The influence of the big five personality on performance with work engagement as intervening variable

Tigin Lugiani, Devy Widya Apriandi, Imelda Januar, Mutqi Sopiawadi

STIE Sutaatmadja, Subang

tigin@stiesa.ac.id, devyapriandi8@gmail.com, imeldajanuar142@gmail.com, mutqi@stiesa.ac.id

Abstract

This study aims to test The Big Five Personality, performance, and work engagement are important parts of this study. This study aimed to determine the effect of the big five personality on performance with work engagement as an intervening variable for permanent employees in Sari Ater Hot Springs.

The research method used in this study is a quantitative descriptive method with statistical methods multilinear regression test, t-test, and the coefficient of determination using the SPSS 27 program, this research also used the Sobel test to examine how much influence of the big five personality has and work engagement as a intervening variable on performance, the data collection method uses by distributing questionnaires to respondents with a sample consisting of 80 sari ater hot spring employees as respondent. The sampling technique used is proportionated random sampling. The results of this study show the big five personality influences performance, the big five personality influences work engagement, and work engagement influences performance. The result of the Sobel test shows that work engagement is proven to play a role in intervening the big five personality on performance. In this study work engagement is an intervening variable for the big five personality on performance.

Keywords: The Big Five Personality, Performance, Work Engagement

INTRODUCTION

After the COVID-19 pandemic, there has been a recovery in various economic sectors, including tourism. Various tourist attractions are operated again without PPKM (Enforcement of Community Activity Restrictions) which has triggered tourism activities in Indonesia.

Global and national tourism compete to attract tourist interest in their tourism objects. According to the United Nations World Tourism Organization (UNWTO), the tourism sector contributes 9% to the total world GDP. Tourism is one of the fields that support the headway of the Indonesian economic level, with the peter out of the COVID-19 pandemic has made Indonesian tourism revive. This is proven by the World Economic Forum which states that the Travel and Tourism Competitiveness Index (TTCI) or Tourism and Travel Competitiveness Index in 2021 shows an increase in the ranking achieved by Indonesia, which was originally in the ranking position and then became ranked 32nd. This is a factor in implementing 'World Tourism Day' in 2022 to be held in Indonesia in connection with the 'G20' International Forum. According to the Deputy Minister of Tourism and Creative Economy, Angela Tanoesoedibjo (2022), one of the important factors that need to be considered in the Indonesian Tourism recovery strategy is soft infrastructure such as human resource development under the foundations of tourism, namely strengthening the 6As such as accessibility, attractions, accommodation, amenities, activity, and ancillary. ((www.kominfo.go.id), 2023)

Based on data released by Peduli Protect, there are 10 most visited West Java tourist attractions, namely as in Table 1.1.

Based on Table 1.1, can be seen that Subang Regency is ranked third in terms of tourist attractions with a total of 8,056 visitors. Subang Regency itself has a sub-district with a famous hot spring tourist attraction, namely Ciater Sub-district, Ciater itself has several hot spring tourist attractions. There are several hot spring tourist attractions in Ciater district,. One of The hot spring tourist attractions in the caiter district , PT Sari Ater is a company operating in the tourism services sector with a focus on hotels and hot spring recreation. With the tourist attraction named 'Sari Ater Hotel and Resort' and founded in

1968. Sari Ater Hot Springs provides various recreational options such as hot spring pools, playgrounds, restaurants and hotels etc. This place has visitors from various foreign tourists and domestic tourists. Sari ater hotel and resort located at the foot of Tangkuban Perahu mount and tea plantations, this tourist spot has fresh air and beautiful views.

Table 1. 1 The Most Visited Tourist Attractions in West Java

Tourist attraction	Location	Visitor
Taman Safari Indonesia	Kab, Bogor	14.467
Bandung *Zoological Garden*	Kota Bandung	9.532
Sari Ater *Hot Springs*	Kab.Subang	8.056
Glamping Lakeside	Kab.Bandung	8.019
Tangkuban Parahu	Kab.Subang	6.557
Kawah Putih	Kab.Bandung	6.124
Kiara Artha *Park*	Kota Bandung	4.954
Situ Gunung	Kab.Sukabumi	4.490
Taman Bunga Nusantara	Kab.Cianjur	3.703

Source: Kompas.com 11/02/22

Human resources play an important role in the development of the tourism industry. Human resources play an important role in the company's operational processes so that they run well. Without these elements, it will be difficult for a company to run and operate properly even if other resources are met. Therefore, human resource management is needed by companies. Human resource management is a science and art that handles various problems within the workforce to support all activities of an organization or company to achieve predetermined targets and goals (Sinambela, 2018). In human resource management, there are strategies and various ways for an organization or company to achieve specified results. One indicator that influences the success of a company is employee performance. According to (Fattah, 2017). Employee performance is the result achieved by employees under work rules with a continuous work process both individually and in groups.

Maximum employee performance based on the above company standards cannot be separated from the personality factors possessed by the workforce in a company. Personality is an important aspect in assessing employees at Sari Ater Hot Springs because in the tourism services sector, personality influences the operations and treatment of tourists who visit Sari Ater Hot Springs. Based on previous research conducted by (Judge, 2015) stated in his research results that the five dimensions of The Big Five Personality have significant validity in predicting performance.

Based on a pre-survey conducted by researchers, some factors influence employee performance apart from personality, employee attachment or work engagement is also one of the factors that can influence performance. (Kahn, 1990) believes that Work Engagement is a person who psychologically feels the atmosphere of the workplace, is connected to work, and focuses on completing tasks given by the company or organization and producing a performance that meets predetermined standards. According to (Schaufeli, 2004) Work Engagement consists of three dimensions, namely Vigor, Dedication, and Absorption. Engagement is an individual character who has stability so that he tends to live and work with high enthusiasm (Macey, 2008).

Based on previous research regarding work engagement on employee performance which was conducted by (Wang, 2020), (Bakker, 2018), the results shows that work engagement affected employee performance. This means that an increase or decrease in performance can be influenced by Work Engagement. Every individual employee who has engagement has a sense of enthusiasm, enthusiasm and enjoys each duration of their working time, which can improve performance and make it easier for the company to achieve the targets that have been set. Previous research related to Work Engagement as an intervening variable that can mediate the influence of The Big Five Personalities on performance, namely research conducted by (Naveed et al., 2022) shows that Work Engagement mediates the relationship between The Big Five Personalities and employee performance. Then, research conducted by Robert, et al (2021) stated the same thing, namely that Work Engagement mediates the relationship between The Big Five Personalities and employee performance. This study offers new things with work engagement

as an intervening variable, which can see the relationship between the big five personalities and employee performance. It specifically focuses on the personality that employees have with the resulting performance and intervening role of work engagement.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Literature Review

Basically, organizational behavior is a field of study based on the sciences of Psychology, Social Psychology, Sociology, and Anthropology whose focus is studying the influence of behavior in organizations and its impact on organizational performance (Robbins, 2018.)

The Big Five Personality was first discovered by Goldberg in 1981, where this theory maps the personality differences of each individual which can be organized into five dimensions of expanding traits called 'The Big Five', this is based on the broad and abstract personality differences of each individual (Dwijayanti, 2013). Then this theory was developed by Costa & McCrae (1992) in (Cervone, 2011), who stated that the Big Five personality is the personality possessed by each individual which is arranged into five personality domains have been formed using factor analysis such as emotional, cognitive, and behavior. According to (Robbins, 2018.)

The Big Five Personality are five basic dimensions that cover almost all significant variations in human personality. According to Barrick and Mount (2005) in (Robbins, 2018.) the five personality dimensions of The Big Five Personality underlie almost all significant variations in human personality. According to Hurtz and Denovan (2000) in (Robbins, 2018.) is also clearer that test scores from the five dimensions of The Big Five Personality are very clear in predicting how a person behaves in various life conditions. The Big Five Personality is also more developed than the MBTI (Myers-Briggs Type Indicator) which only groups personalities into extroverts and introverts..

In (Robbins, 2018.) each individual has a different personality between individuals there are five dimensions in The Big Five Personality, as follows :

1. Extraversion
   This dimension explains the personality possessed by an individual which displays his level of comfort in social relations with other individuals. Someone who has an Extraverted personality is expressive, confident, and able to socialize. On the other hand, someone with a low Extraversion personality score or can be said to be an Introvert tends to be shy, timid, and passive.

2. Agreeableness
   This dimension explains the personality possessed by individuals who tend to easily understand other individuals. Someone with this personality has a cooperative, warm, and trusting nature. Meanwhile, someone with a low Agreeableness personality score has a cold, unfriendly, and antagonistic nature.

3. Conscientiousness
   This dimension explains the personality possessed by individuals with a cautious personality, someone who has this personality has the characteristics of being responsible, organized, reliable, and persistent. Meanwhile, someone with a low Conscientiousness personality score is easily distracted, disorganized, and unreliable.

4. Emotional Stability
   This dimension explains the personality possessed by individuals who can manage good emotional stability. Someone with this personality has a calm nature, is not nervous, and tends to feel safe. Meanwhile, someone with a low Emotional Stability personality score is an individual with a personality that is the opposite of Emotional Stability, namely Neuroticism which is nervous, anxious, depressed, and insecure.

5. Opennes to Experience
   This dimension shows individuals with personalities who are interested in innovating with new things to produce experiences that have never been obtained before. Someone with this personality has an innovative, creative, and curious nature. Meanwhile, someone with a low Openness to Experience personality score (openness to experiences or new things) is conventional (old-fashioned), has a low interest in learning, and is not open to learning.

Work Engagement is the "harnessing of organization members' selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role per- performances"

(Work engagement is the full application of employees' physical, cognitive, emotional, and mental abilities to carry out the tasks they have.) Kahn (1990) in (Bakker, 2018).

Work Engagement dimensions
According to (Schaufali, 2012) in (Bakker, 2018) Work Engagement (Employee Engagement) consists of three dimensions, namely:
1. Vigor
   This dimension is characterized by the enthusiasm shown by an employee to do his job which can be seen from high energy at work, perseverance and never giving up in the face of work difficulties. The vigor possessed by each employee can influence their performance in the company. Performance is the result of achievement in a particular task. If employees do their work with high enthusiasm, then they will complete their work optimally and this will have an impact on increasing performance. Thus it can be concluded that vigor influences employee performance.
2. Dedication
   This dimension refers to employees with strong involvement in work, experiencing a sense of enthusiasm, inspiration, pride, and challenge for their work. Employees who have a high dedication score consider their work as a challenge that inspires them to do their work to provide the best results this will improve employee performance in the company. Meanwhile, employees who have a low dedication score mean they cannot do their job well because they are not enthusiastic and proud of their work and company.
3. Absorption
   The absorption dimension is employee engagement which is described by the behavior of employees who pay full attention to their work. Absorption is described as the condition of employees who have full concentration and are absorbed in doing their work. When employees do their work, they tend to lose track of time, feeling that time passes so quickly that it is difficult for them to escape from work. Employees who have high absorption capacity can concentrate fully on their work. This can influence their performance in the company. Employees who feel engaged in their work so that time seems to pass quickly. Additionally, they will find it difficult to escape from their work because they feel immersed in it.

Employee performance is work achievement, namely the comparison between work results and standards set by the company. work results that have been achieved by employees after carrying out work that has become their duty based on experience, skills, determination, and punctuality.
The novelty in this research is that with the work engagement variable as an intervening variable, work engagement mediates the relationship between the big five personality performance variables.

2.2 Hypothesis Development
Research hypothesis:
Based on the results of previous research conducted by I Gusti Ayu, et al (2015) there is an influence of The Big Five Personality on performance with dimensional variables related to extraversion and agreeableness, then the results of research by Arry, et al (2018) stated that the five dimensions of The Big Five Personality affect Employee Performance. Based on the results of the study, researchers proposed hypotheses
H1; *The Big Five Personalities influence Performance*

There is a positive influence from various studies in The Big Five Personality on Work Engagement, this is based on various previous studies such as those conducted by Robert, et al (2022) stating that personality has a positive influence on CS performance in Kupang Banking. And research conducted by Dhindayanti, et al (2020) stated that it had a positive effect on work engagement drivers in

Jabodetabek. Then the results of research conducted by Bhatti et al (2017) there its from The Big Five Pesornality affect *Work Engagement.*

H2; *The Big Five Personalities influence Work Engagement*

Previous research on Work Engagement on Employee Performance conducted by Wang and Chen (2020) stated that there is a positive and significant influence between Work Engagement on Employee Performance. Then a similar study conducted by Bakket et al., (2018) stated that Work Engagement has a positive effect on Employee Performance and research conducted by Susi and Dwiarko (2020) results in Work Engagement affecting Employee Performance.

H3; *Work Engagement influences employee performance*

According to Khan and Nemati in Ida, et al (2021), each individual certainly has different personality characteristics that have an impact on employee attachment in the work process and produce their performance. Based on previous research conducted by (Naveed et al., 2022) shows that *Work Engagement* mediates the relationship *of The Big Five Personalities* to employee performance. Then, research conducted by Robert, et al (2021) stated the same thing, namely *Work Engagement* mediates the relationship *of The Big Five Personalities* to employee performance.

H4; *Work Engagement mediates the influence of The Big Five Personalities on Performance*

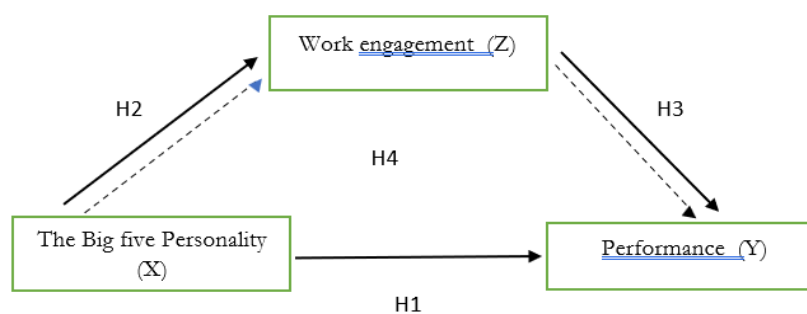The following conceptual framework for hypothesis development on the following concepts:

Figure 2. Reaearch Model

METHODS

This research uses quantitative data. According to Ari (2006:12), quantitative is research that uses numbers in the process, such as collecting data, interpreting the data obtained, and presenting the results. The variables that are the object of this research are the independent variable the big five personality, the dependent variable employee performance, and work engagement as a mediating variable. This research has 34 statement indicators. The data in this research was taken through a survey conducted by distributing online questionnaires using Google Forms to Sari Ater Hot Spring employees.

Population according to Kurniawan (2012) in (Sudaryono.., 2018) is an area that has certain qualities and characteristics that are determined by researchers to obtain research results. The population in this research is all permanent employees at Sari Ater Hot Springs. The research sample is a part of the population, sample members were obtained from the population or it could be said that some elements of the population are samples (Sudaryono.., 2018). The sample in this study was based on the standard calculation of the 10% Slovin formula, obtained 74 respondents, however, the researchers took the total number of respondents collected as 80 respondents, which is still within the range of calculations of the 10% Slovin formula.

The method used is the proportional random sampling method, namely a sampling technique where the number of samples in each stratum is proportional to the number of population members in each population layer (Yusuf, 2014: 162),

Data processing was carried out in this research using the SPSS application. This application is used to carry out Sobel tests and linear regression analysis which will calculate the amount of contribution

expressed by the coefficient between three variables, namely the big five personality (independent variable), employee performance (dependent variable), and work engagement (intervening variable).

RESULTS AND DISCUSSIONS

Respondent characteristics

The characteristics of respondents used in this research consist of various categories such as gender, age, education, division, and length of work. These characteristics are used to make it easier for researchers to find out the answer from each respondent to the statement for each variable. The following is an overview of the characteristics of respondents based on gender in this study in the graph below:

4.1 characteristics of respondents based on gender

Gender	Percentage
Male	60%
female	40%

Source, data processed 2023

Based on the data above, it can be seen that the majority of the 80 respondents in this study were men with a percentage of 60%, and the number of female respondents with a percentage of 40%.

4.2 characteristics of respondents based on age

The following is an overview of the characteristics of respondents based on age in the study which can be seen in the graph below

Respondent Age	Percentage
< 20	4%
20-30	44%
31-40	28%
41-50	19%
> 50	5%

Source, data processed 2023

Based on the data above, it can be seen that the majority of the 80 respondents in this study were aged 20-30 years with a percentage of 40%, the percentage of respondents aged 31-40 years was 28%, the number of respondents aged 41-50 years had a percentage of 19%, the number of respondents who over 50 years old has a percentage of 5%, and respondents less than 20 years old have a percentage of 4%.

4.3 Respondent's character based on education

The following is an overview of the characteristics of respondents based on education in this study which can be seen in the graph below:

Respondent education	Percentage
SMA/SMK	68%
D1	5%
D2	1%
D3	11%
S1	15%

Source, data processed 2023

Based on the data above, it can be seen that the majority of the 80 respondents in this study had a SMA/SMK education level with a percentage of 68%, respondents who had a D1 education level were

5%, respondents who had a D2 education level were 1%, respondents who had a D3 education level were 1%. 11% and 15% of respondents who had a Bachelor's degree level of education.

4.3 Respondent characteristics based on length of work

Length of work	Percentage
< 5 years	26%
5-10 years	31%
15-20 years	38%
> 20 years	5%

Source, data processed 2023

Based on the data above, it can be seen that the majority of the 80 respondents in this study had worked for 15-20 years with a percentage of 38%. Then working for 5-10 years has a percentage of 31%. Length of work less than five years has a percentage of 26%. And the smallest percentage belongs to the category of people who have worked for more than 20 years with a percentage of 5%.

validity, reliability test
In this research, it was found that all indicators were considered valid and reliable. Each indicator of the variables used in the research has a Pearson correlation value greater than 0.5 and a significance level of less than 0.05. Cronbach's alpha value is greater than 0.6. So it can be concluded that the measuring instrument designed to test the hypothesis has met the requirements.

Hypothesis testing

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.055	3.032		3.316	.001
	The Big Five Personality	.187	.069	.319	2.713	.008
	Work Engagement	.338	.117	.338	2.877	.005

a. The result is that t count > t table is 2.713 > 1.991 with a significance level of 0.008 < 0.05 so it can be concluded that the hypothesis is accepted. So it can be stated that The Big Five Personality (X) has a significant influence on Performance (Y). So it can be concluded that hypothesis 1 (H1) is accepted.

b. The results of the Work Engagement hypothesis testing, based on table 4.18 show that t count > t table, namely 2.877 > 1.991 with a significance level of 0.005 < 0.05 so it can be concluded that the hypothesis is accepted. Therefore, it can be stated that Work Engagement (Z) has a significant effect on Performance (Y). So it can be concluded that Hypothesis 3 (H3) is accepted.

Simultaneous F test

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	815.982	2	407.991	20.769	.000b
	Residual	1.512.640	77	19.645		
	Total	2.328.622	79			

a. Dependent Variable: Kinerja
b. Predictors: (Constant), Work Engagement, The Big Five Personality

Source, data processed 2023

Based on the data above, it can be seen that the calculated F is 20.769. Then the F table value in this study is 3.117. This value is obtained from df1 (number of variables – 1) = 2 and df2 (N – number of variables) = 77. Calculated F value > F table (20.769 > 3.117). Then this simultaneous test has a significance value of 0.000, which means the sig value is <0.05.

Path Analysis
Equation I
Path analysis is an extension of multiple linear regression analysis to test the influence of intervening variables. The following is a path diagram in this research:
In this research, there are two equations used to form path analysis, namely:
Work Engagement = a + p2TheBigFivePersonality+ e1
Performance = a + p1TheBigFivePersonality + p3WorkEngagement + e2

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	10.282	2.681		3.835	.000
	The Big Five Personality	.365	.052	.624	7.049	.000

Coefficients^a

Dependent variable : Work engagement
Source, data processed 2023

Based on the regression results in equation I it can be seen as follows:
Work Engagement = a + p2*TheBigFivePersonality*+ e1
Work Engagement = a + 0,365TheBigFive Personality+ e
path score = 0,365 (p2)

Equation II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.055	3.032		3.316	.001
The Big Five Personality	.187	.069	.319	2.713	.008
Work Engagement	.338	.117	.338	2.877	.005

Dependent Variabel : Performance
Source, data processed 2023
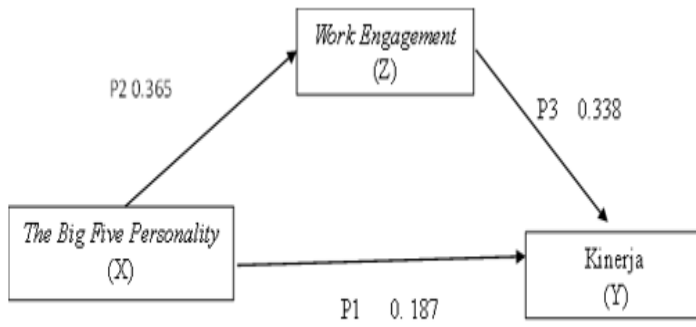Based on the results in equation II it can be seen as follows:
Performance = a + p1*TheBigFivePersonality* + p3*WorkEngagement* + e2
Performance = a + 0,187*TheBigFivePersonality* + 0,338*WorkEngagement* + e2
    path Score   = 0,187 (p1)
                = 0,338 (p2)

The following is a path diagram for this research

Path Calculation
a. Direct Effect
    X→Y
    (p1)   = 0.187
b. Indirect Effect
    X→Z→Y
    (p2 x p3)   = 0.365 x 0.338
                                        = 0.123
c. Total Effect
    (Direct Effect + Indirect Effect) = 0.187 + 0.12337
                                        = 0.310

The results of the path analysis can conclude that The Big Five Personalities can have a direct influence on performance and can also have an indirect influence through Work Engagement (as an intervening) on performance. The direct effect of The Big Five Personalities on Performance is 0.187 and the indirect effect is 0.12337. And the total influence is 0.310. Then, to prove whether or not there is a significant mediation effect obtained by the indirect effect, it needs to be tested with the Sobel test.
Sobel Test
Intervening or mediation hypothesis testing is carried out using the Sobel test, this test is carried out to test the strength of the indirect effect or mediation (Ghozali,(2018). The basis for decision-making in this Sobel test is carried out by comparing the calculated t value with the t table. If t count > t table then it can be concluded that there is a mediation effect (Ghozali, . (2018).
The following is the Sobel Test in this research:

Equation	Regression	Regression Coefficienti (P Value)	Standard Error
I	X→Y	a = 0.187	$S_a = 0.052$
II	X→**Z**→Y	b = 0.338	$S_b = 0.117$

Source, data processed 2023

Shown :

a = Regression coefficient in the independent variable (X) in equation I
b = Regression coefficient in the mediation variable (Y) in equation II
S_a = Standard Error on regression coefficient a

S_b = Standard Error on regression coefficient b

$$S_{ab} = \sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^a}$$
$$= \sqrt{(0.338)^2(0.052)^2 + (0.187)^2(0.117)^2 + (0.052)^2(0.117)^2}$$
$$= \sqrt{0.017576^2 + 0.021879^2 + 0.006684^2}$$
$$= 0.028716$$

$$t = \frac{ab}{S_{ab}}$$

$$t = \frac{0.063206}{0.028716}$$
$$= 2.20107 \text{ (t count)} > 1.991 \text{ (t table)}$$

Based on the results of the Sobel test in the mediation above, the calculated t-value is 2.20107. Meanwhile, it is known that the t table value is 1.991, so it can be concluded that 2.20107 (t count) > 1.991 (t table). Thus hypothesis 4 (H4) is accepted. These results can be concluded that the Work Engagement (Z) variable can mediate the influence of The Big Five Personality (X) on Performance (Y).

CONCLUSIONS

The objective of this study was to investigate the relationship between the big five personality, work engagement and performance employee sari ater subang Indonesia. Based on the analysis carried out in this research, a conclusion can be drawn as the bis five personalities Influence Performance, the Big five personalities Influence work engagement, Work Engagement influences employee performance and Work Engagement mediates the influence of The Big Five Personalities on Performance.

Limitations

the coefficient of determination test in equation II, the Adjusted R Square value is 0.334 or 33.4% and the remaining 66.6% is influenced by variables outside this research model, meaning that the Big Five Personality (X) and Work Engagement (Z) variables influence 33.4% to Performance (Y).

Recommendation

Based on the findings and discussion in this research, several recommendations for further research are suggested to further develop this field of study :

1. Include more variables or different variables in research, such as organizational citizenship behavior, competence, motivation, etc. to get a more comprehensive understanding that has an impact on employee performance.

2. Replication with research in other companies, such as banking, manufacturing, or insurance companies. So it can be used as a comparison of research results.

3. This research data is only in 1 company, thus highlighting the need for future research that uses larger data to investigate causal relationships between variables.

REFERENCES

Bakker, e. (2018). The work engagement–performance link : an episodic perspective. *Career Development International Journal* , ISSN: 1362-0436.

Cervone, D. &. (2011). *Kepribadian : Teori dan Penelitian* . jakarta: Salemba humanika .

Fattah, H. (2017). *Manajemen Sumber Daya Manusia* . Jakarta: Indeks .

Ghozali, .. (. (2018). *"Aplikasi Analisis Multivariate Dengan Pogram IBM SPSS"Edisi Sembilan.* .Semarang:: Badan Penerbit Universitas Diponegoro.

Judge, T. Z. (2015). The person-situation debate revisited: Effect of situation strength and trait activation on the validity of the big five personality traits in predicting job performance. *Academiy of anagement Journal.*, 58(4)1149-1170.

Kahn, W. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal* , Vol.33,No.4 692-724.

Macey, W. d. (2008). The meaning of engagement. *industrial and Organizational Psychology.* , Vol.1. 3–30.

Mount, B. d. (2005). The Big Five Personality and Job Performance : A Meta-analysis. Personnel Psychology.

Robbins, S. P. (2018.). *Organizational Behavior.* Jakarta: (Buku 1, Edisi Ke-12). Jakarta: Salemba Empat.

Schaufali, W. (2012). Work Engagement. What Do We Know and Where Do We. *Journal of Applied Psychology,* , 14(1), 3-10.

Schaufeli, W. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior8*, , 25, 293-437. doi:10.1002/job.24.

Sinambela. (2018). *Manajemen Sumber Daya Manusia* . Jakarta: Bumi Aksara.

Sudaryono.. (2018). *Metodologi Penelitian, Edisi I.* . Depok: : Rajawali Pers.

Wang, C. d. (2020). Relationshipsamong workplace incivility, work engagement and job performance. *Journal of Hospitality and Tourism Insights* , ISSN: 2514-9792.

WIB), h.-2.-p.-i.-j.-l.-p.-p.-g. 2. (n.d.).

www.kominfo.go.id). (2023).