

Adoption of Information Systems in OCB in the Pandemic Era Mediates Personality Relationships, Organizational Culture on Employee Performance

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Abstract: Employee performance has an important role in maintaining the continuity of the Bank's business, especially in a pandemic condition, so this study seeks to examine what factors are the drivers and barriers to employee performance within regional Banks. Organization Citizenship Behavior: Can adopting information systems moderate personality and culture on employee performance? This research is a quantitative research with purposive sampling as method sample where the object of research to be studied is Rural Banks in South Sulawesi Province, Indonesia. The analysis study of this research is 30 branch offices, by randomly selecting all employees who do not occupy leadership positions, but have more than 3 years of service; finally, a sample of 200 employees is obtained. This research was analyzed by SEM analysis with AMOS as an application processing tool. The results of the investigation show that organisational culture characteristics do not directly affect employee performance. Information Systems in OCB can mediate personality and organisational culture on employee performance. A strong personality creates work emotions, and a compassionate work atmosphere encourages employees to work after hours.

Keywords: Personality, Organizational Culture, Employee Performance and OCB, Adoption of Information Systems, Employee Productivity, AMOS.

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1. Introduction

Globalization competition can trigger an increase in various economic sectors that requires industry players in various sectors to adjust their behavior, methods, and strategies in the hope of maintaining their existence and business continuity, thus having an impact on the performance of the banking sector. Based on Law Number 7 of 1992 concerning Banking, which was later updated by Law Number 10 of 1998, it is clear that BPR is declared as a bank carrying out activities in the form of conventional business or based on syariah principles, which activities provide services without payment. The era of technology shifts the behaviour of everyone to convenience and towards digital, so that the work environment within the banking industry also applies the use of technology, such as the use of information system applications. The application of information systems makes it easier to complete work so that a sense of comfort can lead to adoption of IS in OCB behaviour (Davison et al., 2020); (Zulfiqar, U., et al., 2020). The banking sector can remain productive and become one of the drivers of economic life in Makassar province. The pandemic caused all sectors to experience a decline, including the banking sector, but BPR Bank in Makassar was able to maintain performance by always maintaining trust in the community and the dedication of the employees (tribunnews.com, 2020). Opinions (Rasool et al., 2019; Ikram et al., 2020) state that the backbone of the organization in carrying out important tasks for organizational sustainability, organizational productivity and performance is influenced by employee performance. Furthermore, (Stojcic et al., 2018) the success of an organization depends on input that comes from ideas, innovation and creativity from employees. Employee performance will increase, of course, many factors determine, including organizational culture, individual personality, adoption of digitalization, namely the use of information systems, or organizational behaviour (Venkatesh et al., 2014); (Alshawabkeh, R., et al., 2020).

Based on the results of a survey of workers in the banking sector, especially at BPR Banks in Makassar, it is said that the job done will be maximised when the work environment is supportive, work culture, technological facilities, and organisational behaviour are maximized (Zafar, S.Z., et al., 2021). Likewise, interviews that have been conducted with five BPR leaders revealed that the performance of BPR

employees in South Sulawesi Province was problematic on the indicators of work results, tenacity, work endurance, and level of work initiative and creativity. Based on the results of a survey conducted prior to the research on the basis of facts in the field, it can be concluded that the performance of employees is experiencing problems due to not achieving credit distribution targets and having low scores in carrying out tasks in accordance with obligations. Know the variables that can affect employee performance. So, it can be concluded that the performance of employees cannot achieve the target of lending and disbursing funds. There is a problem with the indicators of performance drivers, so it is necessary to do research with the aim of knowing which variables affect the improvement of employee performance.

Employee performance according to McNeese-Smith (1996) consists of work quality, level of tenacity and work endurance, level of discipline and attendance, level of cooperation among co-workers, level of concern for work safety, level of responsibility for results, work, and level of initiative and creativity. Wanza and Nkuraru (2016) argue that employees are the backbone of every organisation that carries out important tasks in organisational survival, productivity, and organisational performance, which are influenced by employee performance factors. Therefore, as Barsemoi (2014) states, the success of every organisation will increasingly depend on input from ideas, innovation, and creativity from its employees. The personality of each person, according to Hall and Lindzey (1985), has two personality orientations, namely introverted and extrovert. It can be explained that people who have an introverted attitude have characteristics that are subjectively oriented to experience but tend to focus on themselves. Meanwhile, extroverts tend to be objectively oriented, such as spending more time on an event around them than thinking about their self-perception. Personality variables are predicted to increase employee performance contextually even though they are not able to provide technical support (Motowidlo & Van Scotter, 1994). Another opinion about personality, according to Tett et al. (2021), is that if the company has found employees with personalities that match the organization, then they can automatically develop their abilities and improve their performance systems.

Information systems are very important for companies in managing company data and assisting management and employees in making decisions (Bader, 2007). Banking requires IS that can help produce relevant, fast, and secure information, thereby speeding up the work process (Tseng et al., 2021). In addition to personality, organisational culture is a very interesting variable to study and is closely related to organisational citizenship behaviour (OCB). The meaning of organisational culture includes values and beliefs with basic principles based on the organization's management system, which is applied as a basic principle for employees at work (Martins and Coetzee, 2007; Salimi, 2020). Another opinion from (Reese, 2020) states that culture is never the same in organisations with different people. They always develop and have different perspectives. Employee satisfaction and dissatisfaction are also influenced by the organisational environment and social relations in the workplace, which can have a negative impact on employee performance (Paais & Pattiruhu, 2020).

There are 18 BPRs spread across nine districts and cities in South Sulawesi Province with total assets of 16,756,523,618,000 from 817,720 customer accounts (Bank Indonesia, 2020). When compared with the performance of BPRs at the national level, in general, the performance of BPRs in South Sulawesi Province is better than on the national scale. The following shows that the Capital Adequacy Ratio (CAR) for BPRs in South Sulawesi Province is much better and almost seems to reach half of the national CAR value. CAR is the ratio between own capital and assets that can be seen through risk (RWA), which is described as the bank's ability to provide funds for business expansion and respond to the risk of loss caused by banking operations (table 1).

Table 1. Performance BPR South Sulawesi Province

No	County/City	CAR	LDR	BOPO	ROA	ROE	NPL
1	Palopo City	16.51	87.29	73.30	4.51	58.14	3.42

2	Selayar Islands Regency	15.10	84.40	66.75	5.57	85.37	3.70
3	Archipelago Commander Regency	14.72	78.61	71.83	3.64	85.47	1.29
4	North Toraja Regency	14.91	86.31	75.37	3.94	54.64	3.25
5	Makassar city	21.83	96.42	56.17	2.25	14.08	5.81
6	Gowa Regency	16.19	94.43	85.27	3.02	36.87	1.87
7	East Luwu (formerly South Luwu) Regency	16.52	82.71	71.86	4.45	37.88	4.26
8	Bone Regency	19.84	85.31	76.18	3.55	33.92	4.88
9	Gowa Regency	10.59	75.63	73.17	3.40	71.67	1.67
10	North Luwu	14.31	82.01	73.62	3.89	57.95	2.80
11	Makassar city	27.63	83.55	76.66	3.87	35.92	5.10

Source: Bank Indonesia (2018)

From this data, it can be seen that the higher the CAR, the greater the ability of the bank. Referring to the CAR concept, BPR South Sulawesi Province can develop and cover all risks that are lower than the national level. This is an alternative solution to the existing problems of being able to prioritise the roles of employees. Employees are one of the strategic resources where BPR is a determining factor in a banking organisation that prioritises services in the field of financial services. Employee performance determines the performance of the BPR itself. From field phenomena and research findings on the relationship of organisational culture to performance, there are still differences in research results. The relationship between personality and organisational culture with employee performance makes researchers want to examine more deeply the success of personality and organisational culture by providing a new variable, namely organisational citizenship behaviour.

The willingness of an employee to behave not only in carrying out their main duties but if they have the desire to be a good employee in an organization, according to (Nguyen et al., 2020; Kusumaatmaja et al., 2020), which states that good employees will carry out their duties principally to improve performance within the organization. The readiness of an employee to carry out a role exceeds the main role in an organisation as an extra role behavior. The existence of an information system can provide convenience but can also cause job ambiguity (Huang et al., 2017). Extra-role behaviour in an organisation is known as organisational citizenship behaviour (OCB), which is a unique aspect of all individual activities in the workplace (Munir et al., 2020; Anma et al., 2021). The success or failure of each individual activity in carrying out its main duties entails carrying out additional tasks such as willingness to cooperate, help each other, provide advice and participate actively in terms of service to service users and willing to use their time to work effectively. Personal, situational, organizational, and even social factors can shape the pattern of OCB (Klotz et al., 2018). In addition to personality factors, organisational culture is one of the interesting variables related to its influence on IS adoption, which is a situational factor in OCB. Organizational culture supports the values and beliefs and principles that form the basis of the management system in an organization, which reinforces these basic principles in the workplace (Al-Swidi et al., 2021). So the purpose of this study is to examine the mediating role of OCB between personality and organizational culture variables on employee performance.

2. Literature Review

2.1 Social Exchange Theory

Kwahk explains that Social Exchange Theory (SET) is the basic theory of the OCB concept (Kwahk et al., 2020). OCB is defined as individual behaviour that is discretionary, not directly or explicitly rewarded through rewards, and overall shows the effectiveness of the organization. However, this does not mean that individuals are not in need of any gifts, but rather that it implies that these people are helping others, believing that they will also receive help from others in the future. The belief in this mutually beneficial relationship makes individuals help other individuals in the organization, which in turn benefits the organization itself (Almomani, R. Z. Q., et al., 2019).

2.2 The Employee Performance

Definition of performance according to (Kazan & Gumus, 2013; Novitasari et al., 2020; Emmanuel & Nwuzor, 2021) is the work achieved by each individual that will be adjusted to the role or task of the individual in a measure of value with certain standards where the individual works. In general, performance is defined as a person's success in carrying out a job. Findings (Idrus & Setiyadi, 2021) that performance is a person's success in carrying out tasks. Another opinion states that performance is the achievement of goals, among others, as a form of report on the results obtained on the basis of the function of a job or activity, during a certain period (Segura-Robles et al., 2020); (Al-Shqairat, Z. I., et al., 2020). The company is an organization that has the aim of making a profit, because of an activity carried out by its employees. According to (Efendi et al., 2020) the factors that can affect employee performance include effectiveness and efficiency, authority and responsibility, discipline and initiative. As previously explained, performance is a process of implementing work and work results (Sasaki et al., 2020); (Abu-Rumman, A. (2021).

Employee participation means that employees in an organisation play a larger role in the decision-making process (Thaher et al., 2019). Employees are given the opportunity to influence management decisions and can contribute to improving organisational performance (Torre et al., 2019). Employee involvement and work participation can have an influence on individual employee performance and, in the end, will have a very large impact on the success of a company in achieving a goal (Santos et al., 2020). Therefore, to find out whether a person's performance is good or bad, based on the definition and theory of employee performance that have been described previously, the researchers chose the theory from McNeese-Smith, which will be used as the basis for compiling employee performance questionnaires (McNeese-Smith, 1996). All of this is motivated by a match between the factors to measure employee performance in McNeese-Smith's opinion (level of work quality, level of tenacity and work endurance, level of discipline and absenteeism, level of cooperation among co-workers, level of concern for work safety, level of responsibility for results). level of initiative/creativity in response to conditions) with the condition of the research object, namely BPR in South Sulawesi Province.

2.3 Personality and culture in improving OCB and Employee Performance

Personality comes from the Latin word personality (Rathee, 2019). According to the opinion (Kawiana et al., 2018), personality explains that the essential nature is reflected in the attitude of a person or nation that distinguishes it from other people or nations. (Bloom, 1993; Ucar et al., 2020) revealed that personality is a dynamic and harmonious organisation that can determine the behaviour and thoughts of each individual in a unique way. A person's personality consists of basic components that describe the type of person who responds to a situation. According to Tong et al. (2020), the personality components presented by the personality approach are namely 1) conscientiousness, which has the characteristics of conscientiousness, reliability, and self-discipline; 2) extraversion, namely individuals with relaxed, secure, and not easily anxious characteristics; 3) openness to experience is an individual who has the characteristics of being sensitive, flexible, creative, and curious; and 4) agreeableness, an individual who has the characteristics of

being polite, caring, firm, and kind. Based on the opinion above, the researcher found that the theory of personality variables can be used in McCrae and Costa's theory (Wang et al., 2012), the Big Five Personality, which is a personality approach that refers to five basic aspects of human personality, including conscientiousness, neuroticism, openness to experience, friendliness, and extroversion. Emotional personality becomes supportive in increasing OCB (Alfonso et al., 2016). OCB begins with the response process of each individual both behaviorally and mentally in an effort to overcome all their own needs, emotional tension, conflict, and frustration and can maintain a balance between meeting needs and the demands (norms) of the prevailing environment (Rahawarin et al., 2020). Well-crafted ordinary personality methods are effective tools for assessing a wide variety of professional performance. They usually do not result in adverse effects for smaller groups and can also be associated with performance described in terms of efficiency (Yao et al., 2020; Aguinis, 2021). For different professional groups, it has also been confirmed by meta-analysis of personality measures that they are an effective predictor of work performance (Webster et al., 2020; Meijerink et al., 2021).

The notion of leadership is defined as the deliberate process of a person to emphasise his strong influence on others to direct, structure, and facilitate activities and relationships within his group or organisation (Kristoffersen et al., 2021). OCB quality leadership is a well-crafted ordinary personality method that is an effective tool for assessing a wide variety of professional performance. They usually do not produce adverse effects for smaller groups and can also be associated with performance described in terms of efficiency (Yao et al., 2020; Aguinis; Burgi-Tian, 2021) for different professional groups. It has also been confirmed by a meta-analysis of personality measures. According to Hyun et al. (2010), organisational culture is believed to be based on three levels of assumptions: values, artifacts, and artifacts. Artifacts are often defined as being unreal or visible. Values are a higher level of awareness than artifacts, and assumptions are an important part of organisational culture (Duse, 2021). The difference between assumptions and values can be seen in whether the value is accepted or not, which is still a debate. The relationship between organisational culture and the cultural model makes management practice, performance, and effectiveness. This model highlights the importance of the relationship between management practises and basic assumptions and beliefs in providing an assessment of the effectiveness of organisational culture (Upadhyay & Kumar, 2020). The study reflects the four characteristics of organisational culture so that it can be integrated both internally and externally. Based on the theory of organisational culture, the authors chose Denison's theory (Denison & Mishra, 1995) because of the relationship between organisational culture and performance. To link, it must use management practises as a basis and source of trust to assess the effectiveness of organisational culture. The cultural environment in the organisation provides a sense of comfort to the work executors so that they are able to provide satisfaction to the workers (Hakim, 2020; Asnah et al., 2021; Fachri et al., 2021). Culture in every company has a very important role in the creation of an organisation or company effectively so as to encourage OCB, because it is more specific about culture that can play a role in creating identity and is guided by work behaviour (Jiang et al., 2017; Kullak et al., 2021; Matarazzo et al., 2021).

2.4 Organizational Citizenship Behavior (OCB) and Employee Performance

OCB is an individual's behaviour indirectly to get an award or reward, generally said by (Bader, 2007). The implementation of management information systems is very important in supporting the day-to-day operations of management, which consists of information system resources to assist tactical planning and decision making, and to support planning and policy formulation by the management level (Roy, 2013). Digital is a mediator of convenience in various activities; information systems are used to support and be a driver of OCB intentions (Huarng et al., 2021). Employee participation is when employees in an organisation play a bigger role in the decision-making process (Han et al., 2014). Participation in performance is one way to motivate, which has different characteristics than others, so that it is an invisible wealth owned by the company. This is due to the fact that participation is determined in terms of

psychological rather than material terms, by involving someone in it, so that person will take responsibility (Kyewski & Krämer, 2018). According to Suriyanto et al. (2010), behaviour that describes the added value of employees is a form of proportional behavior. OCB is influenced by performance in an organization. OCB is improving performance in order to help together (Kizilos et al., 2013). Employees help each other without asking their superiors and leave their superiors for more important tasks (Dunlop & Lee, 2004). OCB is often interpreted as attitudes and behaviour that exceed formal obligations that have no relationship, as behaviour that is not related to direct compensation (Margahana et al., 2018). Technology has a very important role in supporting the accuracy and speed of work. The willingness to carry out additional tasks is, of course, supported by adequate facilities (Yuliansyah et al., 2021).

The dimension in OCB is sportsmanship, which accepts the situation without complaining, conditioned by the situation being still conventional, with the use of technology indirectly having a strong relevance to sportsmanship (Dipaola et al., 2021). application of information technology (IT) in organizations, limits the employee's duties to being ambiguous, and OCB employees play an important role in achieving performance (Huang et al., 2017). Some studies have provided empirical evidence that OCB has a significant effect on the performance of companies, such as increasing employee retention (Barroso Castro et al., 2004; Atteya, 2012; Kehoe & Wright, 2013; Shah et al., 2020). In the research of information systems, Fang and Chiu examined the effect of OCB on knowledge sharing behaviour and concluded that knowledge sharing is a consequence of OCB (Teng et al., 2020). In addition, there is a relationship between OCB and several indicators of ERP system success, such as information quality, work efficiency, and IT innovation intentions (Kwahk et al., 2020; Ratna et al., 2021; Akanmu et al., 2020). The study found that OCB positively influences IT innovation intentions or ERP use either directly or indirectly, such as through improvements in information quality and work efficiency. In this study, it is logically assumed that the performance of ERP usage by individuals is influenced by the adoption of IS in OCB. Referring to previous research, the hypotheses formed are as follows:

- H1: Personality on Adoption of IS in OCB
- H2: Organizational Culture on Adoption of IS in OCB
- H3: Adoption of IS in OCB on Employee Performance
- H4: Personality on Employee Performance
- H5: Organizational Culture on Employee Performance
- H6: Mediating Role of Adoption of IS in OCB between variables Personality on Employee Performance
- H7: The Mediation Role of Adoption of IS in OCB between Organizational Culture variables on Employee Performance

This study adopts previous research by adopting several previous model concepts with the use of separate variables. The existence of a gap in previous research raises the variables in this study. so that it becomes a conceptual framework like Figure 1 below.

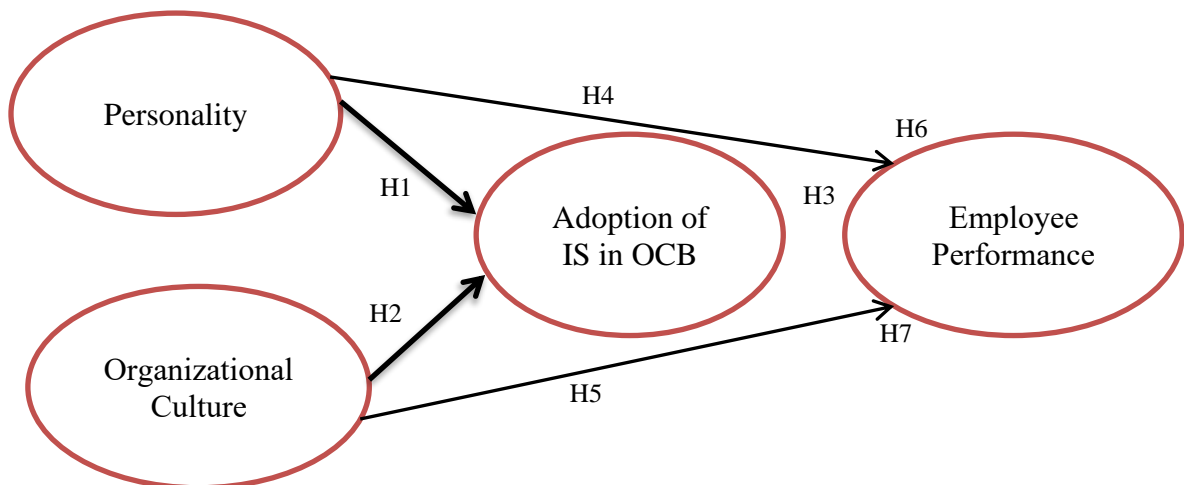


Figure 1. Research Concept Framework

3. Method

This study uses a quantitative approach, with path analysis analysis techniques using questionnaires for 437 employees. The population in this study were individual non-leader employees at BPR South Sulawesi Province who worked for 3 years with a total of 437 people, namely operational (accounting, admin, customer service, electronic data processing), internal audit, IT, HR & general, collectors and tellers) and marketing (account officers, savings, time deposits) spread across all BPR branches throughout South Sulawesi Province. The sample used is 200 respondents, with a representative sample. The type of data in this study is primary data, which is the direct result of respondents' perceptions regarding direct perceptions as reliable information in this study. The research instrument was tested for validity and reliability to obtain unbiased research results. As a data processing tool, the AMOS application was used with a sample of 200 respondents.

4. Results

4.1 Goodness of Fit

Table 2. Goodness of Fit

<i>Goodness Size of Fit</i>	<i>Value Cut-off</i>	<i>Analysis result</i>	<i>Description</i>
Cmin / DF	≤ 02:00	1489	Good
RMSEA	≤ 0 :08	0.069	Good
CFI	0.95	0.922	Quite Good
GFI	0.90	0.807	Quite Good
AGFI	0.90	0.757	Quite Good
TLI	0.95	0.911	Quite Good
Probabilitas Chi-Square	< 0.05	0.000	Good

Source: author's processed data

Table 2 shows that the four indicators are quite good (CFI, GFI, AGFI, and TLI). It states that based on the parsimony rule, if one or two model fit criteria have been met, then the model can be declared feasible so that it can be used in testing hypotheses in research.

4.2 Hypothesis Testing

The Direct Effect: A decision to answer hypothetically about the influence between variables in the study by looking at the significance value. A variable el can be effected significant on other variables if the resulting significance value is <0.05 ($\alpha = 5\%$). Regression weights or causality test makes structural equation model that can be seen in the following table 3:

Table 3. Hypothesis Test Results on the Research Model

<i>Hypothesis</i>	<i>Related Variables</i>	<i>Estimator</i>	<i>Significance Score (P)</i>	<i>Description</i>
H ₁	Personality →OCB	0.469	0.000	Significant

H ₂	Organizational Culture →OCB	0.595	0.000	Significant
H ₃	OCB → Employee Performance	0.766	0.036	Significant
H ₄	Personality → Employee Performance	0.052	0.769	Unsignificant
H ₅	Culture → Employee Performance	0.014	0.951	Unsignificant

Source: author's processed data

Table 3 above shows that the estimation results of the influence parameters between variables can be carried out to prove the research hypothesis as follows:

H1: The influence of personality on the Adoption of IS in OCB

From Table 3, there is an influence of personality on the OCB of BPR employees in South Sulawesi Province, which has a positive and significant value of 0.000 less than 0.05 (= 5%). It can be concluded that there is a personality effect on the OCB of BPR employees in South Sulawesi Province, which is significant. The effect is 0.469, which has a positive direction. So it can be concluded that in this study it is stated that personality knowledge has an influence on the OCB of BPR employees in South Sulawesi Province by 46.9%, which is proven true.

H2: The influence of organizational culture on the Adoption of IS in OCB

From Table 3 above, there is an influence of organisational culture on the OCB of BPR employees in South Sulawesi Province, which has a positive value with a significance value of 0.000 less than 0.05 (= 5%). It can be concluded that the influence of organisational culture on OCB of BPR employees in South Sulawesi Province is significant, having a magnitude of effect of 0.595 with a positive direction. The second hypothesis in this study states that organisational culture has an effect on increasing the OCB of BPR employees in South Sulawesi Province by 59.5%, which has been proven to be true.

H3: The effect of Adoption of IS in OCB on the performance

From Table 3 above, there is an effect of the adoption of **SI** OCB on the performance of BPR employees in South Sulawesi Province, which has a positive value with a significance value of 0.036, which is smaller than 0.05 (= 5%). It can be concluded that OCB on the performance of BPR employees in South Sulawesi Province is significant. The magnitude of the effect is 0.766 with a positive direction. The third hypothesis in this study is proven. I state that OCB has an effect on improving the performance of BPR employees in South Sulawesi Province by 76.6%.

H4: The influence of personality on the performance

From Table 3 above, there is an effect of the adoption of **SI** OCB on the performance of BPR employees in South Sulawesi Province, which has a positive value of 0.769 greater than 0.05 (= 5%). It can be concluded that the influence of personality on the performance of BPR employees in South Sulawesi Province is significant. The magnitude of the effect obtained is 0.052 in a positive direction. The fourth hypothesis in this study states that personality has an effect on improving the performance of BPR employees in South Sulawesi Province by 0.52%, which has not been proven true.

H5: The influence of organizational culture on employee performance

From Table 3 above, there is an influence of personality on the performance of BPR employees in South Sulawesi Province, which has a positive value with a value of 0.951 greater than 0.05 (= 5%). It can be

concluded that the influence of organisational culture on the performance of BPR employees in South Sulawesi Province is insignificant. The magnitude of the effect is 0.014 in the positive direction. The fifth hypothesis in this study states that organisational culture has an effect on improving the performance of BPR employees in South Sulawesi Province by 0.52%, which has not been proven true.

4.3. Indirect Effects

The results of structural model analysis can be used to calculate the indirect effects of personality variables (X1), organizational culture (X2) and employee performance (Y) through OCB (Z) as follows:

Table 4. Results of Indirect Effects

	Related Variables	Estimator	Score P	Description
(X1) - (Y) through OCB (Z)	X1 – Z	0.469	0.000	Significant
	Z – Y	0.766	0.036	Significant
(X2) – (Y) through OCB (Z)	X2 – Z	0.595	0.000	Significant
	Z -Y	0.766	0.036	Significant

Source: author's processed data

H6: The influence of personality on employee performance through Adoption of IS in OCB

It can be seen from Table 4 above that the influence of personality on the OCB of BPR employees in South Sulawesi has a significance value of 0.000, which is smaller than 0.05 (= 5%), which concludes that personality has a significant effect on increasing the OCB of BPR employees in South Sulawesi. is positive with a significance value of 0.036, which is less than 0.05 (= 5%), then OCB has a significant effect on improving the performance of BPR employees in South Sulawesi. This shows that the OCB variable is able to exert a mediating influence on personality variables on the performance of BPR employees in South Sulawesi Province, so it can be stated that personality affects the performance of BPR employees in South Sulawesi Province.

H7: The influence of organizational culture in improving Adoption of IS in OCB

From Table 4 above, there is a positive effect with a significance value of 0.0001 less than 0.05 (= 5%), so it can be concluded that organisational culture has a significant and significant effect on the OCB of BPR employees in South Sulawesi Province, on the contrary. If the effect of OCB on the performance of BPR employees is positive with a significance value of 0.036, which is smaller than 0.05 (= 5%), then OCB has a significant effect on the performance of BPR employees in South Sulawesi Province. It is proven that the OCB variable is able to mediate the influence of cultural variables on the performance of BPR employees in South Sulawesi Province.

5. Discussion

5.1. The Influence of personality on employee OCB at Bank BPR in South Sulawesi Province

The influence of personality on adoption of IS in OCB in this study is positive and significant, meaning that if the employee's personality is getting better and better, the OCB or the behaviour of company employees will increase. The supporting theory is the opinion (Alfonso et al., 2016), which states that OCB is more influenced by personality or emotional intelligence than factors of work situations and conditions, or that

OCB is a mediator or intermediary of these factors. discusses the personality that has self-adjustment in line with the opinion (Rahawarin et al., 2020), which means that as a response process for each individual both behaviorally and mentally, in an effort to overcome all their own needs, emotional tension, conflict, and frustration, they can maintain a balance between fulfilment of needs and the prevailing environmental demands (norms). Empirical studies which state that personality can affect individual performance during work are expressed by Webster et al., 2020. In this study, there is a relationship between personality and OCB conducted by Meijerink et al. (2021). There are three types of OCB that have a relationship with personality, namely sincerity, the ability to openly agree on experiences that have a positive effect on employees, and From the answers of respondents who have questions, it is clear that the personalities of employees are generally good, helpful, easy to get along with, friendly, hardworking, humorous, open or ready to accept criticism and suggestions, can adapt to tasks and be responsible and able to work well. Employees in the marketing department (accounting officer, savings, deposits) every day meet new customers and people, have a friendly personality towards everyone and are good at getting along with attracting customers and easily adapting, and play an active role in communicating with customers who do everything in their efforts to solve problems without problems, especially dealing with customers' understanding Employees of OCB can be exemplified by replacing colleagues who are not present because they have an attitude of helping each other and are needed to support smoothness and strengthen relationships between employees.

5.2.The Influence of Organizational Culture on Employee OCB at Bank BPR in South Sulawesi Province

The influence of organisational culture on organisational citizenship behaviour (OCB) has a positive and significant effect. The findings of this study are supported by the theory put forward by Jiang et al. (2017), where culture in every company has a very important role in the creation of an organisation or company effectively, and more specifically, about culture that can play a role in creating identity and guided by work behaviour (Kullak et al., 2021). Discussion of research results at the theoretical level with various literatures states that organisational culture is able to represent the common perception of members in the organization. The dominant culture is able to express the values held by the majority of members in the organization; this refers to the dominant culture, a macro-cultural view that has its own personality in the organisation (Matarazzo et al., 2021). The sub-culture includes the core values of the dominant culture plus additional unique values. Culture is a tool of social glue and produces closeness, so as to minimise differentiation within an organization. Organizational culture also provides shared meaning as a basis for communication and provides a sense of mutual understanding. If this function of culture is not carried out properly, then culture can significantly reduce the efficiency of the organization.

Organizational culture applies to the organisational environment in South Sulawesi Province. There is a close relationship between organisational culture and empowering all employees because the stronger the organisational culture, the higher the employee's motivation to improve their performance. Overall, the development of organisational culture can be carried out, namely by fearing God Almighty and being able to provide support in the implementation of all religious obligations. Furthermore, by fostering good relations between superiors and subordinates, management can open up so that the relationship between superiors and employees can respect each other, maintain the nature of kinship and trust, but still refer to the professionalism of banking work. Third, improve the work ethic of its employees by instilling the principles (professional, innovative, integrity, professionalism, and sportsmanship) in their work, as well as providing an understanding that the company belongs to the employees, so that employees not only feel like employees but also have feelings that the company is theirs. And the most important thing is service to customers who always prioritise service with customer satisfaction oriented and continuous service improvement so that customers are satisfied with the services provided.

5.3. The Effect of OCB on Employee Performance at Bank BPR in South Sulawesi Province

Based on the OCB perspective, OCB has a significant and positive effect on employee performance. This result is supported by the findings of previous research conducted by Anma et al., (2021), which argues that OCB is able to provide an increase in organisational performance because attitudes are the "lubricant" of social messages in organizations. Social interaction in an organisation must run smoothly and must be able to reduce disputes and increase efficiency (Barroso Castro et al., 2004; Atteya, 2012). OCB has a close relationship with high work output in terms of quantity. OCB's contribution is to increase the role of excessive work because OCB involves several attitudes or behaviors. The adoption of information technology in OCB provides a major role in improving employee performance (Kehoe & Wright, 2013; Shah et al., 2020). Technology becomes a means of communication in the pandemic era, so that employee behaviour working outside of the job description becomes easier (Margahana et al., 2018; Kwahk et al., 2020; Ratna et al., 2021; Akanmu et al., 2020). Employees at PBR Bank in Makassar are almost highly dedicated to doing their job. The trust given by the top leadership provides flexibility in working, which starts from a sense of comfort from within. Support information system technology instils new zeal in employees, increasing the credibility of their work and ensuring customer trust.

5.4. Influence of Personality on Employee Performance at Bank BPR in South Sulawesi Province

The influence of personality in improving employee performance has an insignificant but positive relationship, so that the personality is getting better but will not be able to have an impact on improving the performance of BPR employees. The findings of this study are interesting and should be studied more deeply to find out the cause of the lack of personality in improving employee performance, but in reality it must be able to provide a theoretical effect. This is not in line with the theory (Yao et al., 2020; Aguinis & Burgi-Tian, 2021), which states that personality is uniquely the standard instrument for predicting the relationship between performance. Each of the five personality factors has been demonstrated to have an influence on performance at a certain level, so that this personality has an influence in increasing performance significantly. From the results of interviews and discussions conducted by researchers with several BPR stakeholders throughout South Sulawesi Province, the influence of personality on employee performance is not significant. This can provide an illustration that each section is not the basis or benchmark in evaluating employee performance related to target achievement, work discipline, or cooperation among colleagues, so that it is sufficient to be used as an excuse for the fact that employees are more oriented towards the tasks they carry out that have been assigned to them. and cannot achieve their performance well without being supported by mutually helpful attitudes and actions.

5.5. The Influence of Organizational Culture on Employee Performance at Bank BPR in South Sulawesi Province

Research that provides a very important contribution from these results is able to provide the development of management science. In this case, there is no influence of organisational culture in improving employee performance. According to the findings of (Upadhyay & Kumar, 2020), organisational culture has a very weak correlation in improving employee performance, and there is no relationship between organisational culture and performance in (Duse, 2021)'s research. The results of this study are not in line with the theory put forward by (Paais et al., 2020; Asih et al., 2020; Subawa et al., 2020), which says that corporate culture can be defined as a system that is part of an organisation so that it can affect the way employees perform actions or activities. Everyone knows that organisational culture is a social glue that is also a code of conduct that is indispensable for its existence in an organization, so that all parties can create maximum performance.

Low organisational culture can have an impact on performance. BPR in South Sulawesi Province has not

maximally disseminated the company's vision and mission to their employees, which results in employees not understanding what the goals of the bank where they work are. This means that the implementation of the vision and mission as part of the organisational culture system used is less than optimal in daily activities to support the performance of its employees. Furthermore, BPR must have qualified capabilities and a trustworthy attitude when it comes to implementing organisational culture. However, the existing conditions have not been fully implemented optimally due to the low level of employee understanding of the policies implemented in their work environment.

5.6. The Influence of Personality on Employee Performance mediated by Adoption of IS in OCB at Bank BPR in South Sulawesi Province

The influence of personality on employee performance mediated by OCB has a good personality and is in accordance with the needs of the company so that it can foster OCB behaviour in realising services to the company, which in turn has an impact on improving employee performance to support the goals for employee progress. Personality can affect OCB because, basically, a person's personality will be carried away while carrying out his work. A personality that is obedient, loyal, and honest with the company is categorised as a good personality. The obligation to create good relationships and cooperate with fellow co-workers so as to achieve a good working atmosphere. The personality factor of an employee can influence several things in providing the best service to its customers, as well as being able to carry out company policies well. OCB is able to increase productivity in the organisation as well as employees. OCB can maximise employee performance and support goals and activities within the organization. OCB can provide maximum results and can improve skills in a family atmosphere but still maintain professionalism for the company's existence. OCB can provide motivation and improve creativity in the organization. Working well and loyally will support the realisation of organisational goals.

5.7. The Influence of Organizational Culture on Employee Performance mediated by Adoption of IS in OCB at Bank BPR in South Sulawesi Province

The influence of organisational culture on employee performance can be explained by the development of an organisational culture that is well accepted by the employees, so as to raise awareness for all employees as citizens in the company (OCB), who are willing to devote all their energy and mind to their organization, fully aware of the achievement of performance that can increase the role of fibre and support the achievement of organisational goals. There are many things that can make a company successful, one of which is good employee performance. However, this study found that employee performance was not able to directly impact on improving organisational culture. This is because a good culture in the organisation will create a comfortable work environment, a sense of mutual help with sincerity, and work beyond the workload that is their responsibility so that performance looks good.

6. Conclusion

The adoption of the digitalization of the Informant System at OCB makes it easy to do work so that this makes the willingness of the deadline for the work procedures that should be done. This has a positive influence on improving the performance of employees. Personality and culture in the organisation provide a positive value along with the ease of work and the availability of a supportive system. Patience is the initial process in the information system manoeuvre period, then the work becomes more patterned and the performance will be very good. BPR leaders in South Sulawesi Province must work closely with stakeholders in BPR because teamwork has proven to play a dominant role in achieving high employee performance. Not all employees must have an OCB attitude because the BPR leadership must be able to provide encouragement and motivation to all employees who still do not show the OCB behaviour expected

by the company. The use of information systems is an important tool in facilitating employee job adoption because an increase in OCB behaviour will certainly have an impact on improving the quality of work results. The adoption of SI with OCB during the current COVID pandemic will certainly provide encouragement, tenacity and work endurance, discipline and efficiency, cooperation between colleagues, concern for work safety, responsibility for work results, as well as employee initiative and creativity. For banking associations in South Sulawesi Province, these findings can be used as a reference in formulating human resource development policies in the banking environment in South Sulawesi Province. Development of human resources: a series of results of human potential as the driving force of the organisation in realising its existence; potential, which is an asset and functions as capital (non-material or non-financial) in the organization; a series of management and organising activities of the human resource function in the context of achieving goals effectively and efficiently.

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