able to work under pressure. Several options that can be implemented are: increasing officials' awareness and understanding of mental health issues through education and training; building an inclusive and supportive work environment by promoting open communication; facilitating social support through positive connections between colleagues through team events, project collaborations, or mentoring programs; assigning challenging tasks to provide a sense of accomplishment and generate motivation; and creating a work environment that is healthy, safe, supportive, and free from excessive stress. This has implications for increasing the effectiveness of the leadership style of Riau Province Public Sector officials in achieving organizational goals. Riau Province Public Sector Leaders are expected to always pay attention to every employee who has good citizenship behavior considering that this behavior makes a positive contribution to the organization.

Future researchers are expected to be able to examine more sources, literature, and references related to various factors that influence the leadership style variable so that it can be used as a new independent variable, modify the moderating variable,

expand the sample (number of respondents), and prepare themselves and the material in the taking process, data collection, and processing so that research can be carried out better.

The organizational citizenship behavior variable has succeeded in moderating the relationship between personality traits and leadership style; therefore, this variable should be a concern in efforts to improve leadership style.

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