

# **THE INFLUENCE OF PERSONALITY AND WORK ENVIRONMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH JOB SATISFACTION AS A MEDIATION VARIABLE**

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## **Abstract**

The focus of this research was determine the effect of personality and work environment on Organizational Citizenship Behaviour (OCB) with job satisfaction as a mediating variable. This research was conducted at Kantor Pelayanan Pajak (KPP) Pratama Demak which is one of the units that carry out the main duties and functions of taxation in Indonesia and is part of the Directorate General of Taxes, Ministry of Finance. This study uses linear regression analysis and Sobel test to assess the ability of job satisfaction to mediate personality and work environment on Organizational Citizenship Behavior of KPP Pratama Demak. Sampling of the population as many as 102 employees of KPP Pratama Demak. The results showed that Personality had positive and significant effect on the job satisfaction of KPP Pratama Demak employees. The work environment had negative and no significant effect to job satisfaction. The personality and work environment has a significant and positive effect on the OCB of KPP Pratama Demak employees. Meanwhile, job satisfaction succeeded in mediating personality and work environment on the OCB of KPP Pratama Demak

Keywords: personality, work environment, job satisfaction, Organizational Citizenship Behaviour, OCB

## **INTRODUCTION**

In its development to achieve the goals of this organization, of course, many factors and variables play a role at the same time related to human resources. As individuals, the personality of each human being will be influenced by or influence other variables in an effort to achieve organizational goals. Talking about human resources is certainly inseparable from the behavior of human resources themselves. An interesting thing to study more deeply is the additional behavior or extra role performed by one individual in an organization called Organizational Citizenship Behavior (OCB). The role and influence of human resources in achieving organizational or agency goals is important to study and develop within the academic framework as well as in practice and technical implementation, not least at the Directorate General of Taxes.

The Directorate General of Taxes (DGT), which is one of the first echelons under the Indonesian Ministry of Finance, has the task of formulating and implementing policies and technical standardization in the field of taxation. The composition of tax revenues in the

posture of the State Revenue and Expenditure Budget (APBN) reaches more than 83% (eighty three percent). In 2020, DGT received a tax revenue target of 1,865.7 trillion rupiah from the total planned State Revenue of 2,233.2 trillion rupiah at the beginning of 2020. With such a mandate and responsibility, the DGT must make maximum efforts to achieve the state revenue target. KPP Pratama Demak as part of the Directorate General of Taxes has the same role and responsibility in securing the required state revenue target. To achieve this goal, the personal role of each employee in carrying out his work is important in achieving organizational goals.

In line with the ongoing development of bureaucratic reform and internal reform within the DGT environment, the implementation of the Balance Score Card (BSC) system as a Organizational Citizenship Behaviour management tool is one of the choices taken in an effort to achieve organizational goals. Performance measurement in this BSC is the result of an assessment based on the Key Performance Index (KPI) that has been identified to achieve strategic goals and organizational goals and is stipulated in the Performance Contract. This Key Performance Index becomes a benchmark for the success of achieving the Strategic Goals or Performance. Each employee has their own KPI according to their field of work and is required to show the best performance. This makes employees often only focus on completing their own tasks, and become indifferent to the surrounding conditions. Robbins (2008) emphasizes that cooperative and helpful behaviors that go beyond formal requirements are essential to the functioning of an organization. Additional behaviors outside of job descriptions in organizations are often referred to as organizational citizenship behaviors or OCB.

Organizational citizenship behavior (OCB) is a voluntary behavior outside of what has been listed in the job and is not directly recognized in the company's reward system and in aggregate this behavior can increase organizational effectiveness which will automatically affect performance. Although OCB behavior is not a system that is listed in the work, it is very much needed because OCB is able to increase the effectiveness and viability of the organization in an increasingly competitive business environment (Dennis W. Organ, 1997). Organizational citizenship behavior (OCB) is a good behavior that employees have voluntarily and spontaneously. This behavior arises outside of the duties, roles, and job descriptions he has in a company. Personality of employees who have OCB behavior tend not to expect an award from what they do outside of the work the company gives them. OCB behaviors without realizing it have an important role in increasing the effectiveness of the company much better without any coercion in its implementation. OCB as individual behavior that is "discretionary" which is not directly recognized by the formal reward system and together will encourage more effective organizational functions. Robbins and Judge (2008) explain that a successful organization requires employees who are willing to do more than the job responsibilities assigned to them and are willing to do tasks that they are not supposed to do, so they will provide Organizational Citizenship Behaviour that exceeds the expectations of the organization.

Personality was chosen because it can be seen as a driving force and a strong predictor of behavior, which is consistent over time and across situations (Bailey, 2014). Personality is also considered to predict behavior, such as behavioral behavior in OCB, so that personality can be used for assessment purposes in organizations, such as the staffing selection process. Personality itself is defined as a relatively permanent pattern of traits, dispositions or characteristics that are consistently owned by a person (Larsen, and Buss, 2013), and one of the theories that is often used in explaining personality through

independent dimensions is the big five personality (Barrick. and Mount 1991). John, Robins & Pervin (2010) stated that the big five personality can be explained into five dimensions or traits, namely; extraversion, agreeableness, conscientiousness, openness to experience, and neuroticism. Extraversion is characterized by the behavior of individuals who are energetic and more inclined towards social interactions, they have a socialist nature, have high assertiveness and show positive emotions. Agreeableness is characterized by the behavior of individuals who like to help others, are socially oriented, trusted by others, think positively and are polite to other co-workers. Conscientiousness is characterized by the behavior of individuals who plan something before acting, obeying norms and rules, prioritizing tasks. Neuroticism individuals who have a tendency to this dimension are characterized by being easily anxious, nervous, irritable, having excessive fear, unstable emotions and often punishing or blaming themselves. Openness to experience is characterized by broad and original, creative abilities or general insight, creative and has a lot of life experience.

In addition to personality, work environment and job satisfaction are considered to have a positive influence on employee OCB. Sedarmayanti (2011) states that the work environment is the entirety of tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. Rachmadhani et al. (2014) states that work environment is one of the factors that affect performance. A comfortable and conducive work environment and conditions provide a sense of security and enable employees to work more optimally.

Fathoni, (2006:128) writes, job satisfaction is an emotional attitude that is pleasant and loves his job. That attitude is reflected by work morale, discipline, and work performance. Factors that affect employee job satisfaction according to Fathoni (2006:29) are fair and proper remuneration, proper placement according to expertise, the severity of the work, work atmosphere and environment, equipment that supports carrying out the work, the attitude of the leader in his leadership and the nature of the work is monotonous or not. Of course, the job satisfaction of each individual is different. According to Robbins and Judge (2009:119), there are five indicators of job satisfaction, namely satisfaction with the job itself, satisfaction with superiors, satisfaction with coworkers, satisfaction with promotions and satisfaction with salary/reward. The higher the level of employee job satisfaction will have a positive influence on their OCB level. Research from Rafiq et al (2012), states that the highest level of employee job satisfaction is if the reward is given in a tangible form (extrinsic) in the form of salary/reward rather than an intrinsic form such as the work environment. This also underlies the author to study further how much the work environment can affect employee job satisfaction.

Based on the background that has been described, then the formulation of the problem in the research conducted on the KPP Pratama Demak among others (1) Does Personality affect Job Satisfaction (2) Does Work Environment affect Job Satisfaction (3) Does Personality affect Organizational Citizenship Behavior? (4) Does Work Environment affect Organizational Citizenship Behavior? (5) Does Job Satisfaction affect Organizational Citizenship Behavior? (6) Does Job Satisfaction effectively mediate the effect of Personality on Organizational Citizenship Behavior? (7) Does Job Satisfaction effectively mediate the effect of Work Environment on Organizational Citizenship Behavior?

## **LITERATUR REVIEW AND HIPOTESIS DEVELOPMENT**

### **Personality**

The Big Five Personality Traits model has been supported with strong empirical support (Digman, 1990; Goldberg, 1993; Costa and McCrae, 1992). Thus, consensus has been reached to incorporate a taxonomy of five personality traits known as the Five Factor Model (FFM) or the "Big Five" in the field of social psychology (Goldberg, 1993; McCrae and John, 1992). "The Big Five" is useful for academics because it is complete, organized, well structured and useful for understanding human behavior (McAdams, 1992). The five factors introduced by Costa and McCrae's is the most famous version of the five universal factors. To make it easier to remember, the acronym "OCEAN" is usually used. These characteristics can be applied across cultures, develop throughout life, shape thoughts, feelings and actions (McCrae Costa, 1987). In 1991, three domains namely Neuroticism, Extraversion, and Openness (NEO) were extracted from Cattell (1976) in the 16 personality factors and the NEO-PI-R personality was developed. This is the original model of the NEO trait aspect associated with the five domains of Costa and McCrae on the five factor personality model. Traits such as emotional stability, extraversion, and optimism all have a strong physiological component. (Eysenck, 1987).

### **Work Environment**

The work environment is one or all components related to an institution, company, or organization that has a pattern that cannot be separated from the environment in which the institution, company, or organization is located. The work environment can influence and influence individuals in an institution, company, or organization either directly or indirectly. A good work environment, organized, neat and comfortable, will create a condition that provides a sense of security, comfort and increase job satisfaction of employees in carrying out their duties and functions at the institution, company or organization.

The work environment according to Sedarmayanti (2011: 21) is divided into two, namely:

- 1) Physical Work Environment

Everything that is in the physical form in the work environment, which is around or in the workplace that can affect employee performance, either directly or indirectly.

- 2) Non-Physical Work Environment

A work environment where everything is related to work relationships, both relationships with superiors, subordinates, and with fellow co-workers.

### **Job Satisfaction**

Robbins and Judge (2009) state that job satisfaction is a positive feeling about work as a result of evaluating the characteristics of the job. The job demands interaction with coworkers and superiors, following organizational rules and policies, meeting performance standards, living in often less than ideal working conditions, and other similar things. This means that the assessment (assessment) of an employee on whether or not he is satisfied with his work is a complex accumulation of a number of elements of a job that are distinguished and separated from each other (discrete). The results of the evaluation of all these elements, which can be positive or negative, are then called job satisfaction.

### **Organizational Citizenship Behaviour**

Organizational Citizenship Behavior (OCB) or also known as organizational citizenship behavior is defined as individual behavior that is independent (discretionary), which is not directly and explicitly rewarded by the formal reward system, and which overall encourages the effectiveness of organizational functions (Organ, 1988 in Robbins, 2001).

### **Relation of Personality and Job Satisfaction**

Personality is a characteristic that exists and persists in individuals as a reflection of individual behavior, which they use to interact with their environment (Sobur, 2003). While job satisfaction is an emotional state that is both pleasant and unpleasant in which employees view their work (As'ad, 2003). Job satisfaction will be achieved if there is a match between the type and personality characteristics with their position so that employees feel as an inseparable part of the organization (Fitreen, 2006). The opinion of (Damara, 2015) shows that personality has a significant effect on employee job satisfaction.

From the results of previous research, conducted by Tham Soot Yee (2019), the results showed that the Big Five Personality had a positive and significant effect on job satisfaction, so based on the description above, the research hypothesis was formulated as follows:

H1: Personality has a positive effect on Job Satisfaction of KPP Pratama Demak employees.

### **Relation of Work Environment and Job Satisfaction**

According to Sutrisno (2007:317): "the work environment is a direct environment where a person works can be in the form of work facilities and infrastructure around employees who are doing work that can affect the implementation of work or workload. Hasibuan (2009:202) states, job satisfaction is an emotional attitude that is pleasant and loves his job that is felt by employees. This attitude is reflected in work morale, discipline, and work performance. With a good work environment, it is expected to increase job satisfaction so that it will have a direct effect on the discipline, productivity, and performance of organizational members/employees.

Previous research conducted by Sukdeo (2017) stated that there is a very strong relationship between Work Environment (work environment) and Employee Job Satisfaction (job satisfaction) which leads to increased productivity. Likewise, Santosa (2017) said that simultaneously the work environment had a significant effect on job satisfaction. From the description above, the research hypothesis is formulated as follows:

H2: Work Environment has a positive effect on Job Satisfaction.

### **Relation of Personality and Organizational Citizenship Behavior**

Personality is something that is inherent in employees and is more difficult to change (Kumar et al., 2009). Personality is expected to be a better predictor of employee performance, in situations where managers' expectations for employees to improve performance have not been clearly defined, such as OCB (Purba & Seniati, 2004). Research by Indarti et al., (2017) shows that the personality dimension has a direct relationship with OCB, marked by a positive coefficient which indicates that the better the employee's OCB, the better his personality is. Supported by research by Mosalaei et al., (2014) that personality indicators have a significant positive effect on OCB.

Research conducted by Khusnul Ma Isyah and Palupiningdyah (2020), resulted in job satisfaction and personality having a positive and significant effect on organizational citizenship behavior. So based on the above results, the hypothesis of this research is formulated as follows:

H3 : Personality has a positive effect on Organizational Citizenship Behavior.

### **Relation of Work Environment and Organizational Citizenship Behavior**

Mardiana (2005), the work environment is an environment where employees do their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. If the employee likes the work environment in which he works, then the employee will feel at home at work to carry out activities so that the working time is used effectively and optimistically the employee's work performance is also high. With a

supportive work environment, OCB behavior can arise and be owned by every member of the organization. When they feel comfortable with their work environment, the willingness to help co-workers, will arise so that the tendency of OCB behavior in organizational members can be felt the benefits. Previous research by Bellini et al (2019), with a sample of 146 respondents, stated that the work environment had a positive and significant effect on Organizational Citizenship Behavior (OCB).

From the results above, the hypothesis of this research can be formulated as follows:

H4: Work environment has a positive effect on Organizational Citizenship Behavior.

### **Relation of Job Satisfaction and Organizational Citizenship Behavior**

Organs, et al. (2006: 67-70) suggests that when employees are satisfied with their work, they will reciprocate. This retaliation is a strong sense of belonging to the organization and will lead to OCB-like behavior, where they will not only do the tasks that have become their obligations, but will voluntarily do things that can be classified as efforts. extra effort.

Organ and Moorman in Luthans (2006) found that satisfied employees will usually show OCB behavior, such as helping coworkers and being more cooperative.

Previous research by Saputri et al (2020) showed that job satisfaction positively affects employees' OCB, with the highest score contribution coming from statements related to employees' comfort in working in organizations because coworkers can create a harmonious work atmosphere. On this basis, the research hypothesis is structured as follows:

H5: Job Satisfaction has a positive effect on Organizational Citizenship Behavior

## **RESEARCH METHOD**

### **Population and Sample**

According to Sugiyono (2013:119): "population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that can be studied by researchers and drawn conclusions". The population in this study were all employees of KPP Pratama Demak, totaling 102 people. The samples selection technique uses total sampling technique, with a total sample is 102 people. This study uses a 1-7 Likert Scale. Personality Performance consist of 15 indicators, then Work Environment there are 6 indicators, Job Satisfaction there is consist of 20 indicators, and Organizational Citizenship Behaviour consist of 8 indicators.

## **RESULT AND DISCUSSION**

The male gender in the research object is the most dominant amount 55 people (53,9%), when compared to female gender which only 47 people (46,1%). The highest frequency by age group was found in the age group between 26-35 years old that is as many as 44 people (43,1%), while the age group above 46 years old is the smallest frequency that is as many as 7 people only (6,9%). The highest frequency of respondent base on education is at the level of bachelor that is as may as 49 people (48%).

### **Validity Test**

The sample adequacy rate is met, this is evidenced by the value of Kaiser-Meyer-Olkin Measure of Sampling Adequacy generated on all variables above 0,5. Furthermore, all indicators on the variable Personality ( $X_1$ ), Work Environment ( $X_2$ ), Job Satisfaction ( $Y_1$ ) dan Organizational Citizenship Behaviour ( $Y_2$ ) shows the number of Loading Factor  $> 0,4$  so that all indicators on each variable in this study are declared valid.

## Reliability Test

**Table 1. Reliability Test**

Variabel	Cronbach's Alpha	Standart Value	Description
Personality (X1)	0.910	0.7	Reliable
Work Environment (X2)	0.878	0.7	Reliable
Job Satisfaction (Y1)	0.943	0.7	Reliable
Organizational Citizenship Behaviour (Y2)	0.956	0.7	Reliable

Source : primary data processed in 2022

The result of reliability testing on the four variables in this study showed the Cronbach Alpha was more than 0,7 (*cronbach alpha* > 0,7), so that it can be stated that all instrument on each variable in this study are reliable.

## Regression Test

In this study, the variables of personality (X1), work environment (X2), job satisfaction (Y1) and Organizational Citizenship Behaviour (Y2) can be seen in the following table:

**Table 2. Regression Test Result**

Regression Model	Adjusted R <sup>2</sup>	f Test Sig.	t Test		Description
			Coef . Beta	Sig.	
<b>Equation I</b> $Y_1 = a_1 + b_1 X_1 + b_2 X_2 + e_1$ personality and work environment on job satisfaction	0,172	0.000			
<b>Equation I</b> $Y_1 = a_1 + b_1 X_1 + b_2 X_2 + e_1$ - Personality on Job Satisfaction - Work Environment on Job Satisfaction			0.458 - 0.032	0.001  0.817	Hypothesis 1 Accepted  Hypothesis 2 Rejected
<b>Equation II</b> $Y_2 = a_2 + b_3 X_1 + b_4 X_2 + b_5 Y_1 + e_2$ personality, work environment and job satisfaction on Organizational Citizenship Behaviour	0.868	0.000			
<b>Equation II</b> $Y_2 = a_2 + b_3 X_1 + b_4 X_2 + b_5 Y_1 + e_2$ - Personality on Organizational Citizenship			0.228	0.002	Hypothesis 3

Behaviour					Accepted
- Work Environment on Organizational Citizenship Behaviour			0.372	0.000	Hypothesis 4 Accepted
- Job Satisfaction on Organizational Citizenship Behaviour			0.263	0.001	Hypothesis 5 Accepted

**Source: processed primary data (2021)**

From table 2. The results of the first linear regression test above can be explained that the value of beta standard coefficient which is positive and significant is Personality variable (X1) of 0.458 with a significance level of  $0.001 < 0.05$ . Meanwhile, Work Environment variable (X2) is -0.032 with a significance level of  $0.817 > 0.05$ . These results can be included in the regression equation are :

$$Y1 = 0,458.X1 - 0,032.X2 + e$$

Where Y1 (Job Satisfaction) was positively influenced by personality and negatively influenced by Work Environment.

The results of the second linear regression test above can be explained that the value of beta standard coefficient which is positive but not significant is Personality (X1) of 0.228 with a significance level of  $0.002 < 0.05$ , Work Environment (X2) of 0.372 with a significance level of  $0.000 < 0.05$  and Job Satisfaction (Y1) of 0.263 with a significance level of  $0.001 < 0.05$ . These results can be included in the regression equation are :

$$Y2 = 0,228.X1 + 0,372.X2 + 0.263Y1 + e$$

Where Y2 (Organizational Citizenship Behaviour) was positively influenced by personality, work environment and job satisfaction.

**Coefficient of Determination Test**

In equation I it is known that value adjusted  $R^2$  as many as 0.172. that result mean that variable Personality and Work Environment has a contribution to explaining the Job satisfaction variable by 17,2%, while the remaining is 82,8% ( $100\% - 17,2\% = 82,8\%$ ) explained by the other variables not observed in this study. In equation II the value of adjusted  $R^2$  is 0.868. These result mean that the variables of Personality, Work Environment and Job Satisfaction has a contribution and is able to explain the Organizational Citizenship Behaviour Variable of 86,8%, while the remaining is 13,2% ( $100\% - 13,2\% = 86,8\%$ ) explained by other variables not observed in this study.

**F Test**

In equation I resulting in a significance value of  $0,000 < 0,05$ , this mean that Personality and Work Environment variables simultaeously affect the Job satisfaction variable. Further in equation II resulting a significance value of  $0,000 < 0,05$ , this mean that variables of Personality, Work Environment and Job Satisfaction simultaneously affect the Organizational Citizenship Behaviour variable.

**Sobel Test**

The mediating/intervening effect test was conducted to test the significance of the influence of Personality on Organizational Citizenship Behaviour mediated by Job Satisfaction can be seen in the following table:

**Table 3. Sobel Test Result**

Indirect Effect And Significance Using Normal Distribution	Value	Z	Sig
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Personality (X1)	.1432	4,1189	.0000
Job Satisfaction (Y1)			
Organizational Citizenship Behaviour (Y2)			

Source : primary data processed in 2022

### Discussion

- a. **Hypothesis 1** reads that the Personality has a positive effect on Job Satisfaction. Based on the results of the t-test in table 2, it can be proven that Personality has significant effect on Job Satisfaction with a significance value of 0.001 and a beta coefficient of 0.458, so that **hypothesis 1 is accepted**.
- b. **Hypothesis 2** reads that Work Environment has no significant effect on Job Satisfaction with a significance value of 0.817 and a beta coefficient of -0.032, so that **hypothesis 2 is rejected**.
- c. **Hypothesis 3** reads that Personality has a positive effect on Organizational Citizenship Behaviour and significant effect with a significance value of 0.002 and a beta coefficient of 0.228, so that **hypothesis 3 is accepted**.
- d. **Hypothesis 4** reads that Work Environment has a positive effect on Organizational Citizenship Behaviour and significant effect with a significance value of 0.000 and a beta coefficient of 0.372, so that **hypothesis 4 is accepted**.
- e. **Hypothesis 5** reads Job Satisfaction has a positive effect on Organizational Citizenship Behaviour. Based on table 2, it is known that Job Satisfaction has a positive and significant effect on Organizational Citizenship Behaviour with a significance of 0.001 and a beta coefficient of 0.263, so **hypothesis 5 is accepted**.
- f. The results of the Sobel test in table 3 show that the value of sig 0.000 < 0.05 indirect effect, thus it can be concluded that the variable job satisfaction is statistically proven to mediate the effect of Personality on Organizational Citizenship Behaviour. **Hypothesis 6 is accepted**.
- g. The terms of mediation are direct influence and indirect influence must be significant. Based on table 2, the results show that the direct and indirect effects are not significant, so job satisfaction does not mediate the effect of work environment on Organizational Citizenship Behaviour. **Hypothesis 7 is rejected**

### Conclusion

The test results in this study indicate that personality has a positive effect on job satisfaction. this is in accordance with the results of Tham Soot Yee's research (2019). Meanwhile, the work environment does not have a positive and significant effect on Organizational Citizenship Behavior. Job satisfaction has actually been able to mediate the effect of personality on Organizational Citizenship Behavior. From the results of the study, although the work environment does not have a positive effect on Organizational Citizenship Behavior, however, it is important to pay attention and provide a comfortable working environment for employees, particularly at KPP Pratama Demak, where this study was conducted. Organizational Citizenship Behavior is more influenced by the personality of each employee. As Edip Sabahattin Mete (2020) said in his research, the big five personality and job satisfaction have a positive and significant effect on Organizational Citizenship Behavior.

Based on research conducted, the following conclusions can be drawn :

1. The role of personality in creating Organizational Citizenship Behavior is very large. Because the sense of volunteering to help others in completing the work, comes from the personality of each employee. The better the personality, the easier it is for Organizational Citizenship Behavior to be realized.
2. Job satisfaction needs to be achieved, so that every employee can realize Organizational Citizenship Behavior. When a person feels satisfied with his work, the

attitude of helping others will be more easily manifested. The higher the job satisfaction, the easier it is to create Organizational Citizenship Behavior.

This research cannot be separated from several limitations that result in incomplete research. In filling out some of the questionnaires were not supervised directly, so there may be answers that are not in accordance with the reality in the field. The concept used and measured in this study uses a self-assessment rating so that the respondent's subjectivity may still be attached, but this does not reduce the validity of the data obtained in the study. The sample in this study was limited to employees of KPP Pratama Demak, so the generalization of the results was only devoted to employees of KPP Pratama Demak.

Based on the research conducted, there are several things that are for further research, namely for future research it is expected to consider other factors that also influence performance and population expansion in taking research variables. Thus the conclusion will have a wider impact on the conclusions of the study.

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