



Analysis of Transformational Leadership Style and Personality on Organizational Citizenship Behavior

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ABSTRACT

The purpose of this study is to comprehend how personality affects organizational citizenship behavior as well as how transformational leadership style affects it. With a sample size of 64 respondents, the study approach used cluster sampling, probability sampling, and quantitative research methods. Questionnaires were used to gather data from primary sources. The results of the study show that organizational citizenship conduct is positively and significantly impacted by leadership style, however personality did not show a positive correlation with organizational citizenship behavior.

Keywords: *Transformational Leadership Style, Personality, Organizational Citizenship Behavior.*

1. INTRODUCTION

An organization is a group of two or more individuals coming together in the same place with common goals, methods, resources, territory, finances, tools, media, and so on, effectively and efficiently, to achieve authoritative objectives. According to [1], an organization is a formal association system of two or more people working together to achieve specific goals. Every administrative organization may require employees who commit sincerely based on their abilities and capacities. However, the main challenge commonly faced by individuals is how to strive for quality, reliability, and the development of awareness in each person to perform and complete their tasks on time.

The quality of human resources can be seen in the number of employees participating and successfully completing their tasks and in the extent of the initiative employees demonstrate in carrying out tasks beyond their job descriptions. Leaders need to consider what their employees require to develop employee performance further. Fulfilling these needs can affect employees positively and lead to job satisfaction, making it more straightforward to achieve the organization's objectives. Employees have perspectives, behaviors, sentiments, and a sense of duty that can affect their organizational functions.

An individual's performance and initiative can lead to Organizational Citizenship Behavior (OCB). By having employees who behave in OCB, an organization is more likely to achieve better performance than other organizations. OCB refers to voluntary behaviors, not driven by coercion, that prioritize the interests of the organization where the individual works, reflecting the satisfaction they experience. According to [2] states that, when taken into account as a whole, organizational citizenship behavior (OCB) is a specific behavior that is optional, not immediately rewarded by the official reward system, and improves the efficacy and efficiency of organizational operations. Workers who exhibit Organizational Citizenship Behavior (OCB) have a favorable effect on the company. They contribute to the organization by increasing efficiency, safeguarding human resource assets, improving operational stability, and enhancing its ability to adapt to its environment. Therefore, the role of a leader is essential in nurturing OCB among employees.

Leadership style is the character or behavior of a leader in affecting their subordinates to achieve organizational goals. Recognizing the importance of a leader's role in managing subordinates and the obstacles within the organization, leadership factors have a significant impact, and administrative style is a supportive

component that facilitates a leader's progress. Therefore, leaders must nurture their initiative and style to make informed choices in leading their subordinates effectively. Thus, the actual and practical achievement of organizational goals can be realized.

Transformational leadership style impacts not only individuals but also the overall organizational performance. According to [3], without effective leadership from a leader, a company can experience setbacks. One of the leadership styles suitable for the present time is the transformational leadership style. [4] explains that transformational leadership has the amazing ability to influence others and motivates followers to set aside personal interests. [3] Organizational Citizenship Behavior (OCB) is significantly influenced, albeit only partially, by the transformational leadership characteristic. [5], [6], [7], [8] and [9] discovered that Organizational Citizenship Behavior (OCB) is positively and significantly impacted by the transformational leadership style.

Every resource has a unique personality. Personality encompasses an individual's emotions, thoughts, and behaviors. Employees with a good personality tend to exhibit a strong sense of responsibility and commitment to their tasks. Personality results from hereditary factors (genetics) and environmental interactions. Genetic factors encompass elements determined at conception, including biological, physical, and psychological traits inherited from birth parents [10]. Employees with a good personality will value every experience gained in their work, perform and complete their tasks and responsibilities to the best of their abilities, and maintain a friendly attitude toward colleagues to ensure that all jobs are finished as expected by the organization and employees. [11] found that personality positively affects Organizational Citizenship Behavior (OCB). [12] discovered that personality positively and significantly impacts Organizational Citizenship Behavior (OCB).

The Kebumen Regency Regional Secretariat is a regional apparatus within the Kebumen Regency Government located on Jl. Veteran No.2, Kebumen, Bumirejo, Kec. Kebumen, Kebumen Regency, Central Java 54316. The Regional Secretariat of Kebumen Regency is an auxiliary element of the district government leadership led by the Regional Secretary and responsible to the Regent. Based on the Regulation of the Regent of Kebumen Number 28 of 2020, The responsibility of supporting the Regent in policy formulation and administrative task coordination on the execution of Regional Apparatus tasks and administrative services is within the purview of the Regional Secretariat of Kebumen Regency. All personnel working for the Kebumen Regency Regional Secretariat are subject to this regulation. In order to fulfill the goals that the Kebumen Regency Government has laid forth, employees with a very high will and desire are needed; this can be realized with the support and concern of the agency. However, some employees still feel that the agency needs more help, care, and respect for the contribution made. Based on the phenomenon found in the research site, employees provide training to new and old employees, helping other employees complete tasks. This behavior is done voluntarily without asking for rewards from the agency. However, it is only done by some employees; this can be seen in employees who focus only on their duties and obligations. In addition, other phenomena are also encountered where, in certain parts, it is known that the shortage of employees is known that every employee submitting a job application needs to meet the desired criteria/qualifications, so only a few applicants are interested. It is also known that many employees do not feel at home / feel unsuitable for the job, so in the end, they submit their resignations; therefore, who wants to know what is the cause of why employees This applies whether from the transformational leadership style used or from the *personality* possessed by the employee.

2. LITERATURE REVIEW

2.1 Transformational leadership style

Leadership style reflects how leaders affect their followers/employees to understand their vision. Leadership style is the nature or behavior of a leader in influencing subordinates to achieve goals. Transformational leadership style is a prerequisite for change, vision creation, activation of duties to accomplish the vision, and employee turnover, both individually and as a group. According to [13], transformational leadership is considered a modern form of leadership because it plays a crucial role in organizational improvement. The leadership style a leader adopts to affect employee behavior in alignment with their desires is affected by the leader's characteristics. Transformational leadership is where a leader can influence subordinates with specific goals so that associates feel trusted, valued, loyal, and respectful towards their leader. Ultimately, associates are motivated to achieve more than expected [14]. Transformational leadership style can be measured using the following indicators:

- a. Analytical Skills: A leader must carefully observe and analyze what is presented, assessing employees in the internal and external environment.
- b. Communication: A leader should have practical communication skills, as they are closely related to their duty to effect, direct, guide, and empower individuals to perform specific activities.

- c. Intellectual Stimulation: Intellectual stimulation involves enhancing employees' interest, awareness, and attention to various issues within the association and expanding their capacity to think about them in novel ways.
- d. Courage: A leader should possess courage because they must be brave in making decisions about any actions taken within or outside the organization or company.
- e. Personal Awareness: Personal awareness occurs when a leader demonstrates appreciation for individual efforts and rewards the accomplishment of tasks in line with their vision through praise and open recognition of employees' actions.
- f. Firmness: A leader with a firm character will ensure that subordinates are well-trained in completing tasks.
- g. Listener: Besides acting as a superior, a leader should also be a good listener, hearing the opinions and criticisms of subordinates. Leaders should listen to the input from their subordinates before making decisions or solving organizational or company problems.

2.2 Personality

Personality here refers to how a person behaves, which is affected by genetic and environmental factors. Genetic factors reflect inherent qualities, feelings, and traits that individuals have either since birth or have inherited from their parents. Environmental factors encompass the surrounding environment, cultural effects, and workplace stress. Therefore, Personality ultimately plays a role in determining how to achieve maximum performance results [15]. Personality is a dynamic organization within an individual's psychophysiological system that defines their unique adaptation pattern to their environment [16]. According to [17], there is a distinction between the concepts of Personality and terms such as character, disposition, trait, temperament, habit, and attribute type, even though these terms will ultimately relate to describing human Personality. Personality encompasses an individual's characteristics, including emotions, thoughts, and behaviors. [18] assert that the dimensions of the well-known "big five" personality model can be used to measure personality. The five main factors are as follows: 1) Extroversion: Shows how at ease a person is in a relationship. Typically, extroverts are outgoing, self-assured, and gregarious. Generally speaking, introverts are quiet, calm, and shy. 2) Agreeableness: The propensity for an individual to comprehend others. 3) Conscientiousness: The proportion of unyielding qualities. Highly conscientious individuals are meticulous, attentive, reliable, and persevering. 4) Emotional Stability: Individuals with a high level of emotional health generally exhibit calm, confidence, and security. Those with high emotional instability often feel anxious, restless, hopeless, and uncertain. 5) Openness to Experience: Encompasses an endless range of interests in personal development.

2.3 Organizational citizenship behavior

Organizational citizenship behavior (OCB) is the process of making decisions that support the social and psychological climate of the workplace but are not explicitly required of employees.. OCB is a behavior that represents an individual's choice and desire, not tied to a formal organizational reward system, but it can enhance organizational effectiveness [5]. According to [18], OCB is an optional activity that enhances the efficient operation of the company but is not a formal employment requirement. Another name for this conduct is citizenship behavior. OCB is the deliberate completion of work by employees above and beyond the call of duty in order to forward the objectives of the company. Measurement tools for Organizational Citizenship Behavior (OCB) can use the following indicators, as described by [7]: 2) Altruism: Helping colleagues ease their workload. 3) Conscientiousness: Voluntarily going beyond what the organization expects. 4) Sportsmanship: Dealing with less-than-ideal situations without criticism. 4) Courtesy: Maintaining good relationships with collaborators. 5) Civic Virtue: showing responsibility.

3. HYPOTHESIS DEVELOPMENT

The hypothesis development for this research is as follows:

3.1 The effect of transformational leadership style on organizational citizenship behavior (OCB)

The ability to lead is crucial to achieving predetermined organizational goals. Leaders are required to possess flexibility and adaptability in their environment. A good leader encourages employees to adjust their thinking abilities and motivates them to take action to achieve organizational goals. An effective leadership style will create employees who are easy to manage and take initiative in performing tasks without constant orders. Employees will develop a self-awareness to fulfill their responsibilities.

In the research conducted by [5] Organizational Citizenship Behavior (OCB) is positively and significantly impacted by the transformational leadership style, according to research at PT. KrisindoSukse Sejahtera. The research conducted by [6] Organizational Citizenship Behavior (OCB) is impacted by transformational leadership style, according to research conducted in Bondowoso Regency. Additionally, the study carried out by [7] discovered that Organizational Citizenship Behavior (OCB) is impacted by transformational leadership style at the Indonesian Institute of Arts Yogyakarta. Furthermore, the research carried out by [8] Organizational Citizenship Behavior (OCB) is positively and significantly impacted by transformational leadership, according to research conducted by the Inspectorate General of the Ministry of Education and Culture. The investigation carried out by [9] discovered that Organizational Citizenship Behavior (OCB) is impacted by transformational leadership style.

On the other hand, the research conducted by [14] discovered that Organizational Citizenship Behavior (OCB) is not significantly impacted by the transformational leadership style at PT. SerasiAutoraya (Trac-Astra Rent a Car Yogyakarta).

H1: It is hypothesized that the transformational leadership style significantly affects Organizational Citizenship Behavior

3.2 The effect of personality on organizational citizenship behavior (OCB)

Personality is behavior affected by inherited qualities from parents and environmental elements in their children. The genetic factors inherited from parents to offspring depict inherent personal qualities, feelings, and traits present since birth or acquired from parents. Environmental aspects encompass common culture, public perceptions, and workplace stress. Therefore, personality can offer the most effective means to achieve maximum work results. Employees' personalities should be evident in how they interact in the workplace, their reactions to colleagues and leaders, and their commitment to the tasks the organization assigns. It is worth noting that an individual's personality may change, typically occurring gradually, often due to adjusting to their surroundings.

The study carried out by [11] in an East Aceh secondary school located in the Indra Makmur region discovered that Organizational Citizenship Behavior (OCB) is favorably and strongly impacted by personality. In a similar vein, the research by [12] discovered that Organizational Citizenship Behavior (OCB) is greatly influenced by nature.

H2: It is hypothesized that personality significantly affects Organizational Citizenship Behavior

Based on the hypothesis formulations above, the research framework in this study is as follows:

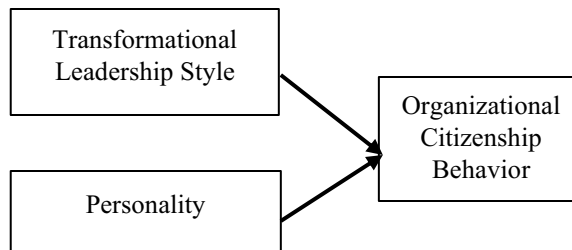


Figure 1. Research Framework

4. METHODOLOGY, DATA, AND ANALYSIS

4.1 Data Collection

Out of a total population of 176, 64 respondents made up the sample size for this study. This study used quantitative methods. Probability sampling, a methodology for choosing samples that provide every element or member of the population an equal chance of being chosen as a sample, was the sampling strategy employed. [19]. The specific sampling technique used was cluster sampling. According to [20], cluster sampling is similar to stratified sampling, but in cluster sampling, the elements are heterogeneous within clusters. Then, samples are randomly selected from these clusters. Cluster sampling is used when respondents in a particular area are heterogeneous, and homogeneity cannot be achieved.

4.2 Research Model and Measurement Variables

In essence, the measurement model examines the extent to which indicators can explain latent variables, or tests indicators regarding latent variables. Reflective indicators undergo testing for composite reliability, convergent validity, discriminant validity, and average variance extracted (AVE). Formative indicators are tested based on substantive content, comparing relative weights and assessing their significance [20].

A 5-point Likert scale was used for the variable measures, with 1 denoting strongly disagree and 5 denoting strongly agreement..

1. Transformational Leadership Style

The transformational leadership style was measured using seven indicators, which are: 1) analytical skills, 2) communication, 3) intellectual stimulation, 4) courage, 5) personal awareness, 6) firmness, and 7) listening. These seven indicators were explained in 14 statement items.

2. Personality

Personality was measured using five indicators adopted from [18], namely: 1) extraversion, 2) agreeableness, 3) conscientiousness, 4) emotional stability, 5) openness to experience. These five indicators were described in 10 statement items.

3. Organizational citizenship behavior

Organizational citizenship behavior was measured using five indicators adopted from [7], which are 1) altruism, 2) conscientiousness, 3) sportsmanship, 4) courtesy, and 5) civic virtue. These five indicators were explained in 10 statement items.

5. RESULTS AND DISCUSSION

Based on the results of the convergent validity test in Table 2 above, most of the indicator constructs have values above the rule of thumb of 0.7, except for the following indicators with their respective outer loading values: X1.14 (0.631), X2.7 (0.499), X2.8 (0.264), X2.9 (0.237). Since the construct values do not exceed 0.7, they will be dropped from the model.

Based on the results of the discriminant validity test in the table 3 above, it is known that all the indicators are considered valid because they have correlation coefficients that are higher with their respective latent variables.

Table 4. Composite Reliability Test

| Variable | <i>Cronbach's Alpha</i> | <i>Composite Reliability</i> | Description |
|---|-------------------------|------------------------------|-------------|
| Organizational Citizenship Behavior (OCB) (Y) | 0.915 | 0.929 | Reliable |
| Transformational Leadership Style (X1) | 0.941 | 0.948 | Reliable |
| Personality (X2) | 0.927 | 0.941 | Reliable |

The reliability tests in Table 4 above show that both composite reliability and Cronbach's alpha values are satisfactory, with all variables having values above 0.70. This indicates a high level of consistency and stability in the instruments used. Therefore, all constructs in the study have become well-fitting measurement tools, and all the questions used to measure each construct have good reliability.

Table 5. Hypothesis Testing

| Hypothesis | (Original Sample) | t Statistics | P Values | Status |
|---|-------------------|--------------|----------|------------|
| Transformational Leadership Style → Organizational Citizenship Behavior (OCB) | 0.376 | 2.792 | 0.005 | Proven |
| Personality → Organization Citizenship Behavior (OCB) | -0.005 | 0.037 | 0.970 | not proven |

The results of hypothesis testing in the research using SmartPLS 3, as shown in Table 5 above, lead to the following conclusions:

5.1 The effect of transformational leadership on organizational citizenship behavior (OCB)

Organizational citizenship behavior and transformative leadership The analysis's findings show that organizational citizenship behavior (OCB) is significantly and favorably impacted by transformational leadership. The p-value of less than 0.05 ($0.005 < 0.05$) and the initial sample coefficient value of 0.376 both demonstrate this. This study corroborates earlier findings by [5], [6], [7], [8] and [9], It claimed that Organizational Citizenship Behavior (OCB) is positively and significantly impacted by transformational leadership. Organizational citizenship behavior will improve as transformational leadership becomes more prevalent.

The leader provides guidance and sound advice to employees, making them feel more valued and acknowledged by the leader. The leader articulates what needs to be done and motivates employees, fostering a sense of responsibility to complete their tasks swiftly and accurately. Attention is given to employees' working hours, ensuring they adhere to their designated work hours and are not expected to work during break times. This approach ensures employees feel comfortable returning to work since their breaks are honored and used according to the guidelines. The leader is open to hearing employees' opinions and input, creating an environment where employees feel respected, valued, and included in decision-making. Employees are regarded as essential and integral to the decision-making undertaken by the leader. The leader can analyze the employees' attitudes. This is done because each employee possesses different attitudes and behaviors. The leader recognizes each employee's perspective by approaching them individually, thus determining how to treat each one according to their unique personality. The leader quickly builds rapport with employees, allowing them to feel that the leader is approachable for discussions about work. The leader encourages employees to be more innovative in completing tasks. Leadership requires a high level of self-confidence when facing significant decision-making challenges. This is a trait every leader must possess because they need to be bold and responsive when making important decisions; the leader can motivate employees to perform better. The better the transformational leadership style the leader implements, the more employees will be encouraged, leading them to complete tasks on time willingly. Additionally, the leader maintains a firm stance when employees make mistakes by applying appropriate penalties. The leader only makes decisions by considering employee input, emphasizing collaboration, and allowing employees to express their opinions.

5.2 The effect of personality on organizational citizenship behavior

The analysis's findings show that organizational citizenship behavior (OCB) is negatively and insignificantly impacted by personality. The initial sample coefficient value of negative 0.005 and a p-value larger than 0.05 ($0.970 > 0.05$) serve as proof for this. This study defies earlier research by [11] and [12], which claimed personality

significantly and favorably influences organizational citizenship behavior (OCB). As a result, employees' inclination to practice corporate citizenship will decline proportionately with their level of character.

In this study, personality is reflected in employees needing to think a lot to make decisions, which can hinder work and decision-making. Employees should build self-confidence because by doing so, they can make decisions quickly, responsively, and accurately. Furthermore, achievement is seen as a personal necessity for the respondents. Employees consider every achievement as a requirement that must be fulfilled, leading them to focus only on familiar tasks. They avoid trying new things or tasks they haven't done before out of fear that they will only achieve something if their performance is optimal. This, in turn, makes employees afraid and unwilling to engage in new activities. Respondents become unable to function effectively when faced with problems. This is not conducive to a productive work environment. Employees should learn to separate personal issues from work and consider their feelings when making decisions.

When making decisions in the workplace, individuals should prioritize the organization's interests by demonstrating responsibility for their tasks, which empowers them to decide wisely and appropriately. Organizational citizenship behavior and transformative leadership The analysis's findings show that organizational citizenship behavior (OCB) is positively and significantly impacted by transformational leadership. This is evident from the original sample coefficient value of 0.376 and the p-value less than 0.05 ($0.005 < 0.05$). This study supports previous research conducted by [5], [6], [7], [8] and [9], It claimed that Organizational Citizenship Behavior (OCB) is positively and significantly impacted by transformational leadership. Organizational citizenship behavior will improve with an increase in transformational leadership. The leader provides guidance and sound advice to employees, making them feel more valued and acknowledged by the leader. The leader articulates what needs to be done and motivates employees, fostering a sense of responsibility to complete their tasks swiftly and accurately. Attention is given to employees' working hours, ensuring they adhere to their designated work hours and are not expected to work during break times. This approach ensures employees feel comfortable returning to work since their breaks are honored and used according to the guidelines. The leader is open to hearing employees' opinions and input, creating an environment where employees feel respected, valued, and included in decision-making. Employees are regarded as essential and integral to the decision-making undertaken by the leader. The leader can analyze the employees' attitudes. This is done because each employee possesses different attitudes and behaviors. The leader recognizes each employee's perspective by approaching them individually, thus determining how to treat each one according to their unique personality. The leader quickly builds rapport with employees, allowing them to feel that the leader is approachable for discussions about work. The leader encourages employees to be more innovative in completing tasks. Leadership requires a high level of self-confidence when facing significant decision-making challenges. This is a trait every leader must possess because they need to be bold and responsive when making important decisions; the leader can motivate employees to perform better. The better the transformational leadership style the leader implements, the more employees will be encouraged, leading them to complete tasks on time willingly. Additionally, the leader maintains a firm stance when employees make mistakes by applying appropriate penalties. The leader only makes decisions by considering employee input, emphasizing collaboration, and allowing employees to express their opinions.

6. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The testing and discussion findings in this study allow for the following conclusions to be made: 1) Organizational citizenship behavior (OCB) is positively and significantly impacted by transformational leadership styles. 2) Organizational citizenship behavior is negatively and insignificantly impacted by personality.

Leaders must maintain, preserve, and enhance their positive attitudes and set a good example for employees by motivating, building trust, and taking more responsibility for their work. This can create a more productive workplace and support employee development. Employees will become more confident in decision-making, task completion, and improving and enhancing their personalities. Leaders should consistently correct and analyze the work environment to identify any obstacles to the organization's progress. Furthermore, leaders can become closer to employees, making it easier to monitor and supervise the achievement of more efficient and effective organizational goals.

6.2 Recommendations

Based on the above conclusion, the recommendations in this research are to enhance Organizational Citizenship Behavior (OCB). To achieve this, individuals should be more capable of mastering their personalities,

individually and within teams, to boost self-motivation toward their work, enabling tasks to be completed quickly and accurately. Furthermore, offering rewards and recognition as a form of honoring and appreciating achievements is essential. Leaders should periodically monitor the developments within the organization and evaluate the outcomes in alignment with the organization's vision and mission. Leaders should also establish closer relationships with employees to analyze their attitudes and situations thoroughly.

Due to the limitations in this research that can impact Organizational Citizenship Behavior, it is hoped that future researchers can further explore additional variables not addressed in this study, such as Work Professionalism, Commitment, Job Satisfaction, Work Discipline, and other variables. This exploration could be beneficial in enhancing the quality of human resources.

6.3 ACKNOWLEDGEMENT

The University of Sarjanawiyata Tamansiswa Faculty of Economics is acknowledged by the authors.

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