Challenges in Integration Value of Personality and Organizational Culture: Impacts on Behavior and Performance

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Informasi artikel	:	ABSTRACT

Investigates some variables, such as the integration of employee personality values and organizational culture, emphasizing their collective impact on organizational behavior and performance, applied in Company X. The research explores how personality traits, such as conscientiousness and openness, alongside cultural elements like innovation and results orientation, influence critical behaviors including teamwork, adaptability, and effective communication, which are essential for enhancing overall performance. By employing partial least squares (PLS) analysis on survey data gathered from 50 employees, the study identifies direct and indirect relationships among these variables, with organizational behavior mediating. We found seven findings according to running data. The variable values of personality, value of organization, and organizational culture significantly positively influence working performance. The uniqueness of this research is that organizational behavior became intervening through working performance, which other research still abuses as a result. It is essential to align recruitment processes with the organization's culture, foster collaboration, implement targeted training, and adopt transparent performance evaluation systems. The research recommended cultivating a results-oriented culture, engaging employees in collaborative initiatives, and establishing continuous training programs to strengthen the alignment between individual values and organizational goals

ABSTRAK

Tantangan dalam Mengintegrasikan Nilai Kepribadian dan Budaya Organisasi: Dampaknya terhadap Perilaku dan Kinerja. *Beberapa variabel, seperti integrasi nilai-nilai kepribadian karyawan dan budaya organisasi, menekankan dampak kolektifnya terhadap perilaku dan kinerja organisasi, yang diterapkan di Perusahaan X. Penelitian ini mengeksplorasi bagaimana ciri-ciri kepribadian, seperti kehati-hatian dan keterbukaan, di samping elemen budaya seperti inovasi dan orientasi hasil, memengaruhi perilaku penting termasuk kerja tim, kemampuan beradaptasi, dan komunikasi efektif, yang penting untuk meningkatkan kinerja secara keseluruhan. Dengan menggunakan analisis Partial Least Square (PLS) pada data survei yang dikumpulkan dari 50 karyawan, penelitian ini mengidentifikasi hubungan langsung dan tidak langsung di antara variabel-variabel tersebut, dengan perilaku organisasi yang memediasinya. Kami menemukan tujuh temuan menurut data yang berjalan. Variabel nilai kepribadian, nilai organisasi, dan budaya organisasi berpengaruh positif dan signifikan terhadap kinerja. Keunikan penelitian ini adalah perilaku organisasi menjadi intervensi melalui kinerja, yang mana penelitian lain masih menyalahgunakannya. Penting untuk menyelaraskan proses rekrutmen dengan budaya organisasi, mendorong kolaborasi, menerapkan pelatihan yang ditargetkan, dan menerapkan sistem evaluasi kinerja yang transparan. Penelitian tersebut merekomendasikan penanaman budaya yang berorientasi pada hasil, melibatkan karyawan dalam inisiatif kolaboratif, dan menetapkan program pelatihan berkelanjutan untuk memperkuat keselarasan antara nilai-nilai individu dan tujuan organisasi.*

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Introduction

The background of this research is that companies face significant challenges in ensuring their employees perform optimally in today's competitive work environment (Zeb et al., 2021). Organizational success depends on the interplay between employee personality, organizational culture, organizational behavior, and individual performance. These four elements are interconnected and crucial in achieving organizational goals (Ababneh, 2020). One local company in Indonesia is concerned about the problem of increasing productivity through employee working performance, which is experiencing a significant issue with low employee performance. The company has underperformance because of several factors, including suboptimal organizational behavior, a weak organizational culture, and differences in employee personalities that impact interactions and overall performance. According to information from company data X, employee absenteeism rates continue to rise, disrupting productivity. The company's struggle makes productivity depend on employees' contributions. A company has a problem managing employees with diverse value personalities, further struggling in an underdeveloped organizational culture (Sheth, 2021). So, the subject matter of this research addresses these challenges by examining how employee personality and organizational culture influence organizational behavior and, in turn, impact employee performance, as previous research said (Ababneh, 2020).

The core of our research was examining the leading research about how the company's human resources can be improved using such a human approach. This finding would benefit a company that wants to change its management system to handle employee productivity. Unlike previous research, this study has an urgency to provide a novel contribution by simultaneously analyzing the interaction between personality, organizational culture, and organizational behavior, with organizational behavior serving as an intervening variable that affects performance (Arifin et al., 2019). Additionally, the study offers practical recommendations for improving employee performance by reinforcing organizational culture and effectively managing employee personalities.

According to previous research, employees have committed to the same norms and values as the organizations influence performance towards achieving the overall organization goals. That organization's employees have spelled out work ethics, minded and similar beliefs and values, guided by values. All elements commit to work, leading to better performance (Victoria O et al., 2021). So, this paper examines how employee personality could influence organizational behavior and how organizational culture influences working organizational behavior and performance. Another research found that employee satisfaction, organizational culture, and personality influence organizational commitment and employee performance (Kawiana, 2018). So, this paper examines the correlation among factors that can be proven. This research tests seven hypotheses on the influence of personality, organizational culture, and organizational behavior on employee performance directly and through intervening variables. Through these, research seeks to understand the relationships between variables and provide practical insights that can support efforts to improve employee performance.

This paper's research aims to answer the following hypotheses: First, the value of personality positively and significantly influences organizational behavior. Value personality significantly influences organizational behavior by shaping individuals' attitudes, perceptions, and behaviors. The value of personality determines how they interact with colleagues, handle challenges, and align with the organizational goals. For instance, individuals with a strong sense

of conscientiousness or openness to experience are more likely to embrace innovation and teamwork. Move on through the idea that personal values with the organization values foster higher job satisfaction, commitment, and productivity, contributing to positive organizational behavior. Second, organizational culture significantly positively influences organizational behavior. Organizational culture guides employees' interactions, decisions, and tasks. A strong organizational culture establishes shared values, norms, and expectations that influence employees' behavior, resulting in consistent organizational actions. An organizational culture focused on competition may drive individualistic behaviors. Ultimately, organizational culture shapes the overall work environment of members.

Third, this paper tries to find the answer. We state that organizational behavior significantly influences working performance. The idea comes based on previous research, which said that organizational behavior directly impacts working performance to a significant extent. Effective communication, motivation, and teamwork are positive organizational behaviors. Organizations can optimize their employees' performance and achieve their strategic objectives more effectively by fostering an environment of mutual respect, recognition, and support. The fourth hypothesis is that employee personality significantly influences employee working performance. Employee personality has a direct influence on working performance. Personality values like conscientiousness, emotional stability, and extraversion are strongly associated with job performance. The value of personality makes employees more organized, reliable, and goal oriented. A positive correlation among personality values leads to productivity and better outcomes. On the other hand, certain personality traits like low agreeableness or neuroticism may hinder collaboration and job performance.

The fifth statement says organizational culture significantly influences employee working performance. We want to prove that organizational culture affects employee working performance by motivation and engagement. A positive culture organization provides opportunities for a sense of belonging and employee morale and encourages peak performance. The culture of innovation takes initiative and improves their skills. Conversely, unsupportive culture leads to disengagement, absenteeism, and poor performance. That way, a supportive and aligned organizational culture is essential for maximizing employee potential. Sixth, organizational behavior intervenes in the relationship between organizational culture and working performance. Organizational culture influences organizational behavior. This behavior, in turn, influences working performance. Seventh, organizational behavior also affects the relationship between organizational culture and working performance. Organizational behavior indeed affects the relationship between organizational culture and working performance by mediating the influence of culture on performance outcomes. Organizational culture values, norms, and practices shape employee behavior, directly impacting performance. Positive organizational behaviors, such as high levels of engagement, innovation, and adaptability, amplify the positive effects of a supportive culture on performance. Then, organizational behavior is crucial in translating cultural attributes into measurable performance results (Zeb et al., 2021).

One key to organizational success lies in the interplay between employee personality, organizational culture, organizational behavior, and individual performance. These four elements are interconnected and crucial in achieving organizational goals. This paper concerns the problem of a local company, Company X, which is experiencing a significant issue with low employee performance. This underperformance is caused by several factors, including

suboptimal organizational behavior, a weak organizational culture, and differences in employee personalities that impact interactions and overall performance. Company data indicate that employee absenteeism rates continue to rise, disrupting the productivity of Company X. The company's struggle makes productivity depend on employees' contribution. A company struggles with managing employees with diverse personalities and an underdeveloped organizational culture (Sheth, 2021). So, the subject matter of this research addresses these challenges by examining how employee personality and organizational culture influence organizational behavior and, in turn, impact employee performance, as previous research said (Ababneh, 2020).

The core of our research was examining the leading research about how the company's human resources can be improved using such a human approach. This finding would benefit a company that wants to change its management system to handle employee productivity. Unlike previous research, this study has an urgency to provide a novel contribution by simultaneously analyzing the interaction between personality, organizational culture, and organizational behavior, with organizational behavior serving as an intervening variable that affects performance (Arifin et al., 2019). Additionally, the study offers practical recommendations for improving employee performance by reinforcing organizational culture and effectively managing employee personalities. Additionally, the study offers practical recommendations for improving employee performance by reinforcing organizational culture and effectively managing employee personalities. According to previous research, employees have committed to the same norms and values as the organizations that influence performance towards achieving the overall organizational goals. That organization's employees have spelled out work ethics, minded and similar beliefs and values, and been guided by values. All elements commit to work, leading to better performance (Victoria O et al., 2021). So, this paper examines how employee personality could influence organizational behavior and how organizational culture influences working organizational behavior and performance. Another research found that employee satisfaction, organizational culture, and personality influence organizational commitment and employee performance (Kawiana, 2018).

Method

After determining the research identification problem and the literature that supports it, this paper framework used quantitative research. The number of employees, which was only 50, automatically became the sample for this research (Ghozali & Murani, 2023). This quantitative research data uses a questionnaire with a Likert scale. The variables used are independent variables, namely Employee Personality and Organizational Culture, and Intervening Variables, namely Organizational Behavior. The dependent variable is employee work performance. The questionnaire instrument uses a Likert scale. A Likert scale measures the respondent's level of agreement with the statement. Data analysis uses Partial Least Square (PLS) with the help of SmartPLS software to measure the relationship between latent variables (independent, intervening, dependent) and the indicators. PLS is suitable for use on data with small sample sizes (<100) and does not require certain data distribution assumptions. Data consistency must be validated the constructs and content. And criteria. PLS Analysis Steps: Designing a Structural Model (Inner Model) and designing a Measurement Model (Outer Model). Instrument reliability with Cronbach alpha). Reliability Testing (Convergent Validity, Discriminant Validity, Composite Reliability, and Cronbach Alpha). Model evaluation involves measuring R-

Square to measure the contribution of the independent variable to the dependent variable. Hypothesis testing uses a 95% confidence level with a t-table value of 1.68. The validation hypothesis must have a t-statistic greater than the t-table. After that, we can interpret the running data result (Ghozali & Murani, 2023).

Result and Discussion

This study analyses the influence of employee personality values, organizational culture, and organizational behavior on the performance of employees of X who work in information technology and consulting services. The main points of the results and discussion are to answer the hypothesis. This study focuses on the influence of employee personality, organizational culture, and organizational behavior on the working performance of employees of X engaged in information technology and consulting services. The following are the main points of the results and discussion. The influence of employee personality, organizational culture, and organizational behavior on the working performance of X employees engaged in information technology and consulting services. The following are the main points of the results and discussion, starting with Table 1 of respondent demographics. Table 1 shows the mapping data result. We have a gender distribution in which most respondents were male at 39,58 %, and Female 21 at 42%. Males potentially had higher participation in the study. Male respondents might dominate because they have more time to spend. The age distribution in the large age group was 21–30 years, predominantly in their early professional or academic care. The insights of related education levels were younger respondents with bachelor's degrees in early career stages, so it is crucial to take care. The second-largest group was 31–40 years old, reflecting mid-career professionals. The remaining respondents under 21 and over 40 who came to this café were late-career professionals and early-career or inexperienced individuals. Most consumers had bachelor's degrees, about 35,70 %, a Diploma, about 9,18 %, and high school, about 6,12 %. They are well-educated and may be professional decision-makers in their company. Of the consumers with job experience, 26.52 % represent developing careers. 12,24% represent senior managers, 6.12 % were mid-career professionals, and the rest were 6.12 %, possibly indicating recent entrants' workforce. The data show the lifestyle of people nowadays. The purpose of the demographic is to make clear the result-run data.

Table 1. Respondent demographics

Respondent by gender	Respondent by age	Respondent by education	Respondent by Length of work
Male: 39 (58%) female: 21(42%)	≤20 years: 2 (4 %) 21-30 years: 23 (48%) 31-40 years: 20 (40%) 40< years: 4 (8 %)	high school: 6 (12 %) diploma: 9 (18 %) bachelor:35 (70 %)	≤1 years: 6 (12 %) 2-5 years: 26 (52 %) 6-10 years: 6 (12 %) 10< years: 12 (24 %)

Source: Data questionnaire employee company X

Evaluation of the measurement model begins with assessing the relationship between the construct and its indicators. Based on the results of the outer loadings above, the original sample or factor loading figures show more than 0.5 and significant t-statistics > t-table (1.68) (Jub-Hwa Cheah et al., 2024), so it can be concluded that all indicators have met the reliability requirements or can be accepted. Likewise, the cross-loading factor correlation of the construct with its indicators is higher than the correlation of the indicators with other constructs. It can be seen in Table 2. Loading factors of construct variable or beta coefficient (Fathurahman, 2022).

Model evaluation involves R-Square measurement to measure the contribution of the independent variable to the dependent variable. The R-Square value of performance is 28.75%, and the R-Square of organizational culture is 39.38%, explained by other constructs. Hypothesis testing uses a confidence level of 95% with a t-table value of 1.68. The hypothesis is accepted if the t-statistic is greater than the t-table (Sarstedt et al., 2017). The constructs in the estimated model meet the discriminant validity criteria, as the average variance extracted (AVE) roots for employee working performance (0.821606) and organizational culture (0.661016) are higher than their corresponding correlations with other constructs (Abid et al., 2021). Furthermore, the reliability criteria are satisfied since all Cronbach's Alpha and composite reliability values exceed 0.60. Specifically, the organizational culture variable has a Cronbach's Alpha of 0.786642, employee personality of 0.829250, employee performance of 0.843445, and organizational behavior of 0.729864, all above the minimum threshold (Jub-Hwa Cheah et al., 2024).

Table 2. Loading Factors of Construct Variable

	Original Sample	T Statistics ≥ 1,68
A persistent person (Neurotic) <- Value personality	0,799	8, 585 Reliable
Group personal (Extraversive) <- Value personality	0,533	3,860 Reliable
A sociable person (Extraversion) <- Value personality	0,761	6,623 Reliable
A creative person (Openness to Experience) <- Value personality	0,607	6,070 Reliable
Curious person (Openness to experience) <- Value personality	0,521	3,925 Reliable
A caring person (Agreeableness) <- Value personality	0,594	3,937 Reliable
Friendly person or Agreeableness <- Value personality	0,852	9,778 Reliable
Responsible person Neurotics <- Value personality	0,691	6,506 Reliable
Innovation <- Organizational culture	0,609	5,957 Reliable
Dare to take risks <- Organizational culture	0,744	11,510 Reliable
Attention to detail <- Organizational culture	0,603	6,507 Reliable
Results orientation <- Organizational culture	0,713	9,792 Reliable
Human orientation <- Organizational culture	0,605	6,719 Reliable
Aggressiveness <- Organizational culture	0,687	9,474 Reliable
Aggressiveness <- Organizational culture	0,687	9,474 Reliable
Stability <- Organizational culture	0,647	7,229 Reliable
Procedure working (Conscientiousness) <- Organizational Behavior	0,665	6,927 Reliable
ready to help (Altruism) <- Organizational Behavior	0,554	5,457 Reliable
Respect others (Courtesy) <- Organizational Behavior	0,691	7,317 Reliable
Adaptable work (Sportsmanship) <- Organizational Behavior	0,707	10,964 Reliable
Belonging Sense (Civic Virtue) <- Organizational Behavior	0,685	11,689 Reliable
Conscientiousness <- Organizational Behavior	0,587	5,019 Reliable
Quality of work <- Performance	0,848	0,852 Reliable
Tenacity and work endurance <- working performance	0,824	0,818 Reliable
Concern for safety <- working performance	0,628	0,634 Reliable
Initiative and creativity <- working performance	0,953	0,952 Reliable

So, this paper examines the correlation among factors that can be proven (Figure 3.). This research tests seven hypotheses on the influence of personality, organizational culture, and organizational behavior on employee performance directly and through intervening variables. Through these, research seeks to understand the relationships between variables and provide practical insights that can support efforts to improve employee performance. Based on the background presented, this research aims to answer the following hypotheses:
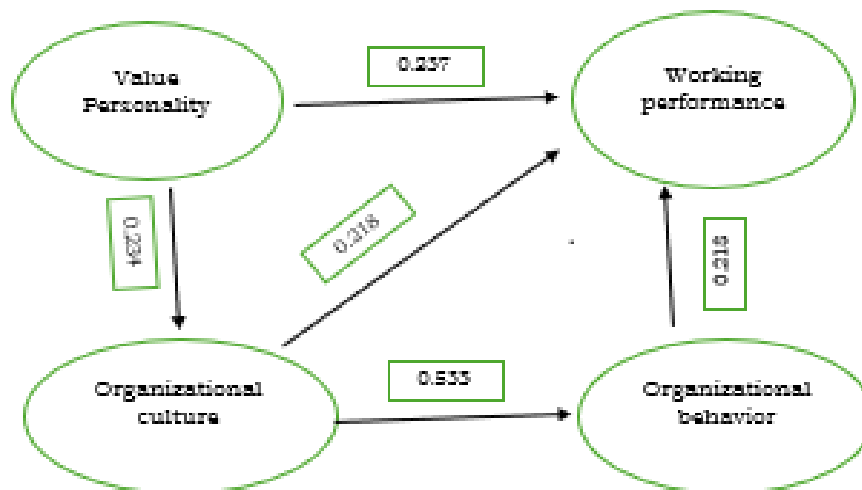

Figure 1: Framework Model

Table 3. Path Coefficient (Mean, STDEV, T-Values)

Hypothesis	Path Coefficient	T Statistics
1. Value personality → organizational culture	0,234 (direct influence)	1,823
2. Organizational culture →organizational behavior	0,533 (direct influence)	6,243
3. Value personality →working performance	0,237 (direct influence)	2,140
4. Organizational culture → working performance	0,218 (direct influence)	1,771
5. Organizational behavior → working performance	0,2178 (direct influence)	1,771
6. Value personality → organizational behavior → working performance	0,116 (indirect influence)	
7. Organizational culture →organizational behavior → working performance	0,116 (indirect influence)	

Source: Result from data questionnaire

Table 2 explains the score of loading factors of value personality, organizational culture, organizational behavior, and employee performance. Developing strategic management practices to enhance organizational effectiveness and productivity is crucial. Employee personality values include extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience. All indicators play a pivotal role in shaping workplace dynamics and performance (Athota et al., 2020). Value personalities tend to be responsible, goal-oriented, open, and capable of innovative and dynamic work environments. These traits significantly influence organizational behavior, determining how individuals interact with colleagues and their surroundings. An upbeat, valued personality can create a harmonious environment. Hypothesis 1 confirms that value personality significantly and positively influences organizational behavior. This finding supports the previous research that training and coaching

programs nurture such traits (Abid et al., 2021). Aligning employee personalities with organizational culture can further enhance integration and performance. Additionally, Hypothesis 3 demonstrates that value personality positively influences employee performance, highlighting the importance of fostering curiosity and engagement through targeted initiatives such as interactive seminars and visual learning tools (Abid et al., 2021). Aligning employee personalities with organizational culture can further enhance integration and performance. Additionally, Hypothesis 3 demonstrates that value personality positively influences employee performance, highlighting the importance of fostering curiosity and engagement through targeted initiatives such as interactive seminars and visual learning tools (Abid et al., 2021).

Tables 3. and Figure 1. further highlight the importance of organizational culture, which reflects the shared norms, values, beliefs, and practices within an organization. A strong organizational culture gives employees a sense of identity and guides their behavior (Ababneh, 2020). Innovation, goal orientation, and procedural stability promote productivity, collaboration, and job satisfaction. Hypothesis 2 confirms that organizational culture positively influences organizational behavior, while Hypothesis 4 establishes that culture significantly impacts employee performance. A positive organizational culture, characterized by transparency, teamwork, and a focus on results, leads to higher productivity, greater job satisfaction, and increased innovation. Conversely, a negative culture can result in low morale, high turnover, and elevated stress levels (Ababneh, 2020); Kaid Al-Swidi, 2021). Therefore, fostering a culture of collaboration, attention to detail, and consistent work evaluation is essential, as supported by Spicer (Spicer, 2020).

Hypothesis 5 asserts that organizational behavior significantly influences working performance. Personality and the prevailing organizational culture shape organizational behavior. It encompasses critical elements such as teamwork, communication, and conflict resolution. According to Isensee, organizational behavior operates on three levels—individual behavior, including commitment and discipline. Group behavior, including teamwork and group dynamics, and organizational-level policies and procedures that influence overall behavior (Isensee et al., 2020). The analysis revealed that good organizational behavior enhances work effectiveness, while unsupportive behaviors like absenteeism and conflict reduce performance (PAAIS, 2020). As shown in Table 2, factors affecting performance include personality, organizational culture, and organizational behavior. For example, responsible employees are more productive, innovative organizational cultures drive high performance, and harmonious team dynamics achieve goals more effectively. For organizational behavior to attain optimal results, several indicators, such as work quality, discipline, and collaboration highlight essential roles. Hypothesis 6: Hypothesis 6 establishes that organizational behavior mediates the relationship between organizational culture and working performance (Zeb et al., 2021). A variable will become more critical with intervening, that is, the causal relationship between independent and dependent variables (Zeb et al. 2021). Given the importance of intervention variables, however, organizational culture may not directly affect performance but influence behavior, shaping performance outcomes. As evidenced in Table 3, the analysis confirms the role of mediating organizational behavior.

The indirect influence of organizational culture on working performance through behavior was statistically significant. This finding underscores the importance of fostering positive organizational behaviors, such as teamwork, adaptability, and effective communication, to maximize the impact of a strong organizational culture. The indirect

influence of organizational culture on working performance through behavior was statistically significant. This finding underscores the importance of fostering positive organizational behaviors, such as teamwork, adaptability, and effective communication, to maximize the impact of a strong organizational culture. Hypothesis 7: Organizational Behavior as a Mediator Between Personality and Performance. It highlights that organizational behavior mediates the relationship between personality and performance. Employee personality, comprising extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience, significantly influences how individuals behave at work (Spicer, 2020). For instance, conscientious employees are more responsible and goal-oriented, while those with openness to experience are more innovative and adaptable (Spicer, 2020; Athota et al., 2020). As shown in Table 2, differences in personality traits can lead to either positive group dynamics or workplace conflict.

The theoretical foundation of this study provides a robust basis for understanding how personality, organizational culture, and organizational behavior interact and collectively influence employee performance. Developing effective management strategies to enhance organizational effectiveness and productivity is essential. Employee personality, a collection of traits that shape how individuals think, feel, and behave at work, plays a significant role. Traits such as extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience are strongly associated with performance (Athota et al., 2020). Employees with high conscientiousness are typically more goal-oriented and responsible, while openness to experience fosters innovation and adaptability in dynamic work environments. Personality significantly influences organizational behavior, determining how individuals interact with colleagues and their work environment. Personality differences can create positive group dynamics or lead to conflict. Training and coaching programs can help cultivate positive personality values (Abid et al., 2021). Aligning employee personalities with organizational culture ensures smoother integration and better fit.

Value norms, values, beliefs, and teamwork are an organizational culture that guides employees (Ababneh, 2020). A strong organizational culture will encourage innovation, team collaboration, and employee job satisfaction. This creates a supportive environment to increase employee productivity in a company. The focus of working performance must be attention to detail and consistency of evaluation. Hypotheses from this study confirm that organizational culture positively influences both behavior and performance. A positive organizational culture leads to higher productivity, satisfaction, and innovation, while a negative culture results in low morale, stress, and high turnover (Ababneh, 2020; Kaid Al-Swidi, 2021; Spicer, 2020). Organizational behavior, which encompasses teamwork, communication, and conflict resolution, directly impacts performance. At the individual level, behavior reflects commitment and discipline, while teamwork and policies shape collective outcomes at the group and organizational levels (Isensee et al., 2020). Positive organizational behavior enhances effectiveness, whereas unsupportive behavior, like absenteeism and conflict, diminishes performance (PAAIS, 2020). Positive organizational behavior is important to increase effectiveness so that there are no conflicts between employees. Negative organizational behavior will reduce employee performance (Zeb et al., 2021). Organizational culture significantly influences performance-shaping behavior, which ultimately drives employee outcomes.

The results of the data analysis found that employee performance arises from internal factors, such as personality values and organizational culture. Internal factors and external factors also affect this dependent variable. The results support previous research that if a well-designed personality values development program will foster a positive organizational culture for employees, organizational culture can improve behavior and increase performance. Collaboration and innovation in aligning personal and organizational values are essential for long-term success (Nyberg et al., 2021). A holistic approach integrating personality values, organizational culture, behavior, and performance will enhance employee contributions. This comprehensive framework will support sustainable growth.

Conclusion

The findings of this study emphasize the critical factors, such as employee personality, organizational culture, and organizational behavior, that influence working performance. The result offers a comprehensive model of how these factors influence organizational success. Companies can create environments that drive performance and long-term growth by leveraging personality traits like conscientiousness and openness, fostering a results-oriented and collaborative organizational culture, and enhancing positive organizational behaviors such as teamwork and adaptability. Novelty contribution research demonstrates the mediating role of organizational behavior in linking personality and culture to performance. We need targeted recruitment, training, and evaluation strategies that align individual values with organizational goals. These findings have profound implications for management practices, providing a roadmap for sustainable organizational development and employee optimization.

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