

The Effect of Personality and Organizational Citizenship Behaviour (OCB) on Motivation on the Performance of the East Java Provincial Environmental Service



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ABSTRACT: This study aims to determine the effect of Personality and Organizational Citizenship Behaviour (OCB) on Motivation on the performance of the Environmental Service of East Java Province. To analyse the causal relationship between variables and test the research hypothesis mathematically, the analytical tools used in this study are descriptive analysis, validity test, reliability test, path analysis using SPSS software. This path analysis requires knowing the path diagram and path coefficient. For the completion of path analysis, it is necessary to know the path diagram and path coefficients. The results of the data analysis show that the personality variable has a significant effect on the motivation of employees of the East Java Provincial Environmental Service. OCB has a significant effect on the performance of employees of the East Java Provincial Environmental Service, both directly and through motivation and motivation has a significant effect on the performance of employees of the East Java Provincial Environmental Service. As a result of this study, the East Java Provincial Environmental Service should ensure that employees have a good personality and supportive OCB, so that it will increase employee motivation which leads to increased employee performance. For further research to be able to add other factors and variables to support this research, such as work environment, educational background, work discipline and so on.

KEYWORDS: Personality, Motivation, Organizational Citizenship Behaviour, Performance of the East Java Provincial Environmental Service

I. INTRODUCTION

This study highlights the importance of improving the performance of employees of the East Java Provincial Environmental Service by focusing on the factors of motivation, personality, and Organizational Citizenship Behaviour (OCB). As a government agency that plays an important role in maintaining the quality of the environment in the East Java region, the performance of Environment Agency employees has a direct impact on the quality of services provided to the community. In accordance with the mandate of Law Number 25 of 2009 concerning Public Services, the government is obliged to provide quality services. These services include not only administrative services, but also the responsibility to maintain a safe and healthy environment. In this context, employee performance is very fundamental and not only reflects the professionalism of ASN, but also a measure of the effectiveness of government services to the public.

Work motivation is seen as one of the main factors that drive employee performance, which is influenced by internal variables such as personality and external variables such as OCB. Motivation has a big role in determining how much effort is expended by employees to achieve the desired results by the organisation. According to Vroom's motivation theory, motivation is influenced by expectations of success, which in the context of ASN work, includes the understanding that their performance will have an impact on merit ratings, promotions, and recognition. On the other hand, McClelland's theory emphasises the importance of the need for achievement (nAch) in motivating employees to achieve optimal results. Highly motivated employees tend to have a greater level of dedication and consistency in carrying out their tasks, thus creating a more productive and conducive work environment.

OCB, or voluntary work behaviour that goes beyond formal duties, also plays an important role in improving organisational performance. Employees who have high levels of OCB show greater commitment to organisational goals and are willing to contribute more than expected, such as helping colleagues, showing initiative, and promoting loyalty and adherence to

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organisational rules. High OCB reflects the quality of co-operation and solidarity among employees, which in turn creates a harmonious and productive work climate. Previous studies indicate that OCB is closely related to employee performance because employees who have an awareness of social responsibility in the organisation tend to work more effectively and are able to face job challenges better. However, while motivation, personality and OCB are recognised as important factors in performance improvement, an evaluation of the East Java Provincial Environmental Agency shows that there are limitations in organisational support to optimise these factors. Organisational support, especially in the form of training and capacity building, is still inadequate. The budget allocation, which is more dominantly directed to the development of OPD database systems rather than human resource capacity building, is one of the obstacles in achieving optimal performance. In fact, education and training are needed to update employee competencies, especially in facing the challenges of a complex and dynamic environment. In addition, employees' personalities also have a significant impact on their performance. A good personality, such as openness to new experiences, perseverance and emotional stability, can improve employees' ability to deal with pressure and adjust to the work environment. A positive personality is also associated with stronger motivation to achieve and perform optimally. The influence of personality on performance can also occur indirectly through motivation; employees who have productive personalities tend to have high motivation, which in turn has an impact on improving performance.

This study formulates nine main hypotheses to answer questions regarding the relationship between these variables. Firstly, this study will examine the direct effect of personality on employee performance, as well as the direct effect of OCB and motivation on performance. In addition, this study will also examine the indirect effects of personality and OCB on performance through motivation as a mediating variable. This test is expected to provide a deeper understanding of how the interaction between personality, motivation, and OCB can shape overall employee performance.

The results of this study are expected to find solutions to overcome the obstacles that exist in the HR management system of the East Java Provincial Environmental Service. The resulting recommendations are expected to be able to provide more effective strategies in increasing motivation, strengthening OCB, and forming personalities that support improved performance. For example, by providing continuous training, creating a supportive work environment, and increasing budget allocations for employee capacity building, overall organisational performance is expected to improve. This improved performance will support the achievement of quality public service goals, and help realise a healthy and sustainable environment for the people of East Java Province.

II. LITERATURE REVIEW

A. Performance

Performance is an important concept in human resource management because it is directly related to the effectiveness and efficiency of achieving organisational goals. Bernadin & Russell define performance as a record of results or achievements on specific job functions or activities over a period of time. It emphasises that performance is a record of the end result of assigned tasks and focuses on the output produced by individuals. Meanwhile, Anwar Prabu Mangkunegara (2000: 67) adds that performance or work performance includes the results achieved by an employee in the form of quality and quantity in accordance with the responsibilities he carries. This definition underlines the importance of achieving results that meet the standards set by the organisation and the accountability of employees in carrying out their duties.

Robert L. Mathis and John H. Jackson (2001) outline several factors that influence individual workforce performance. The first is ability, which includes the skills, knowledge and competence required to do the job effectively. Employees with adequate abilities will be more likely to achieve optimal work results. The second factor is motivation, which refers to the internal or external drive that influences an employee's desire to get the job done well. Motivation plays an important role as it determines how much effort an employee expends to achieve the desired goal.

Support received is also a crucial factor. This can be in the form of facilities, technical assistance, or support from superiors and co-workers. When employees feel supported, they are more motivated and tend to perform better. The next factor is the job itself, which emphasises the importance of clarity in job descriptions and the tasks to be performed. Employees who understand their roles and responsibilities tend to perform better because they know what is expected of them. Finally, employees' relationship with the organisation also has a significant effect on performance. A good relationship between employees and the organisation increases employees' loyalty, involvement and commitment to the organisation's goals, thus encouraging them to perform better.

From the various definitions and factors above, it can be concluded that employee performance is not only influenced by quantifiable and qualitative results, but also by various psychological and organisational factors. Each of these factors plays an important role in shaping the productivity and effectiveness of employees in carrying out their duties, so a comprehensive

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understanding of performance includes not only the end results, but also the processes and factors that contribute to the achievement of these results.

B. Motivation

Motivation is an important concept in work psychology and management, which includes encouragement, desire, and driving force that causes a person's actions in achieving the expected goals (Nurliawati & Puspitasari, 2013). Motivation encourages individuals to act with certain intensity, direction, and persistence in achieving goals. The intensity element shows how hard a person tries to achieve their goals; direction shows the focus or goal to be achieved, and perseverance refers to the individual's endurance in facing various obstacles until the goal is achieved. Abraham Maslow's hierarchy of needs theory describes motivation as a drive born from basic human needs, ranging from physiological needs to self-actualisation needs, where individuals seek to fulfil higher needs after their basic needs are met.

Douglas McGregor's X and Y theories, for example, illustrate that work motivation can be distinguished between those who work because they feel compelled to (Theory X) and those who are driven by the desire to achieve and develop (Theory Y). In addition, contemporary motivation theories emphasise that motivation is not just an internal drive, but also includes external factors such as organisational support, work environment, and opportunities to innovate. Therefore, motivation becomes the fundamental reason behind an individual's actions at work; a highly motivated person generally has a strong reason to strive to achieve something they want, and this is reflected in their passion, consistency and dedication in their current job.

Motivation is also the driving force that allows a person to perform their duties to the fullest and exceed expectations. A highly motivated person not only has clear goals but also focuses on effective ways to achieve those goals, and has the mental endurance to overcome obstacles. Therefore, in the context of work, motivation not only determines performance but is also a determining factor in employee job satisfaction, loyalty and engagement in the organisation.

C. Personality

Personality is a concept that encompasses patterns of thought, emotion and behaviour that are consistent over time and in various situations. According to Costa and McCrae (1989), personality traits are elements that explain how a person acts consistently across different contexts. This definition is enriched by Agus Sujanto et al. (2004), who view personality as a complex psychophysical totality, reflecting the unique combination of psychological and physical factors that influence individual behaviour. In an organisational context, Robbins (2008) identified five main dimensions of personality known as the Big Five Model, namely extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience. This model is often used to understand how different aspects of personality can affect individual performance and interactions in the workplace. These dimensions assist organisations in assessing an individual's fit with work roles and culture, as well as in managing team dynamics.

D. Organization Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB), according to Organ (1988), is individual behaviour that is discretionary, not recognised directly or explicitly by formal reward systems, but which overall contributes to the efficiency and effectiveness of the organisation. This behaviour goes beyond the formal obligations set out in the employment contract and is not motivated by direct incentives. OCB includes voluntary actions that support the functioning of the organisation without any pressure or expectation from the formal system. Novliadi (2007) asserts that OCB involves attitudes and behaviours that benefit the organisation, but cannot be imposed through role obligations or formal contracts. Organ (1988) identified five main dimensions in OCB, namely: Altruism, which includes helping co-workers; Courtesy, which refers to politeness and efforts to prevent conflict; Conscientiousness, which refers to awareness and attention to detail, as well as doing more than expected; Civic Virtue, which reflects active involvement in the organisation and supporting organisational policies; and Sportsmanship, which is tolerance of non-ideal conditions and accepting change without complaint. These dimensions are important indicators in measuring an individual's contribution to a harmonious and productive work environment, even if they are not always formally recognised.

E. Relationship between Personality and OCB

The relationship between Organizational Citizenship Behaviour (OCB) dimensions and personality factors has been an important topic in organisational behaviour studies. Aykler (2010) explored this link using five personality dimensions from the Big Five Model adapted from Barrick and Mount's (1991) research, namely Extraversion, Emotional Stability, Agreeableness, Conscientiousness, and Openness to Experience. Each of these personality factors has the potential to influence how individuals exhibit OCB behaviour in an organisational context. For example, individuals with high levels of Extraversion tend to be more proactive in demonstrating altruism and involvement in organisational activities. Emotional Stability plays an important role in

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minimising conflict and maintaining harmonious relationships in the workplace, thus supporting the courtesy dimension. Agreeableness encourages supportive behaviours, such as helping colleagues and maintaining good relationships, which are closely related to altruism and courtesy. Conscientiousness relates to attention to detail and the desire to exceed expectations, supporting the conscientiousness dimension of OCB. Finally, Openness to Experience encourages openness to new ideas and flexibility in the face of change, which reinforces civic virtue and sportsmanship. Thus, an understanding of how these personality factors influence OCB can assist organisations in managing human resources more effectively, creating a supportive work environment and improving collective performance.

F. Relationship between OCB and Performance

Organizational Citizenship Behaviour (OCB) is often viewed as a synonym of the concept of performance, particularly in the context of contextual performance that supports the social and psychological environment in which tasks take place (Organ, 1997). OCB plays an indirect role in influencing performance by creating a conducive work environment. One popular notion, as discussed in 'Myth or Science', is that happy workers tend to be more productive. While this cause-and-effect relationship is difficult to ascertain, several studies show a strong correlation between job satisfaction and performance. Despite sceptical views that dismiss this relationship as a management myth, a review of 300 studies shows a significant correlation. According to Robbins and Judge (2008), job satisfaction plays an important role in determining OCB. Satisfied employees tend to speak positively about the organisation, help colleagues, and exceed normal work expectations. In addition, job satisfaction motivates employees to do more because they feel the need to reciprocate positive experiences at work. However, recent evidence suggests that the relationship between job satisfaction and OCB is mediated by perceptions of fairness in the organisation. Aykler (2010) referred to the Hawthorne study which revealed that productivity gains depend not only on physical working conditions such as working hours, but also on supervisory dynamics and group co-operation. These changes, as noted by Organ, Podsakoff, and MacKenzie (2006), have a significant impact on performance, demonstrating the importance of social and psychological aspects in supporting work productivity.

III. METHODS

This study uses a correlational approach to explore the relationship between the independent variables - personality, Organizational Citizenship Behaviour (OCB), and motivation - and the dependent variable, performance. Data were collected through a survey using a questionnaire involving 91 civil servants at the East Java Provincial Environmental Agency, selected from a population of 121 people with an error rate of 5%. Personality was measured based on five dimensions from Costa and McRae, including openness to experience (openness), conscientiousness, extroversion (extraversion), agreeableness, and emotional stability (neuroticism). Meanwhile, OCB was measured through the dimensions of altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Motivation is assessed using the ERG theory (Existence, Relatedness, Growth), which includes the needs of existence, relatedness, and growth. Performance was assessed based on aspects of quality, quantity, timeliness, effectiveness, independence, and commitment.

Data were collected from primary sources through questionnaires and secondary sources from literature. The questionnaire used a Likert scale to measure respondents' attitudes, opinions, and perceptions. Before use, the instrument was tested for validity using Pearson's 'Product Moment' correlation method and reliability using the 'split-half' method using the Spearman-Brown formula. Data analysis included descriptive analysis to understand the characteristics of the data and path analysis to identify causal relationships between the variables. Path analysis, conducted with the help of SPSS software, helped in assessing the direct and indirect effects of personality and OCB on motivation and performance. The path diagram in this study maps how the variables interact, both directly and through the intervening variable of motivation, providing a more comprehensive picture of the factors that influence employee performance.

IV. RESULT AND DISCUSSION

A. Research Instrument Test

This study utilised a questionnaire to measure four main variables: personality, Organizational Citizenship Behaviour (OCB), motivation, and performance. Instrument validation and reliability processes were conducted to ensure that the questionnaire was able to measure these variables accurately and consistently. The validity test using the Pearson correlation method showed that all items on the questionnaire were valid, with the correlation coefficient exceeding the critical value of 0.206 at the 5% significance level. This indicates that each questionnaire item is able to measure the intended construction properly. In addition, the reliability test was conducted by calculating the Cronbach's Alpha value for each variable. The results show that all variables

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have Cronbach's Alpha values above 0.6, signalling that the instrument is reliable and can be used for consistent data collection. High validity ensures that the questionnaire items precisely reflect the concept being measured, while good reliability indicates that the measurement results tend to be stable and consistent even when repeated under the same conditions. With valid and reliable instruments, this study can provide accurate and reliable data to explore the relationship between personality, OCB, motivation and performance.

B. Data Penelitian

This study involved 91 respondents from the East Java Provincial Environmental Service, with the following characteristics: 50.5% male and 49.5% female, the majority age above 40 years (46.2%), dominated by civil servant staff (78%), have a Bachelor's degree (62.6%), mostly married (89%), and have a working period of 5-25 years (79.1%).

Analysis of the research variables shows that the four variables, namely personality, OCB (Organizational Citizenship Behavior), motivation, and performance, have high categories on all indicators. The performance variable has the highest average, indicating that employee performance is good. However, the personality variable has the lowest average, so training is recommended to improve the quality of employee personality.

C. Path Analysis

This study adopts a comprehensive approach to analyze the relationship between personality, Organizational Citizenship Behavior (OCB), motivation, and performance, through a series of classic assumption tests and path analysis. The Classical Assumption Test is a crucial first step in ensuring the reliability of the regression model used. First, the Normality Test is conducted to verify that the residual distribution of the regression model follows a normal distribution. Residual normality is an important prerequisite in linear regression, as it ensures that the parameter estimation results are unbiased and reliable. The test results show that the residuals are normally distributed, allowing the researcher to proceed to further analysis.

Multicollinearity test is conducted to check if there is a strong linear relationship between the independent variables. Multicollinearity can be a serious problem in regression analysis as it can make parameter estimates unstable and difficult to interpret. The test results indicate the absence of multicollinearity, which means that personality and OCB as independent variables do not have a strong linear relationship with each other and can be interpreted individually. Heteroscedasticity test is also conducted to ensure that the variance of the residuals remains constant across the prediction levels of the dependent variable. The results show the absence of heteroscedasticity, which indicates that the assumption of homoscedasticity is met, so the regression model can be trusted. In addition, the Autocorrelation Test ensures that there is no correlation between the residuals, which means that the prediction error of one observation does not affect other observations. These results indicate that the regression model used is free from autocorrelation, ensuring independence of observations.

In Regression Model 1, personality and OCB were analyzed to see their effect on employee motivation. The F-test results show that the combination of these two independent variables significantly affects employee motivation. The t-test further reveals that both personality and OCB have a significant positive influence on motivation. This means that individuals with certain personality traits and who engage in OCB behaviors tend to have higher levels of motivation. The coefficient of determination of 27.7% indicates that about one-third of the variation in motivation can be explained by personality and OCB, while the rest may be influenced by other factors not included in the model.

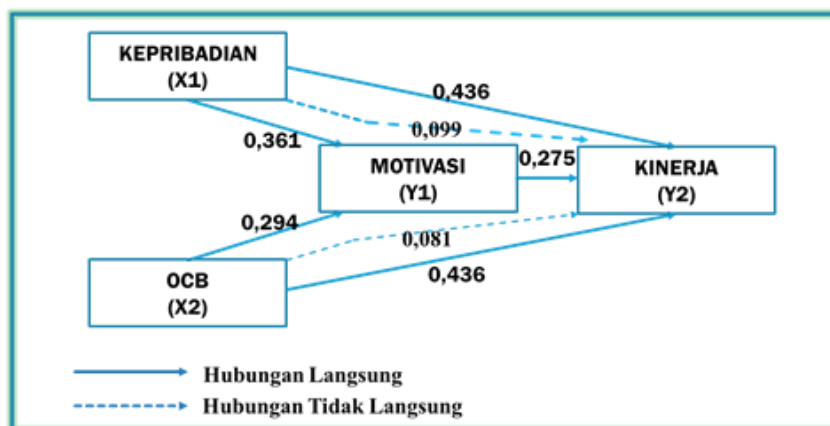
Regression Model 2 extends the analysis by adding the motivation variable to see its effect on employee performance. The F-test results show that personality, OCB, and motivation combined have a significant influence on performance. The t-test shows that all variables, including motivation, have a positive effect on performance, with motivation having a significant effect. This suggests that motivation is a key factor in improving employee performance, in addition to contributions from personality and OCB. The coefficient of determination of this model shows that a large proportion of the variation in employee performance can be explained by these three variables, suggesting this model is quite effective in predicting performance.

To assess the role of motivation as an intervening variable, a Mediation Test using the Sobel test was conducted. The Sobel test is designed to test whether the effect of the independent variables (personality and OCB) on the dependent variable (performance) is mediated by another variable (motivation). The results showed that motivation did not serve as a significant mediator between personality and performance nor between OCB and performance, as the p values for both tests were greater than 0.05. This suggests that although personality and OCB have a direct effect on performance, this effect is not mediated through motivation.

Path analysis was used to evaluate the direct and indirect effects of personality, OCB, and motivation variables on performance. Path analysis is an extension of multiple linear regression analysis that allows researchers to understand more complex causal relationships. In this model, personality and OCB are treated as exogenous (independent) variables, motivation as the intervening variable, and performance as the endogenous (dependent) variable. The path diagram developed provides a visual

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depiction of the flow of influence between the variables, allowing researchers to evaluate the extent to which these variables influence performance both directly and through indirect pathways via motivation. The findings provide important insights into how personality and OCB contribute to employee performance, both through direct paths and through motivation, although the mediating path of motivation was not significant.



Picture 4.1 Path Analysis

Table 4.1 Summary of Influence Test Results and Hypothesis Test

Variable Effect	Coefisien Jalur	Causal Effect		$t_{(hitung)}$	$t_{(tabel)}$	Sig	Decision
		Direct	Indirec				
Personality (X1) has a significant effect on motivation (Y1)	0,361	0,361	-	2,048	1,986	0,044	Accepted
OCB (X2) has a significant effect on motivation (Y1)	0,294	0,294	-	2,229		0,028	Accepted
Personality (X1) has a significant effect on performance (Y2)	0,436	0,436	-	2,774		0,007	Accepted
OCB (X2) has a significant effect on performance (Y2)	0,261	0,261	-	2,214		0,029	Accepted
Motivation (Y1) has a significant effect on performance (Y2)	0,275	0,275	-	2,304		0,023	Accepted
Personality (X1) has an indirect effect on performance (Y2) through Motivation (Y1) (X1,Y1,Y2)	-	0,436	0,361 x 0,275 = 0,099			0,091	Rejected
OCB (X2) has an indirect effect on performance (Y2) through Motivation (Y1) (X2,Y1,Y2)	-	0,261	0,294 x 0,275 = 0,081			0,075	Rejected
Personality (X1) and Organization Citizenship Behaviour (OCB) (X2) simultaneously influence motivation (Y1) (X1 and X2, Y1)	-	-	-			0,005	Accepted
Personality (X1), Organization Citizenship Behaviour (OCB) (X2) and Motivation (Y1) has a simultaneous effect on performance (Y2) (X1, X2 and Y1, Y2)	-	-	-			0,000	Accepted

a) Discussion

1) Effect of Personality on Performance

This study found that personality has a significant and positive influence on performance. The Big Five Personality Theory, which includes Emotional Stability, Extraversion, Openness to Experience, Agreeableness, and Conscientiousness, was used as the basis for analyzing individual characteristics. Results show that dimensions such as Conscientiousness and Emotional Stability are strong

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predictors of good work performance. This research data supports previous findings which suggest that individuals with positive personalities tend to be more productive and efficient.

- 2) The Effect of Organization Citizenship Behaviour (OCB) on Performance
OCB, which includes five main dimensions (Altruism, Conscientiousness, Sportsmanship, Civic Virtue, and Courtesy), was shown to have a significant influence on performance. OCB indicators show a high category, indicating that employees' extra-role behavior supports performance improvement. This research is in line with previous findings, which show that OCB creates a conducive and efficient work environment, and encourages initiatives that contribute to improved performance.
- 3) Effect of Motivation on Performance
High motivation, whether from basic needs, social relationships, or self-development, was found to have a positive and significant impact on employee performance. This research shows that motivation plays an important role in increasing productivity and accepting change in an organizational context. These results support previous findings that intrinsic and extrinsic motivation contribute to improved performance and job satisfaction.
- 4) Effect of Personality on Motivation
Personality also has a significant relationship to motivation, with dimensions of the Big Five Personality contributing to increased individual motivation. The data shows that a good personality tends to positively influence motivation levels. This research supports previous findings suggesting that personality can influence participation and motivation in certain activities, such as sports.
- 5) Effect of Personality on Performance through Motivation
The results of the effect test show that the indirect effect of personality on performance through motivation ($X1 \rightarrow Y1 \rightarrow Y2$) is not significant. The result of the path coefficient calculation ($0.361 \times 0.275 = 0.099$) with a significance value of 0.091 is greater than the 0.05 limit, so this mediation hypothesis is rejected. This means that although personality has a direct effect on performance, the indirect effect through motivation is not proven. All personality dimensions are in the high category, as well as motivation, but the effect of motivation as a mediator is not significant. This means that personality affects performance directly without having to go through motivation.
- 6) The Effect of Organization Citizenship Behaviour (OCB) on Performance through Motivation
The test results show that motivation does not mediate the relationship between OCB and performance ($p = 0.075 > 0.05$). Some studies mention that OCB is more likely to have a direct influence on performance, such as the findings of Podsakoff et al. (2000), which showed that OCB creates a harmonious work environment that improves performance without the need to go through motivation.
- 7) Simultaneous Effect of Personality and Organization Citizenship Behaviour (OCB) on Performance
The simultaneous effect of personality and OCB on performance is significant ($p = 0.005 < 0.05$). Positive personality and high OCB reinforce each other to create a conducive work environment, as supported by Liu et al. (2023) which shows that employees with high conscientiousness are more proactive and cooperative, thus improving performance.
- 8) Simultaneous Effect of Personality, Organization Citizenship Behaviour (OCB), and Motivation on Performance
The test results show a significant simultaneous effect ($p = 0.000 < 0.05$) of the three variables on performance. When personality, OCB, and motivation are present simultaneously, optimal conditions for high performance are created. Previous studies by Kurniawan et al. (2022) and Zhang et al. (2021) support these findings, showing that the interaction between personality, OCB, and motivation affects performance, especially in work environments that require teamwork and interpersonal engagement.

CONCLUSIONS

Based on the results of the study, the conclusions obtained show that personality has a significant influence on the performance of employees of the East Java Provincial Environmental Service. In addition, Organizational Citizenship Behavior (OCB) also has a significant effect on employee performance. Motivation is proven to have a significant influence on performance, and personality and OCB also have a significant effect on employee motivation. However, this study found that motivation cannot mediate the effect of personality on performance, nor the effect of OCB on performance. Overall, personality and OCB jointly influence performance, and when combined with motivation, these three variables jointly influence employee performance.

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