
Effect of Big Five Personality and Reward on Work Performance of Operational Unit Employees with Job Satisfaction as a Mediating Variable at PT. KAI Daop VI Yogyakarta

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Abstract

This study aims to examie and analyze: (1) the influence of the big five personality, reward, job satisfaction on work performance, (2) the influence of the big five personality on job satisfaction, (3) the effect of reward on job satisfaction, (4) job satisfaction in mediating the influence of the big five personality on work performance, (5) job satisfaction in mediating the effect of rewards on employee work performance. The sample in this study were operational employees at PT. KAI DAOP VI Yogyakarta as many as 200 people. Data collection was done by using a questionnaire. The data were analyzed using the Smart PLS 3.27 program and the SPSS version 28.00 program. The results of the study show that the big five personalities, especially conscientiousness and openness to experience, have a significant effect on employee work performance. The reward, both extrinsic and intrinsic rewards have a significant effect on employee work performance. Big five personality, only extraversion and neuroticism have a significant effect on employee job satisfaction. Reward (extrinsic and intrinsic) has a significant effect on job satisfaction. Job satisfaction was only proven to significantly mediate the effect of neuroticism on employee work performance. Job satisfaction has been shown to significantly mediate the effect of rewards (extrinsic and intrinsic) on the work performance of operational employees at PT. KAI DAOP VI Yogyakarta.

Keywords: job satisfaction, job performance, reward, trait personality

1. Introduction

Human resources (HR) play a very important role in advancing an organization or company. In an organization, employees become essential to run the organization and achieve the goals set (Mello, 2015). Employees become pioneers, thinkers, and planners to achieve organizational goals. Robbins and Judge (2014) argue that employees are the spearhead in advancing the company. The progress of a company or organization depends on its human resources (Kreitner, 2012). This shows that employees play the most important and strategic role among other resources. The abundance of resources without the support of quality human resources will disrupt the continuity of the organization/company (Chandler, 2018).

Employee work performance is related to many factors, one of which is related to the employee's personality. This is as stated by Robbins and Judge (2014) that work performance is closely related to one's attitude in viewing a job. Attitude itself is a specific part of a person's personality.

Robbins and Judge (2014) suggest that when talking about employee attitudes at work, it will be related to employee work performance. When employees have negative attitudes or views towards their work, it will affect their work. The same thing was stated by Kreitner (2012) that there is a relationship between positive and negative attitudes of employees towards their work with employee work performance. Employee performance is also closely related to the positive and negative attitudes of employees towards their work who are dissatisfied with their work. Meanwhile, from the company side, employee job satisfaction is related to salary, reward or compensation given to employees.

The big five personality model of personality was developed by experts in explaining work performance, one of them by Goldberg (2014) that a person's personality traits generally consist of five dimensions, namely: extroversion, agreeableness, conscientiousness, neuroticism and openness to experience. These five traits explain or describe a person's personality traits in everyday life. According to Feist and Feist (2010), each of these dimensions is interrelated and can reveal the dominant personality in a person. According to him, personality is a relatively permanent pattern of traits that have unique characteristics that consistently influence their behavior. The personality traits in each person, will affect him in looking at an object or problem that is around him. This is as stated by Goldberg (1993) that a person's personality traits will affect his attitude in assessing an object, problem, and event he faces (Hasibuan, 2021a).

The existence of a relationship between personality traits (The big five personality traits) and work performance has been developed by a number of studies including (Ganu & Kogutu, 2019). The results of this study show that personality traits affect a person's work performance. However, several studies have shown differences in personality traits that affect work performance

Referring to the research results, research on the influence of the big five personality traits and rewards, as well as job satisfaction as a mediating variable on employee work performance is important because so far there has been no research on this topic. In addition, it is important to examine the effect of rewards (extrinsic and intrinsic) such as salary, promotion or educational opportunities, supervisory leadership, work environment, performance appraisal and good relations between colleagues and leaders, because in previous research conducted by Ika et al (2019) showed no effect on work performance. In fact, rewards according to Richard, (2012) can affect the work performance of every employee who has personality traits. In addition, this research is important to know the role of job satisfaction in mediating the influence of the big five personality traits and rewards. This is because it is only in Syahril's research (2016) that research on job satisfaction positively mediates rewards on employee work performance. Meanwhile, job satisfaction mediates the effect of the big five personality traits on work performance (Hasibuan, 2021b).

This study was to examine the effect of the big five personality, reward, job satisfaction on employee work performance. In detail, it can be described as follows, (1) The positive effect of extraversion on employee work performance. (2) The positive effect of agreeableness on employee work performance. (3) The positive effect of openness to experience on employee work performance. (4) Positive influence of neuroticism on employee work performance. (5) The

positive effect of conscientiousness on employee work performance. (6) The positive effect of extrinsic rewards on employee work performance. (7) The positive influence of intrinsic reward on employee work performance. (8) The positive effect of job satisfaction on employee work performance. then to test the positive effect of the big five personality on rewards (extrinsic and intrinsic) employee job satisfaction. To test the positive effect of rewards (extrinsic and intrinsic) on employee job satisfaction. To test job satisfaction in mediating the effect of the big five personality on employee work performance and to test job satisfaction in mediating the effect of rewards (extrinsic and intrinsic) on employee work performance.

Theory & Hypothesis Development

The Big Five Personality

The concept of the big five personality is the development of personality theories related to personality types proposed by experts in the field of psychology. There are several theoretical approaches to understanding personality, one of which is the trait approach. This trait theory was put forward by the most prominent Gordon Allport. According to him, traits are what make up personality, guide the way for action, the source of the uniqueness of the individual (Gibson et al., 2012). Traits are defined as predictable tendencies, which direct individual behavior to act in a consistent and distinctive way. Traits produce consistent behavior because traits are persistent and broad in scope.

The big five personality is the development of personality theories. Personality comes from the Latin word, namely *persona* which means a mask that can be used in a performance that ancient Roman actors used to play a role. This understanding then undergoes development which defines personality as a pattern of traits that have certain characteristics (Baron, 2016). Allport, (2012) defines personality as "personality is the dynamic organization within the individual of those psychological systems that determine his unique adjustment to this environment". with the environment). While Gibson et al. (2012) defines personality as an organized whole. Personality includes both general and distinctive traits. Everyone is different from everyone else in some ways, but in some ways they are similar.

Reward

Reward or award is an award given by an institution or institution to its employees on the basis of an increase in the work that has been done which is stated as part of a psychological contract (Moorhead et al, 2016). Jackson (2014) define reward as a form of appreciation given by an institution or institution to its employees in the form of speech or material that aims to motivate them to be more active in their work and develop their competencies. Meanwhile, Robbins and Judge (2014) define reward or compensation as compensation given by an agency/institution or individual to employees on the basis of the work that has been done because they are considered capable of completing a job properly and thoroughly.

Rewards function as management trainees given by an institution to spur or encourage employees to show their talents and competencies and contribute to advancing the company. In addition, rewards are also a problem solving tool related to management (Hariandja, 2014).

Giving rewards can provide benefits for employees for contributions made to companies or individuals. Rewards are useful for increasing employee satisfaction, performance, and company productivity. Employees will contribute maximally to the company when it is believed that their efforts are appreciated by the company (Chandler, 2018).

Reward and Satisfaction

Reward or rewards have a relationship with satisfaction. Rewards can create satisfaction in a person. Rewards and satisfaction go through a process. The process begins with a person's motivation to work well. In doing this work, it needs to be supported by abilities and skills. They, good work will be produced. Individual work results are then evaluated. If the work is good, it will be rewarded (intrinsic and extrinsic, with this reward a person will feel satisfied (Gibson et al., 2012). The same thing was stated by Munandar, (2016) that there is a relationship between reward and satisfaction.

Job Satisfaction

The concept of job satisfaction (job satisfaction) is one of the important elements of organizational behavior or organizational behavior (OB). This is stated by a number of popular experts who write or study many things in the field of organizational behavior. Robbins and Judge (2014) as one of the experts or experts in the field of organizational behavior put forward studies on organizational behavior, which will discuss job satisfaction. According to him, job satisfaction is an inseparable element of an organization. Therefore, employee job satisfaction is an important concern of the organization so that the goals set can be achieved properly. The same thing was stated by Kreitner (2012) that job satisfaction is an important part of studies on organizational behavior. Job satisfaction is one of the most important behaviors to get attention in advancing an organization. Moorhead et al. (2016) are other experts in the field of organizational behavior who have studied job satisfaction as an important element of organizational behavior. Job satisfaction is one of the important elements in various studies in the field of organization. The same thing was stated by Jackson (2014) that job satisfaction is the responsibility of an organization.

Job satisfaction is a theory or practical concept that is very important, because it is the impact of the effectiveness of performance and success at work. Robbins and Judge (2014) explain the relationship between job satisfaction and attitudes in organizational behavior (OB) using several theories, such as cognitive dissonance theory, relationship theory of attitude and behavior (A-B/attitude – Behavior), and self-perception theory. Cognitive dissonance theory views any discrepancy between two or more attitudes or between behavior and attitudes. This theory explains the relationship between attitude and behavior (A-B / attitude – Behavior). Dissonance means an inconsistency. Cognitive dissonance refers to any discrepancy that may be perceived by an individual between two or more attitudes, or between behavior and attitudes (Robbins & Judge, 2014). This theory argues that any form of inconsistency is uncomfortable and individuals will try to reduce the dissonance, and from there reduce the discomfort. Therefore, the individual will seek a steady state with minimum dissonance. The meaning of dissonance theory in organizations can predict the tendency to take part in changing attitudes and behavior. For example, if individuals are required by the demands of their job to say or do things that are

contrary to their personal attitudes, these individuals will tend to modify their attitudes to conform (compatible) with the cognitions of what they have said or done (Robbins & Judge, 2014)

Job Performance

There are several views that discuss work performance. According to Miner, (2012) performance is the level of success of an employee in carrying out work. While Gibson et al. (2012) defines employee performance as the result of work during a certain period compared to various possibilities, for example standards, targets or criteria that have been mutually agreed upon. Moorhead et al. (2016) define performance as the result achieved by a person according to the applicable measures for the job in question. Performance can also be interpreted as work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Kreitner, 2012).

Performance is one of the important aspects in achieving a goal in the organization. Optimal goal achievement is the accumulation of good individual and group performance. Vice versa, the failure of achievement in an organization is caused by the performance of both individuals and groups in the organization that is not optimal (Robbins & Judge, 2014). Performance is a combination of ability and effort to produce what can be done. This means that a person is said to show high performance if that person is able to integrate and optimize his abilities, willingness, and effort and that every activity carried out does not experience severe difficulties from his environment.

Hypotheses

Big five personality traits are employee personality traits that can affect employee work performance. The personality traits possessed by employees can bring up a certain attitude from employees towards their work. The nature of employees who view their work positively will have an impact on employee work performance. Personality traits such as extraversion, agreeableness, conscientiousness, neuroticism, and openness can affect a person's work performance. In the research of Mount et al. (2006) found a strong relationship or relationship agreeableness with the employee's work productive attitude; conscientiousness has a strong relationship with the productive attitude of employees' work. Meanwhile, Sev's research (2019) shows that the Big Five Personality Traits (Openness to Experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism/Negative) affect employee performance. The personality traits of employees have a positive influence on employee performance. Personal traits make employees work better in Nigerian food companies. The same thing was shown by the research of Gridwichai et al. (2020) that employees' high extraversion has a positive effect on employee work performance. This trait encourages him to work harder and more seriously. This has a positive impact on employee career development. Based on this description, the following hypothesis can be drawn:

H1: Big five personality (BFP) has a positive effect on employee work performance. The effect of BFP on the employee's work performance in more detail is as follows:

H1a: Extraversion has a positive effect on work performance employee.

H1b: Agreeableness has a positive effect on employee work performance

H1c: Openness to experience has a positive effect on employee work performance.

H1d: Neuroticism negatively affects work performance employee.

H1e: Conscientiousness has a positive effect on employee work performance.

Reward as an award given by a company to its employees on the basis of an increase in the work that has been done psychologically can have an impact on a person's work performance (Moorhead et al, 2016). A person becomes more enthusiastic in carrying out his work. Rewards in the form of salaries/wages, bonuses, allowances, promotions, recognition, career advancement, responsibilities and learning opportunities can affect a person's work. This is proven in research conducted by Syahril (2016) which shows extrinsic and intrinsic rewards affect employee satisfaction and performance. The indirect effect of rewards consisting of extrinsic and intrinsic rewards on employee performance through job satisfaction is greater than the direct effect of rewards consisting of extrinsic and intrinsic rewards on employee performance. In relation to the research results, the following hypotheses can be formulated:

H1: Reward has a positive effect on employee work performance. The effect of rewards on the employee's work performance in more detail is as follows:

H1f: Extrinsic reward has a positive effect on employee work performance

H1g: Intrinsic reward has a positive effect on employee work performance

Job satisfaction is one that can affect a person's work performance. Gibson et al. (2012) suggested that a person who is satisfied with his job will tend to work better. Meanwhile, people who are dissatisfied with their work will produce less good work. The same thing was stated by Miner, (2012) that job satisfaction is one of the determinants of one's performance. Employee work performance will be good if the employee is satisfied with the work they have. The existence of a relationship between job satisfaction and work performance was found in the research conducted by Ika et al. (2019) which shows job satisfaction has a positive effect on employee performance. The same thing is shown by the results of Syahril's research (2016) which shows job satisfaction has an effect on employee performance. Referring to the research results, the following hypotheses can be formulated:

H1h: Job satisfaction has a positive effect on employee work performance

The personality traits of employees can lead to a positive attitude of employees towards their work. This is as stated by Feist and Feist (2010) that a person's personality traits can affect attitudes and views towards an object. The same thing was stated by Gibson et al. (2012) that a person's personality can affect affective attitudes such as satisfaction or satisfaction. This is relevant to the opinion expressed by Robbins and Judge (2014) that job satisfaction refers to the general attitude of employees. His dissatisfaction with work will affect his attitude. Different personality traits of employees will give different responses to employee job satisfaction. The relationship between certain personality traits of employees on job satisfaction is shown in the results of research conducted by Ganu and Kogutu (2019) which shows that only two personality

traits, namely extroversion and neuroticism, have an effect on job satisfaction. Meanwhile, Bui's research (2017) shows that personality traits affect job satisfaction in any work group that is the object of research, except that extroversion has no effect. Research conducted by Harari et al. (2018) and Huang et al. (2015) which specifically examined the effect of extroversion on job satisfaction, showed different results, namely a stronger effect on interpersonal job satisfaction at work compared to job satisfaction at the individual level. Meanwhile, research conducted in Indonesia (Arianto & Choliq, 2019; Chasanah, 2017); (Kardiasa, 2021); (Nugraheni, 2021) showed that the five personality traits, namely extroversion, agreeableness, conscientiousness, neuroticism and openness to experience had a significant effect on job satisfaction. Referring to the results of these studies, the following hypotheses can be formulated:

H2: Big five personality (extroversion, agreeableness, conscientiousness, neuroticism and openness to experience) have a positive effect on employee job satisfaction

Reward is one of the things that can encourage employees to work better. Rewards given by an institution to employees can spur or encourage them to show their contribution to advancing the company (Luthans, 2015). Giving rewards can provide benefits for employees for contributions made to companies or individuals (Mello, 2015). This shows that rewards can increase employee satisfaction, performance, and company productivity. Employees will contribute maximally to the company when it is believed that their efforts are appreciated by the company (Kadarisman, 2012). The influence of rewards on employee job satisfaction is supported by the results of research by Riasat et al. (2016) which shows that rewards in the form of material/money and non-material are positively related to job satisfaction. Positive correlation between extrinsic, intrinsic rewards with employee performance and job satisfaction of staff in hospitals. The reward system significantly and partially mediates the relationship between extrinsic and intrinsic rewards with job performance and job satisfaction. The same thing is shown by the results of Muqoyyaroh's (2018) that giving rewards to employees has a positive and significant effect on employee job satisfaction. Referring to the results of these studies, the following hypotheses can be formulated:

H3: Rewards (Extrinsic reward and intrinsic reward) have a positive effect on employee job satisfaction

Job satisfaction is a person's attitude at work. A number of studies such as that conducted by Ika et al. (2019) shows that job satisfaction has an effect on employee work performance. The results of research conducted by Mount et al. (2006) showed that job satisfaction mediates the relationship of personal traits with employee work performance. Referring to the results of this research, this study aims to prove the truth of job satisfaction mediating the big five personality on employee work performance by formulating the following hypothesis:

H4: Job satisfaction mediates the indirect effect of big five personality (extroversion, agreeableness, conscientiousness, neuroticism and openness to experience) on employee work performance

Reward is one thing that can encourage employees to work better. This shows that the reward is one of the important things that affect one's work performance. The results of research conducted by Syahril (2016) show that extrinsic and intrinsic rewards affect employee satisfaction and

performance. The indirect effect of rewards consisting of extrinsic and intrinsic rewards on employee performance through job satisfaction is greater than the direct effect of rewards consisting of extrinsic and intrinsic rewards on employee performance. Referring to the results of the research, in this study it is proven the truth of this research by formulating the following hypotheses:

H5: Job satisfaction mediates the indirect effect of rewards (extrinsic rewards and intrinsic rewards) on employees' work performance

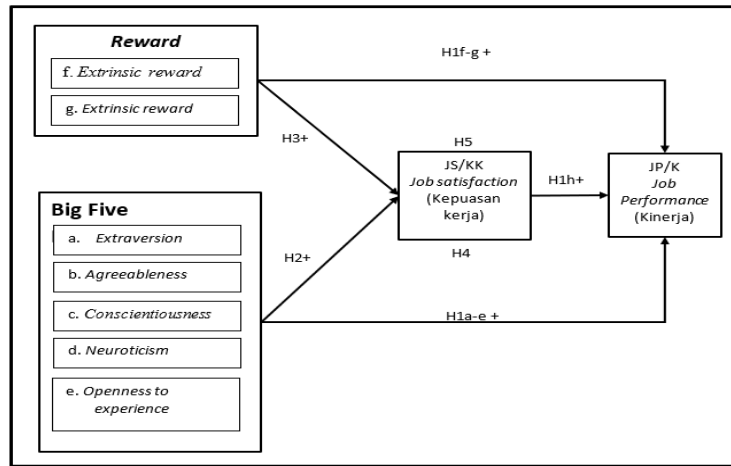


Figure 1. Framework (Previous Research Recommendations)

2. Method

This research is a type of research with a quantitative approach. Because this study will examine the effect of online presence and its impact on employee performance based on numerical calculations, the data of which is in the form of numbers (scores or scores, ratings, frequencies), which are analyzed using statistics to answer specific research questions or hypotheses. So, this research is a quantitative research.

The population that will be used as research is the employees of PT KAI DAOP VI Yogyakarta with a total population of 720. The sample is part or sub-group of the population that is used as sampling in the study (Sekaran & Bougie, 2016). The research sample is part of the population taken to serve as the research sample. According to Hair et al. (2018) the number of samples is at least 5 times the number of indicators. In addition, Hair et al. (2018) also suggests that the appropriate sample size ranges from 100-200 respondents. Referring to this opinion, the number of samples taken was 200 people.

The data collection method in this study used a questionnaire that was delivered to respondents via a digital link. Questionnaires, namely by compiling a list of questions addressed to respondents regarding the variables studied. To obtain the necessary data, this research used a questionnaire in collecting data, with a list of questions provided to answer questions in writing by the respondents. The questionnaire contains questions, each question is opened up to five

possible answers. From the five answers, respondents are expected to choose one answer that is considered the most appropriate for them. Each answer has a score, where 1 strongly agree to 5 strongly disagree. The analytical technique used in this study is descriptive statistical analysis using the SPSS program (Hair et al., 2018) and hypothesis testing using the Structural Equation Modeling (SEM) analysis method.

3. Results

Discriminant Validity

Discriminant validity aims to test how far the latent construct is really different from other constructs. A high discriminant validity value indicates that a construct is unique and able to explain the phenomenon being measured. This shows that each indicator must be highly correlated with its construct only. In the SmartPLS 3.2.7 application, the discriminant validity test uses cross loadings and Fornell-Larcker Criterion, and Heterotrait-Monotrait (HTMT) values. A construct is said to be valid by comparing the root value of the AVE (Fornell-Larcker Criterion) with the correlation value between latent variables. In this case, the AVE root value must be greater than the correlation between latent variables. If the square root value of AVE for each construct is greater than the correlation value between constructs and other constructs in the model, then the model is said to have a good discriminant validity value.

Table 1. Correlation Between Construction and Root AVE

Variabel	AG (X4)	CONS (X5)	ER (X1)	EX (X3)	IR (X2)	KEP (Y1)	KIN (Y2)	NEU (X6)	OP (X7)	AVE
AG (X4)	0.714									0.510
CONS (X5)	0.764	0.825								0.681
ER (X1)	0.404	0.456	0.722							0.521
EX (X3)	0.695	0.676	0.389	0.728						0.529
IR (X2)	0.492	0.509	0.700	0.415	0.733					0.538
KEP (Y1)	0.439	0.446	0.797	0.441	0.775	0.720				0.518
KIN (Y2)	0.621	0.695	0.555	0.595	0.705	0.683	0.737			0.544
NEU (X6)	-0.338	-0.389	-0.083	-	-	-	-	0.813		0.661
OP (X7)	0.540	0.642	0.311	0.569	0.432	0.330	0.598	-0.189	0.825	0.681

Based on these data, it can be explained that all the roots of the AVE (Fornell-Larcker Criterion) for each construct are greater than their correlations with other variables. Thus, it can be said that all constructs have high discriminatory validity. While the discriminant validity test using the cross loadings value of each construct is another method to determine discriminant validity, namely by looking at the loading value. The value of the cross loadings of each of these constructs was evaluated to ensure that the correlation of the construct with the measurement item was greater than that of the other constructs. The loading value of each item to its construct must be greater than the loading value. The expected cross loading value is greater than 0.7. The results of the discriminant validity test are as follows.

Table 2. Item Discriminant Validity Test Results (Cross Loading)

	AG (X4)	CONS (X5)	ER (X1)	EX (X3)	IR (X2)	KEP (Y1)	KIN (Y2)	NEU (X6)	OP (X7)
AG2	0.747	0.480	0.248	0.479	0.375	0.306	0.472	-0.232	0.357
AG4	0.605	0.408	0.121	0.404	0.139	0.130	0.248	-0.190	0.330
AG5	0.711	0.629	0.265	0.484	0.336	0.305	0.453	-0.246	0.406
AG6	0.757	0.519	0.249	0.476	0.358	0.284	0.428	-0.154	0.426
AG7	0.742	0.638	0.455	0.599	0.446	0.440	0.528	-0.344	0.408
CO1	0.584	0.761	0.323	0.478	0.360	0.360	0.454	-0.306	0.366
CO2	0.643	0.843	0.428	0.573	0.475	0.418	0.670	-0.349	0.605
CO4	0.693	0.856	0.333	0.622	0.368	0.343	0.573	-0.369	0.509
CO5	0.679	0.876	0.378	0.597	0.463	0.369	0.601	-0.303	0.537
CO6	0.548	0.784	0.409	0.507	0.421	0.346	0.541	-0.274	0.604
COO1	0.420	0.352	0.589	0.363	0.555	0.698	0.514	-0.237	0.208
COO2	0.464	0.445	0.549	0.333	0.548	0.676	0.544	-0.268	0.240
COO3	0.338	0.342	0.511	0.299	0.559	0.669	0.487	-0.132	0.247
COO4	0.358	0.371	0.556	0.389	0.578	0.743	0.559	-0.167	0.239
COO5	0.435	0.406	0.532	0.389	0.494	0.680	0.505	-0.251	0.261
ER2	0.035	0.153	0.674	0.113	0.335	0.457	0.270	0.112	0.013
ER3	0.146	0.200	0.720	0.190	0.428	0.593	0.328	0.035	0.128
ER4	0.454	0.473	0.738	0.389	0.541	0.606	0.489	-0.202	0.302
ER5	0.234	0.243	0.708	0.262	0.505	0.525	0.327	-0.014	0.182
ER6	0.424	0.412	0.733	0.396	0.584	0.580	0.432	-0.074	0.347
ER7	0.359	0.413	0.756	0.281	0.588	0.654	0.499	-0.138	0.295
EX1	0.438	0.408	0.181	0.634	0.253	0.207	0.307	-0.198	0.466
EX2	0.505	0.571	0.307	0.789	0.373	0.392	0.560	-0.240	0.449
EX3	0.581	0.554	0.356	0.827	0.342	0.388	0.519	-0.197	0.523
EX4	0.449	0.433	0.277	0.653	0.189	0.279	0.340	-0.166	0.252
EX5	0.559	0.458	0.262	0.716	0.317	0.283	0.358	-0.271	0.365
IR1	0.380	0.450	0.673	0.317	0.709	0.619	0.528	-0.184	0.295
IR2	0.301	0.248	0.578	0.247	0.771	0.623	0.450	-0.055	0.254
IR3	0.325	0.371	0.397	0.328	0.700	0.456	0.556	-0.010	0.405
IR4	0.530	0.515	0.462	0.424	0.763	0.559	0.596	-0.232	0.411
IR5	0.208	0.238	0.408	0.143	0.665	0.520	0.399	-0.039	0.214
IR6	0.347	0.286	0.516	0.281	0.744	0.536	0.526	-0.057	0.335
IR7	0.400	0.465	0.532	0.357	0.772	0.648	0.546	-0.141	0.299
KK1	0.522	0.567	0.535	0.457	0.570	0.684	0.810	-0.259	0.466
KK10	0.405	0.456	0.306	0.408	0.440	0.441	0.718	-0.186	0.393
KK12	0.363	0.394	0.264	0.341	0.456	0.304	0.628	0.038	0.561
KK13	0.371	0.363	0.377	0.419	0.513	0.490	0.657	-0.124	0.529

KK15	0.384	0.399	0.430	0.377	0.601	0.514	0.681	-0.230	0.464
KK16	0.378	0.426	0.330	0.347	0.353	0.374	0.556	-0.139	0.284
KK2	0.552	0.620	0.538	0.447	0.565	0.586	0.811	-0.228	0.413
KK3	0.540	0.660	0.466	0.460	0.561	0.592	0.864	-0.280	0.463
KK4	0.576	0.659	0.471	0.536	0.579	0.535	0.811	-0.257	0.454
KK5	0.549	0.532	0.470	0.550	0.550	0.583	0.735	-0.336	0.356
KK6	0.434	0.445	0.361	0.339	0.446	0.419	0.703	-0.200	0.341
KK7	0.437	0.481	0.370	0.501	0.530	0.468	0.778	-0.194	0.531
KK8	0.416	0.536	0.409	0.471	0.543	0.535	0.787	-0.254	0.457
KK9	0.421	0.550	0.322	0.442	0.514	0.420	0.721	-0.217	0.466
NE1	-0.297	-0.334	-0.141	-0.248	-0.185	-0.260	-0.316	0.863	-0.154
NE2	-0.241	-0.282	0.016	-0.223	-0.078	-0.065	-0.186	0.777	-0.128
NE3	-0.282	-0.348	-0.025	-0.192	-0.094	-0.091	-0.178	0.797	-0.186
NE4	-0.270	-0.301	-0.044	-0.290	-0.055	-0.087	-0.178	0.812	-0.156
OP1	0.461	0.537	0.273	0.527	0.383	0.290	0.528	-0.142	0.842
OP2	0.490	0.595	0.233	0.519	0.376	0.253	0.525	-0.154	0.874
OP3	0.413	0.495	0.276	0.449	0.333	0.252	0.459	-0.130	0.861
OP4	0.460	0.550	0.248	0.469	0.332	0.287	0.517	-0.228	0.867
OP5	0.395	0.458	0.252	0.367	0.356	0.277	0.424	-0.118	0.663
PA1	0.206	0.247	0.611	0.291	0.503	0.766	0.450	-0.058	0.213
PA2	0.216	0.223	0.532	0.247	0.485	0.710	0.431	-0.106	0.140
PA3	0.154	0.233	0.508	0.251	0.436	0.692	0.410	-0.054	0.153
PA4	0.280	0.310	0.558	0.294	0.460	0.671	0.447	-0.205	0.133
PA5	0.129	0.153	0.519	0.182	0.421	0.672	0.297	-0.032	0.066
PR1	0.313	0.357	0.584	0.276	0.565	0.717	0.536	-0.005	0.332
PR2	0.244	0.241	0.565	0.257	0.529	0.738	0.430	-0.104	0.205
PR3	0.273	0.293	0.617	0.272	0.611	0.764	0.512	-0.025	0.293
PR4	0.278	0.230	0.599	0.223	0.544	0.735	0.421	-0.058	0.290
PR5	0.247	0.217	0.610	0.286	0.588	0.774	0.444	-0.030	0.229
SU1	0.307	0.287	0.695	0.309	0.707	0.802	0.504	-0.086	0.273
SU2	0.272	0.301	0.648	0.325	0.630	0.763	0.531	-0.152	0.237
SU3	0.299	0.254	0.584	0.336	0.635	0.759	0.491	-0.126	0.228
SU4	0.289	0.278	0.638	0.331	0.586	0.738	0.500	-0.090	0.226
SU5	0.371	0.361	0.618	0.340	0.593	0.777	0.561	-0.218	0.294
WO1	0.326	0.413	0.490	0.405	0.531	0.626	0.517	-0.187	0.252
WO2	0.381	0.383	0.529	0.341	0.549	0.713	0.463	-0.221	0.187
WO3	0.344	0.370	0.591	0.315	0.565	0.737	0.513	-0.132	0.243
WO4	0.384	0.376	0.589	0.332	0.574	0.747	0.485	-0.176	0.202
WO5	0.465	0.509	0.453	0.474	0.588	0.693	0.630	-0.214	0.441

The results of the discriminant validity test show that all loading indicators on the construct > cross loading. This can be exemplified, for example in the construct (AG4). The AG4 indicator with its loading value is 0.747 which is greater than its cross loading to other constructs, namely 0.480 to X5, 0.248 to X1, and so on (for more details, see attachment). Likewise with all other items that show the value of loading to its construct > cross loading to other constructs. The results show that all indicators with their loading values on the construct > cross loading, it can be concluded that this model has met the requirements of discriminant validity.

Reliability test

Construct reliability analysis aims to measure the reliability of the latent variable construct. The value that is considered reliable must be greater than 0.70. The value of construct reliability in this study uses Cronbach alpha. The results of the construct reliability analysis show the value of the latent variable construct reliability as shown in Table 3.

Tabel 3. Reliability Testing Questionnaire

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ER (X1)	0.818	0.824	0.867	0.521
IR (X2)	0.856	0.859	0.890	0.538
EX (X3)	0.779	0.812	0.848	0.529
AG (X4)	0.766	0.780	0.838	0.510
CONS (X5)	0.882	0.891	0.914	0.681
NEU (X6)	0.842	0.976	0.886	0.661
OP (X7)	0.880	0.885	0.914	0.681
KEP (Y1)	0.961	0.962	0.964	0.518
KIN (Y2)	0.934	0.940	0.943	0.544

The test results show that all constructs of reward variables (extrinsic reward and intrinsic reward), Big Five Personality (extroversion, agreeableness, openness to experience, neuroticism, and conscientiousness), job satisfaction, and work performance have Cronbach's Alpha values > 0.70. They it can be said that all constructs in this research variable are reliable.

Hypothesis testing

The structural model testing in this study consisted of two, namely the influence model X1 (extrinsic reward), X2 (intrinsic reward), X3 (extroversion), X4 (agreeableness), X5 (openness to experience), X6 (neuroticism) and X7 (conscientiousness) and Y1 (job satisfaction) as the exogenous latent variable to the Y2 (work performance) variable as the endogenous latent variable. The second model influences X1 (extrinsic reward), X2 (intrinsic reward), X3 (extroversion), X4 (agreeableness), X5 (openness to experience), X6 (neuroticism) and X7 (conscientiousness) as exogenous latent variables on Y1 (satisfaction). The measurement of path coefficients aims to see the significance and strength of the relationship and also to test the hypothesis. The path coefficients values range from -1 to +1. The closer the value to +1, the

stronger the relationship. While the relationship that is getting closer to -1 indicates that the relationship is negative. The results of the analysis are as shown in Figures 2 and 3

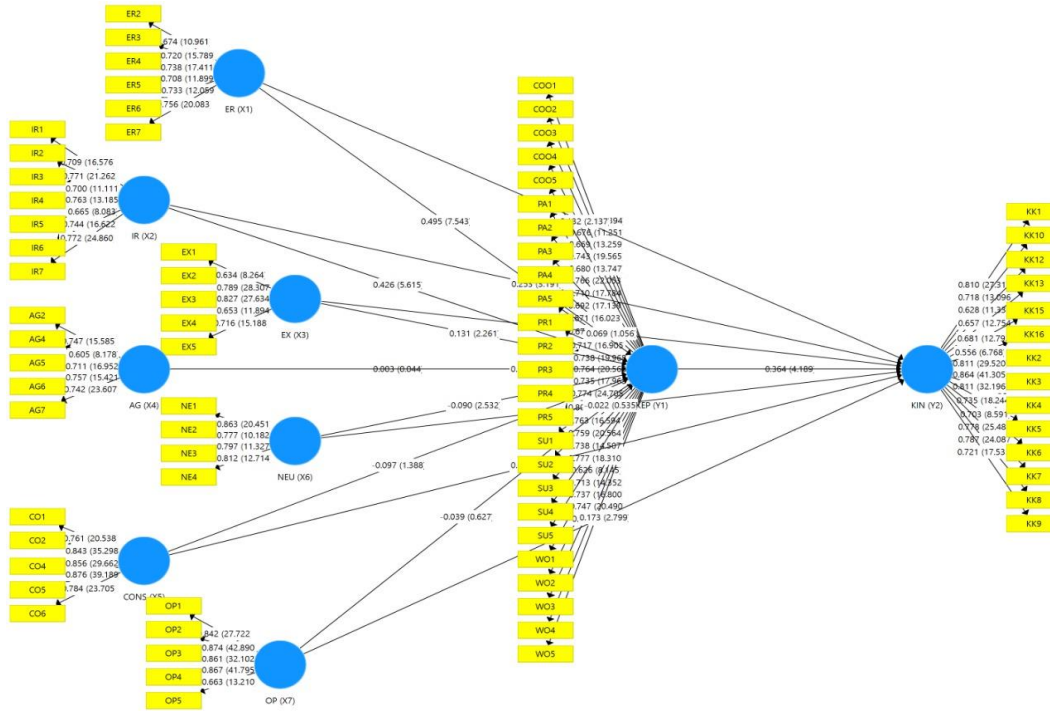


Figure 2 Value of t arithmetic Influence of Research Variables

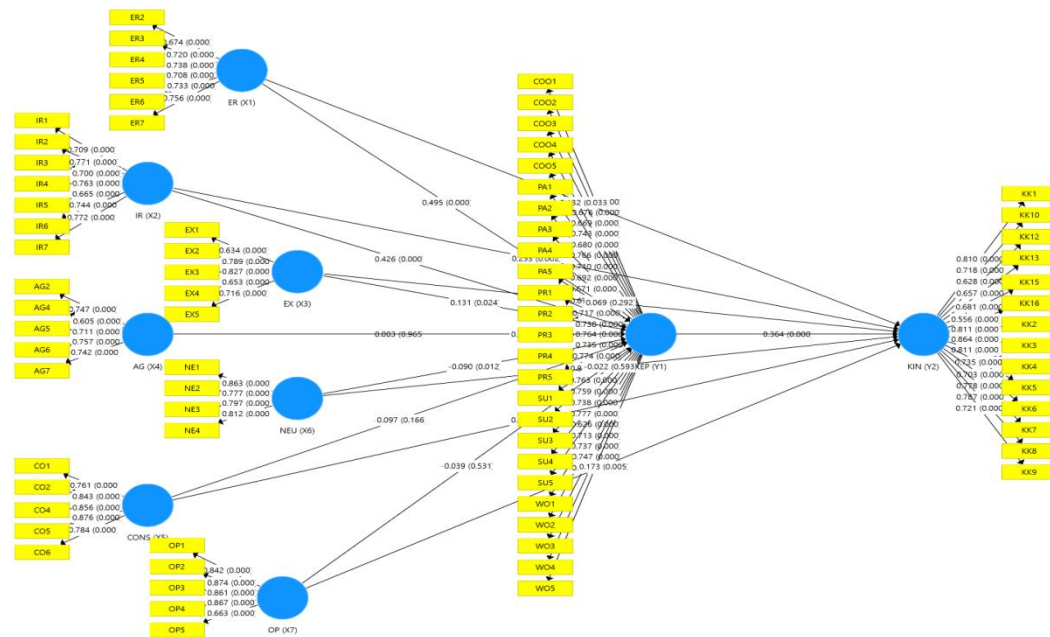


Figure 3. P-values Effect of Research Variables

Hip.	Relationship between variables	Original sampel	T Statistics (O/STDEV)	P values	Information
	H1a-e; BFP -> KIN				
H1	EX -> KIN	0,117	1,736	0,083	Rejected
	AG -> KIN	0,034	0,434	0,665	Rejected
	CONS -> KIN	0,237	2,413	0,016	Accepted
	NEU -> KIN	-0,055	1,276	0,202	Rejected
	OP -> KIN	0,159	2,537	0,011	Accepted
	H1f-g; RE -> KIN				
	ER -> KIN	0,132	2,137	0,033	Accepted
	IR -> KIN	0,408	5,634	0,000	Accepted
	H1h; KEP -> KIN	0,364	4,189	0,000	Accepted
	H2; BFP -> KEP				
H2	EX -> KEP	0,131	2,261	0,024	Accepted
	AG -> KEP	0,003	0,044	0,965	Rejected
	CONS -> KEP	0,097	1,388	0,166	Rejected
	NEU -> KEP	-0,090	2,532	0,012	Accepted
	OP -> KEP	0,039	0,627	0,531	Rejected
H3	H3; RE -> KEP				
	ER -> KEP	0,495	7,543	0,000	Accepted
	IR -> KEP	0,426	5,615	0,000	Accepted
	H4; Mediating effect 1				
H4	BFP ->KEP -> KIN				Rejected
	EX -> KEP -> KIN	0,048	1,735	0,083	Rejected
	AG -> KEP -> KIN	0,001	0,043	0,966	Rejected
	CONS -> KEP -> KIN	0,036	1,336	0,182	Accepted
	NEU -> KEP -> KIN	-0,033	2,287	0,023	Rejected
	OP -> KEP -> KIN	0,014	0,562	0,574	
H5	H5; Mediating effect 2				
	RE ->KEP -> KIN				Accepted
	ER -> KEP -> KIN	0,181	3,986	0,000	Accepted
	IR -> KEP -> KIN	0,155	3,225	0,001	

Description: ER: extrinsic reward, IR: intrinsic reward, EX: extroversion, AG: agreeableness, CONS: conscientiousness, NEU: neuroticism, OP: openness to experience, KEP: job satisfaction, KIN: work performance. Source: Results of questionnaire data processing (2021).

4. Discussion

The influence of Big five personality, reward, and job satisfaction on work performance

Based on the results of hypothesis testing that have been described previously, it is known that the big five personalities (extroversion, agreeableness, conscientiousness, neuroticism and openness to experience) as employee personality traits that affect employee work performance are only two aspects of personality traits, namely conscientiousness personality traits (awareness) and openness to experience (openness). These two personality traits, namely awareness and openness, have proven to be two things that have a significant influence on employee work performance. Personality traits in the form of awareness at work are very important in improving employee work performance (Manajemen, 2020). This means that employees who have conscientiousness personality traits or have high awareness will have an impact on the higher work performance of employees. This is in line with previous research conducted by Mount et al. (2006) which state that employees who have conscientiousness personality traits (awareness) or high awareness at work have high work performance.

The findings of this study show that the conscientiousness personality trait or high awareness of operational employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta will have an impact on the high work performance of employees. This is evidenced by the average respondents' answers regarding the personality trait conscientiousness (awareness) or awareness is included in the high category. Based on the analysis conducted on respondents' responses to the answers to all indicators of personality traits conscientiousness (awareness) included in the very high and high categories with the average score being in the high category. The existence of a high awareness of employees in this work, for example, can be exemplified by the highest response value on the indicator of doing the job to completion. This indicates that respondents generally consider themselves as employees who have the personality traits to complete work to completion, including very high as one of the personality traits of awareness at work. While the lowest response value on the trait indicator tends to be lazy, or employees tend not to have a lazy nature at work. This shows that the personality trait in the form of high awareness at work is one that can improve employee performance in working at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta, so it is an important thing to be noticed and maintained.

Based on the results of testing the hypotheses that have been described previously, it is known that one of the things that has a significant effect on employee work performance is rewards (extrinsic rewards and intrinsic rewards). Both extrinsic rewards and intrinsic rewards have been shown to have a significant effect on work performance. This is in line with previous research, namely Syahril (2016) and Nagle et al. (2016) which states that extrinsic and intrinsic rewards can improve employee work performance. This is supported by the opinion of Moorhead et al. (2016) which states that rewards as salaries/wages, bonuses, allowances, promotions, recognition, career advancement, responsibilities can motivate employees to work better. The

same thing was stated by Robbins and Judge (2014) that the rewards given to employees such as salaries, wages and others, as well as other elements that are not tangible, such as opportunities to carry out greater responsibilities, career opportunities, opportunities to learn and develop, a decent quality of life in the organization and others can improve the work performance of employees. Reward or award is an important thing given by a company to its employees on the basis of an increase in the work that has been done which is stated as part of a psychological contract (Setyanugraha et al., 2021).

Based on the results of testing the hypotheses that have been described previously, it is known that job satisfaction has a significant effect on employee work performance. This means that high job satisfaction will have an impact on the higher work performance of employees. This is in accordance with previous research conducted by Ika et al. (2019); Syahril (2016) which states that employees who have high job satisfaction will have an impact on increasing employee work performance. This is in accordance with what was stated by Gibson et al. (2012) which states that a person who is satisfied with his job will tend to work better. Meanwhile, people who are dissatisfied with their work will produce less good work. The same thing was stated by Miner, (2012) which stated that job satisfaction is one of the determinants of one's performance. Employee work performance will be good if the employee is satisfied with the work they have.

Effect of big five personality (extraversion, agreeableness, conscientiousness, neuroticism and openness to experience) on job satisfaction

Based on the results of testing the hypotheses that have been described previously, it is known that the personality trait of extraversion has a significant positive effect on job satisfaction. This means that the high extraversion personality trait will have an impact on the higher level of employee job satisfaction. These results are in accordance with previous research conducted by Huang et al. (2015); Eason et al. (2015); Chasanah (2017); Harari et al. (2018); Arianto and Choliq (2019) which stated that the personality trait of extraversion will increase employee job satisfaction. The extraversion personality trait of operational employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta will have an impact on high employee job satisfaction. This is evidenced by the respondents' responses regarding the personality trait of extraversion with a high average. This is supported by the respondents' responses to each indicator on the personality trait of extraversion which is classified as high. This can be exemplified by the highest response value on the employee indicator is an enthusiastic person. This indicates that the respondent considers himself/herself as an employee who has a very high spirit. In addition, the employee also stated that he was a person who never ran out of things to talk about, the ability to inspire other people. This shows that the high extraversion personality trait will have an impact on the higher job satisfaction of employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta. Based on the results of testing the hypothesis that has been described previously that the personality trait of neuroticism has a negative and significant effect on employee job satisfaction.

This means that the low neuroticism personality trait will have an impact on the higher level of employee job satisfaction. Conversely, a high neuroticism personality trait will have an impact on decreasing job satisfaction. These results are in accordance with previous research conducted by

Nugraheni, (2021); Eason et al. (2015); Kardiassa, (2021) stated that employees who have low neurotism personality traits will increase their job satisfaction. This means that employees who have low neuroticism will view their work well and tend to see every job as something that provides positive benefits for themselves. The low neurotism personality trait of operational employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta will have an impact on high employee job satisfaction. This is evidenced by the respondents' responses to the personality trait of neurotism with a low average. Based on the results of the analysis of respondents' responses to each indicator of the personality trait, neurotism is in the low category. This shows that employees who have low neurotism personality traits will increase employee job satisfaction at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta.

The effect of rewards (extrinsic rewards and intrinsic rewards) on employee job satisfaction

Based on the results of testing the hypotheses that have been described previously, it is known that rewards (extrinsic rewards and intrinsic rewards) have a significant positive effect on job satisfaction. This means that a high reward (extrinsic reward and intrinsic reward) will have an impact on the higher level of employee job satisfaction. These results are in accordance with previous research conducted by Riasat et al. (2016); Muqoyyarah (2018); Syahril (2016) which states that rewards (extrinsic rewards and intrinsic rewards) are positively related to job satisfaction. Positive correlation between extrinsic rewards, intrinsic employee job satisfaction. The findings of this study are supported by Luthans (2015) who says that rewards given by an institution to employees can increase employee job satisfaction. Giving rewards can provide benefits for employees for contributions made to companies or individuals. Rewards can increase employee satisfaction, performance, and company productivity. The same thing was stated by Gibson et al. (2012) that rewards or rewards have a relationship with satisfaction. Rewards can create satisfaction in a person. The high level of reward (extrinsic reward and intrinsic reward) for operational employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta will have an impact on employee job satisfaction. Rewards (extrinsic rewards and intrinsic rewards) that are high received by employees will have an impact on increasing employee job satisfaction. Therefore, it is very important for the company to pay attention to rewards (extrinsic rewards and intrinsic rewards) because they will directly increase employee job satisfaction.

The role of job satisfaction mediates the influence of the big five personality on employee work performance

Based on the results of testing the hypotheses that have been described previously, it is known that job satisfaction mediates the effect of the big five personalities (extroversion, agreeableness, conscientiousness, neuroticism and openness to experience) on work performance. This means that the high value of job satisfaction indirectly supports the influence of the personality trait of neuroticism (neurotism) on employee work performance. They it can be said that the personality trait of neuroticism (neurotism) has an indirect effect on employee performance through employee job satisfaction. This is in line with previous research conducted by Mount et al. (2006) which shows personality traits (big five personality), one of which personality traits (big five personality) has an indirect effect on employee performance through employee job satisfaction. The findings of this study show that the importance of PT KAI (Persero) DAOP VI

in the Special Region of Yogyakarta in building and increasing employee job satisfaction because it will indirectly affect the relationship of neurotism personality traits with employee work performance at PT KAI (Persero) DAOP VI in the Region. Yogyakarta Special. This shows that job satisfaction is able to bridge the influence of the personality trait of neurotism on employee work performance. That is, employee performance indirectly has a relationship between the personality trait of neurotism with the level of job satisfaction possessed by employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta.

The role of job satisfaction mediates rewards (extrinsic rewards and intrinsic rewards) on employee work performance

Based on the results of testing the hypotheses that have been described previously, it is known that job satisfaction mediates the indirect effect of rewards (extrinsic rewards and intrinsic rewards) on work performance with positive and significant values. This means that a high value of job satisfaction indirectly supports the influence of rewards (extrinsic rewards and intrinsic rewards) on employee work performance. They it can be said that rewards (extrinsic rewards and intrinsic rewards) have an indirect effect on employee performance through employee job satisfaction. This is in line with previous research conducted by Syahril (2016) which stated that extrinsic and intrinsic rewards have an indirect influence on employee work performance through job satisfaction. That is, employee performance indirectly has a relationship between rewards (extrinsic rewards and intrinsic rewards) with the level of job satisfaction owned by employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta. The findings of this study show that it is important for PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta to pay attention to and increase employee job satisfaction because it will indirectly affect the relationship between rewards (extrinsic rewards and intrinsic rewards) with the work performance of employees at PT KAI (Persero) DAOP VI. in the Special Region of Yogyakarta. This shows that job satisfaction is able to bridge the influence of rewards (extrinsic rewards and intrinsic rewards) on employee work performance. That is, there is an indirect relationship between employee performance (extrinsic reward and intrinsic reward) with the work performance of employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta.

This study was conducted with the aim of analyzing the effect of the big five personality and reward on the work performance of operational unit employees with job satisfaction as a mediating variable of the influence of the big five personality and reward on work performance. The research was conducted on operational employees at PT. KAI DAOP VI Yogyakarta.

The results of the study show that the big five personality traits, especially extroversion and neuroticism, have a significant effect on employee job satisfaction and conscientiousness personality traits (awareness) and openness to experience (openness) personality traits affect employee work performance, rewards (extrinsic and intrinsic) affect job satisfaction and employee work performance. The results of this study indicate that these two factors can be used as a means to increase job satisfaction and work performance of employees at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta. In addition, the research findings show that the personality trait of neuroticism, rewards, both extrinsic rewards and intrinsic rewards, have an indirect effect on employee work performance through satisfaction. This indicates job

satisfaction as very important in bridging or connecting the three variables to employee work performance.

This research was conducted at PT KAI (Persero) DAOP VI in the Special Region of Yogyakarta, where most of the employees had the status of permanent employees of PTKAI. This can have an impact on the answers given by employees to be less accurate. In this regard, it is recommended for further researchers to conduct research in private institutions or companies.

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