The Effect of Personality Dimension on Organizational Citizenship Behavior and its Impact on Knowledge Sharing

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ARTICLE INFO	ABSTRACT
Published Online: 14 January 2019 **Corresponding Author:** **Dyandra Armyta Ramadhan**	Knowledge is a very important and valuable asset, especially in this digital era, company that is engaged in information and telecommunications sector must be ready for developments and fierce business competition in information and telecommunications since there are several other large companies that are engaged in the same field. Along with the development of advanced communication technology, the public demand of cellular providers that meet their needs will also increase. Therefore, information and telecommunications based company requires a process of knowledge sharing between employees where individuals exchange knowledge to create new ideas or innovation as well as for evaluations material for employees in the work environment. This study aims to analyze the influence of personality dimensions on organizational citizenship behavior and its impact on knowledge sharing. The personality dimension chosen are openness to experience, conscientiousness and agreeableness. The sample used in this study amounted to 95 employees of an information and telecommunications based company in Surabaya, Indonesia from various units. The analysis technique used in this study is Partial Least Square with the help of Smart PLS 3.0 software. The results of this study indicate that openness to experience, conscientiousness and agreeableness have a significant positive effect on organizational citizenship behavior and knowledge sharing.

KEYWORDS: Openness to Experience, Conscientiousness, Agreeableness, Organizational Citizenship Behavior, Knowledge Sharing.

I. INTRODUCTION

Human resources can be regarded as the foundation in an organization which is considered the most important aspect for companies, especially service companies that in fact require employees with work ethic and high professionalism due to the interaction with clients which involves more complex skills and knowledge. Therefore, knowledge takes part significantly, as it is considered as one of the most important resources for creating competitive advantage.

In digital economy, knowledge plays an important role in the organization and to encourage knowledge sharing among employees. One aspect that should be taken into consideration is personality, which guides how one behaves, argues and thinks about knowledge sharing. The use of effective knowledge can help organizations achieve optimal performance and create successful business strategies in the global world. This can be achieved if employees are able to work together and support each other through knowledge sharing.

Hashim et al. (2017) stated that studying personality and its influence on organizational citizenship behavior will have a positive impact on the company. In relation to knowledge sharing, Anjum et al. (2014) argued that individuals with high levels of organizational citizenship behavior will be more likely to do knowledge sharing. Jo & Joo (2011) emphasized that organizational citizenship behavior plays a strategic role in inspiring employees to share knowledge voluntarily in their organizations because their discretionary behavior contributes to creating a better environment for knowledge sharing in organizations.

In organizations there are two kinds of knowledge according to Nonaka & Takeuchi (1995), Nonaka & Konno (1998), they are explicit and tacit knowledge. Explicit knowledge is data or technical or academic information described in formal languages, such as manuals, mathematical expressions, copyrights and patents. This knowledge of 'know-what' or systematic can be communicated and shared through print media, electronic methods, and other formal means.

Explicit Knowledge is technical and requires a level of knowledge or academic understanding obtained through formal education, or structured studies (Smith, 2001).

Meanwhile, tacit knowledge is technical or cognitive and consisting of mental models, values, beliefs, perceptions, insights and assumptions. The technique of tacit knowledge shows when individuals master a certain part of knowledge or use skills developed in stages (Smith, 2001). Meanwhile, Nonaka & Takeuchi (1995) and Nonaka & Konno (1998) argued that tacit knowledge contains subjective, intuitive and rooted insights from one's behavior and experience, causing them to develop personal characteristics that are not easily formalized, making it difficult to communicate and share with others.

Knowledge sharing is a process in which individuals exchange knowledge through discussion to create new ideas and serves as evaluation materials for employees in the work environment. With knowledge sharing, employees will be able to understand more deeply about what mistakes were made beforehand and then know what must be done to correct the previous mistakes.

Upon knowledge building, companies will gradually be able to have a sustainable competitive advantage by continuing to implement knowledge sharing because it can help employees gain better understanding on their work. To encourage knowledge sharing in organizations, management needs to increase opportunities and chances for employees to propose new ideas and thoughts that they have.

Knowledge management has existed and been implemented in PT Telekomunikasi Selular since 2009. This can be seen from the annual report issued by Telkomsel which shows that Telkomsel has a knowledge management and consulting team under the auspices of the HR management group. In addition, in 2011, as a form of success in transforming knowledge management into daily activities, Telkomsel received the Most Admired Knowledge Enterprise (MAKE) award from Dunamis Consulting.

Many forms of knowledge sharing are implemented in Telkomsel Surabaya, such as discussions, socialization, meetings and briefings. The form of knowledge sharing that is implemented will be adjusted to the current conditions, whether through face-to-face meeting or by utilizing technology and digital media. Technology is not the only factor that determines the success of knowledge sharing between employees. There is one more important thing: personality, which guides how one behaves, argues and thinks about knowledge sharing.

There are 3 dimensions in personality traits that are considered ideal and relevant in relation to knowledge sharing, they are openness to experience, agreeableness and conscientiousness (Cabrera, Collins & Salgado, 2006). Individuals with openness to experience personality are those who are open and highly interested in and attracted by new things (Hashim, Mustapha & Malek, 2017). In addition, according to Cabrera et al. (2006), openness to experience is related to imagination, curiosity, sensitivity to artistic and originality. Individuals with openness will enjoy new things,

including new knowledge, causing them to enjoy the process of knowledge sharing with other individuals.

In contrast to openness to experience, a person with a high level of conscientiousness is disciplined, responsible, trustworthy, organized and never gives up. Individuals of this nature are called neat, timely, careful and reliable people (Singh & Singh, 2009). They also observed that conscientiousness reflects the characteristics of individuals who are reliable, diligent, caring for the organization as well as target-oriented and despite their heavy workloads as per the company's regulations, they still carry out their duties very well. Individuals with this personality may regard knowledge as an important part of their work and think that acquiring and carrying out knowledge sharing with others is important to help organize daily work effectively. Research has shown that individuals with high levels of agreeableness are generally friendly, kind, cooperative, helpful, polite, and flexible (Barrick, Mount & Judge, 2001). Thus, this implies that people with agreeableness appear to be far more human because they can easily relate to and cooperate with others. People of this nature will be cooperative with one another. Individuals with agreeableness are individuals who are cooperative, cheerful, and supportive of others (Cabrera et al., 2006). Since supporting others at the workplace includes knowledge sharing, personalities with high value in agreeableness will be expected to have a high intention to share knowledge.

II. LITERATURE REVIEW

Openness to Experience

Openness to experience is a reflection of someone's curiosity and originality which in turn is a predictor for seeking insight in others (Cabrera et al., 2006). Therefore, it can be anticipated that open individuals will be able to develop more expertise, making it a strong predictor in knowledge sharing

Individuals with high openness are more involved and seek more knowledge, which is also seen from the study of Cabrera et al. (2006) whose research results state that openness to experience is the most prominent variable in their research and has a positive significant influence on knowledge sharing.

However, it is slightly different from Cui's (2017) research, which unexpectedly stated that there is no significant effect of openness to experience on the role of knowledge sharing. Individuals with a high level of openness to experience are more likely to explore something outside the frame. The role of extra knowledge sharing extends beyond the frame, because openness to experience has more influence on the role of extra knowledge sharing rather than in-role knowledge sharing. In this study, openness to experience also showed a large coefficient for the role of extra knowledge sharing.

H1: Openness to experience has a significant effect on knowledge sharing.

Individuals with openness to experience personality are highly interested in and attracted by new things. More specifically, openness to experience is a very open personality that is creative, curious and artistically sensitive. This shows that openness to experience is categorized as an imaginative, cultured, curious, original, broad-minded, intelligent personality who is in need for variation, diversity, aesthetic sensitivity and unconventional values of McCrae & John (1992) and tends to have higher organizational citizenship behavior.

The results of the study by Hashim et al. (2017) state that openness to experience has a significant positive effect on organizational citizenship behavior and thus, along with the higher level of openness to experience, results in higher organizational citizenship behavior. This result is the same as that of Hashim et al. (2017) stating that openness to experience has a positive influence on organizational citizenship behavior and even becomes a crucial personality with strong influence on organizational citizenship behavior.

These results contradict the research of Golafshani & Rahro (2013) and Anjum et al. (2014) whose results stated that openness to experience does not significantly affect organizational citizenship behavior.

H2: Openness to experience has a significant effect on organizational citizenship behavior.

Conscientiousness
A person with a high level of conscientiousness is a person who is disciplined, responsible, trustworthy, organized and resilient. Individuals of this nature are called neat, timely, careful and reliable people (Singh & Singh, 2009). They also observed that conscientiousness reflects the characteristics of individuals who are reliable, diligent, caring for the organization, target-oriented, and despite their heavy workloads as per the company's regulations, they still carry out their duties very well.

The result of a research by Cabrera et al. (2006) revealed that conscientiousness has a significant positive effect on knowledge sharing. This result is similar to that of Matzler et al. (2008) and Wang & Yang (2007). However, different results are found in studies belonging to Teh et al. (2011) whose results state that conscientiousness does not have a significant effect on attitudes to implementing knowledge sharing.

H3: Conscientiousness has a significant effect on knowledge sharing.

Conscientiousness is described as an ambitious, controlling, obedient, organized, disciplined and focused on the organization and achievement. In other words, this dimension is also called dependability, impulse control and willingness to active. In general, an individual with a high conscientiousness score is someone who is hardworking, careful, on time and also diligent.

Conscientiousness has a significant positive effect on organizational citizenship behavior and it is proven that this personality often appears in individuals with high levels of organizational citizenship behavior (Elanain, 2007). Similar to Elanain, the results belonging to Hashim et al. (2017) also explained that conscientiousness has a significant positive effect on organizational citizenship behavior. However, a different result came from Golafshani & Rahro (2013) who found that conscientiousness does not have a significant effect on organizational citizenship behavior.

H4: Conscientiousness has a significant effect on organizational citizenship behavior.

Agreeableness
Individuals with agreeableness personality consider knowledge as an important part of their work and think that acquiring and doing knowledge sharing with others is important to help organize daily work effectively. Individuals with agreeableness are individuals who are cooperative, cheerful, and supportive of others (Cabrera et al., 2006). Because supporting others in the workplace includes knowledge sharing, personalities with a high value in agreeableness will be expected to have a high intention to share knowledge.

There is a significant positive effect of agreeableness on knowledge sharing intention (Cabrera et al., 2006). This result is similar to that of Matzler et al. (2011) which states that agreeableness affects knowledge sharing through affective commitment.

H5: Agreeableness has a significant effect on knowledge sharing.

The result of a study by Hashim et al. (2017) stated that agreeableness has a positive effect on organizational citizenship behavior. This is similar to the research of Kumar et al. (2009) and Singh & Singh (2009). However, a study by Anjum et al. (2014) showed the opposite results stating that agreeableness does not have a significant effect on organizational citizenship behavior. Also similar to these results, the result of a study by Elanain (2007) shows that agreeableness has no significant relationship to organizational citizenship behavior.

H6: Agreeableness has a significant effect on organizational citizenship behavior.

Organizational Citizenship Behavior
In relation to knowledge sharing, Anjum et al. (2014) argued that individuals with high levels of organizational citizenship behavior would be more likely to do knowledge sharing. Jo & Joo (2011) emphasized that organizational citizenship behavior plays a strategic role in inspiring employees to share knowledge voluntarily in their organizations because their discretionary behavior contributes to creating a better environment for knowledge sharing in organizations. In this case, knowledge sharing can be seen as a result of organizational citizenship behavior.

The results of studies by Han, Seo, Yoon & Yoon (2016) state that organizational citizenship behavior is a key variable that predicts the employees' intention of knowledge-sharing. There is also a study conducted by

Islam, Anwar, Khan, Rasli, Ahmad & Ahmed (2012) stating that organizational citizenship behavior is also found to improve knowledge sharing among employees.

In addition to inspiring employees to share knowledge, organizational citizenship behavior also makes employees more committed to work and the company. Employees who have organizational citizenship behavior will be willing to volunteer to work hard beyond what have been assigned to them. Employees who accept the company's goals and principles, are proud of their company, and try to improve performance for the company are those with a high level of organizational commitment (Youssef & Luthans, 2007).

H7: Organizational citizenship behavior has a significant effect on knowledge sharing.

Knowledge Sharing

Knowledge sharing defined by Hooff & Ridder (2004) implies a process when individuals exchange knowledge they have, both tacit and explicit knowledge. This understanding has implications that each knowledge sharing behavior consists of 2 important components, namely bringing, known as knowledge donating and getting, which is also called knowledge collecting (Hooff & Ridder, 2004). Knowledge donating is an act of channeling intellectual capital owned by one person to the others, while knowledge collecting is known as the activity of individuals who carry out consultations with other individuals about intellectual capital they control. Both of these give different effects due to their different natures.

III. METHODOLOGY

Participants

In this study the population is the employees of PT Telekomunikasi Selular Area III Jawa Bali, amounting to 150 employees. The sample chosen was 60% of the population (95 employees). The sampling technique used was the proportionate stratified random sampling technique. The sample consisted of 62 men (68.5%) and 33 women (31.5%). 31 people aged 20-30 years with a frequency of 32%, 32 people aged 31-40 years with a frequency of 34% and 32 people aged 41-50 years with a frequency of 34%.

Measures

Personality dimensions were measured using the items from the Big Five Inventory (BFI) of John and Srivastava (1999). A five-point Likert scale (1 = strongly disagree, 5 = strongly agree) anchored the items. The alphas were 0.87 for openness to experience, 0.83 for conscientiousness and 0.84 for agreeableness.

Organizational Citzenship Behavior was measured using items developed by Podsakoff et al. (2000). The reliability coefficient was 0.92. A sample question included "Obeys company rules and event regulations when no one is watching."

Knowledge Sharing was measured using items belonging to Hoff and Weenen (2004). The reliability coefficient was

0.92. A sample question included "Knowledge sharing with my colleagues within my department is considered a normal thing."

IV. RESULT

Validity Test

Validity test is used to determine whether the indicator is declared valid and can measure the variables studied. The validity test in this study was carried out with the help of smart PLS 3.0 software.

The following is the output of the convergent validity test results on the Openness to Experience variable:

Table I: Outer Loadings of Openness to Experience

No	Indicator	Outer Loadings
1	Ideas (curious)	0.793
2	Fantasy (imaginative)	0.785
3	Aesthetics (artistic)	0.803
4	Actions (wide interests)	0.775
5	Feelings (excitable)	0.799
6	Values (unconventional)	0.706

Based on the table I above, all indicators of openness to experience have values above 0.5. Then it can be said that all indicators are part of the construct of openness to experience.

Table II: Outer Loadings of Conscientiousness

No	Indicator	Outer Loadings
1	Competence (efficient)	0.528
2	Order (organized)	0.768
3	Dutifulness (not careless)	0.838
4	Achievement striving (thorough)	0.744
5	Self-discipline (not lazy)	0.800
6	Deliberation (not impulsive)	0.754

Based on table II above, all conscientiousness indicators have values of above 0.5. Then it can be said that all indicators are part of the conscientiousness construct.

Table III: Outer Loadings of Agreeableness

No	Indicator	Outer Loadings
1	Trust (forgiving)	0.733
2	Straightforwardness (not demanding)	0.778
3	Altruism (warm)	0.788
4	Compliance (not stubborn)	0.773
5	Modesty (not show-off)	0.614
6	Tender-mindedness (sympathetic)	0.771

Based on table III above, all indicators of agreeableness have values of above 0.5. Thus, it can be said that all indicators are part of the agreeableness construct.

Tabel IV: Outer Loadings of Organizational Citizenship Behavior

No	Indicator	Outer Loading
1	Altruism	0.855
2	Courtesy	0.866
3	Sportsmanship	0.917
4	Conscientiousness	0.874
5	Civic Virtue	0.845

Based on table IV above, all indicators of organizational citizenship behavior have values of above 0.5. Thus, it can be said that all indicators are part of the construct of organizational citizenship behavior.

Table V: Outer Loadings of Knowledge Sharing

No	Indicator	Outer Loadings
1	Knowledge Donating	0.961
2	Knowledge Collecting	0.965

Based on table V above, all knowledge sharing indicators have values of above 0.5. Thus, it can be said that all indicators are part of the knowledge sharing construct.

Reliability Test

Besides the construct validity test, construct reliability test was also carried out, measured by two criteria, namely composite reliability and cronbachs alpha from each indicator block that measures the construct. Constructs are considered reliable if the composite reliability value and cronbachs alpha are above 0.70. The following are the results of the composite reliability calculation and cronbachs alpha on each variable:

Table VI: Composite Reliabitiy

Variable	Composite reliability
Openness to Experience	0.902
Conscientiousness	0.880
Agreeableness	0.882
Organizational Citizenship Behavior	0.941
Knowledge Sharing	0.962

Table VII: Cronbachs Alpha

Variable	Cronbachs Alpha
Openness to Experience	0.869
Conscientiousness	0.834
Agreeableness	0.838
Organizational Citizenship Behavior	0.921
Knowledge Sharing	0.921

T Value

This stage aims to determine whether there is a significant influence between variables. More than 1.96 or a P value less than 0.05.
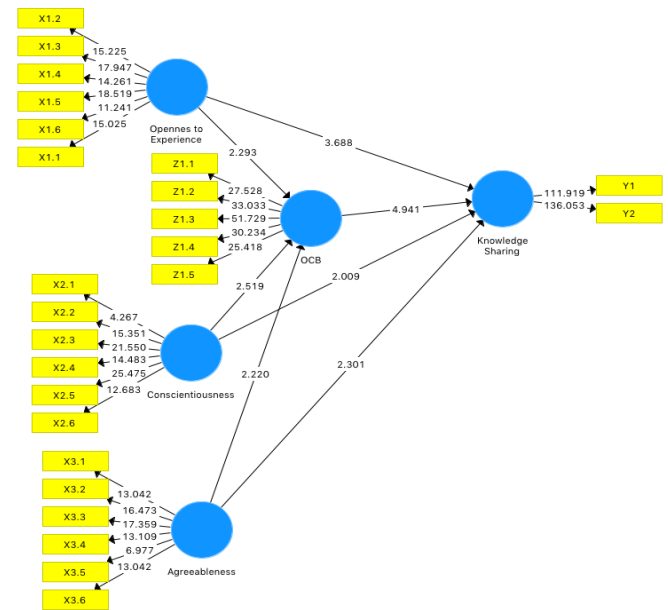

Figure 1: Measurement Model

Whereas below are the values of path coefficients that show relationships between variables.

Table VIII: Path Coefficients

Dirrect Effect	Original Sample (O)	T Statistics (IO/STERRI)	T-table
Openness to Experience → Knowledge Sharing	0,239	3,688	> 1,96
Conscientiousness → Knowledge Sharing	0,190	2,009	> 1,96
Agreeableness → Knowledge Sharing	0,186	2,301	> 1,96
Organizational Citizenship Behavior → Knowledge Sharing	0,409	4,941	> 1,96
Openness to Experience → Organizational Citizenship Behavior	0,282	2,293	> 1,96
Conscientiousness → Organizational Citizenship Behavior	0,325	2,519	> 1,96
Agreeableness → Organizational Citizenship Behavior	0,292	2,220	> 1,96

The influence of Openness to Experience on Knowledge Sharing shows a significant positive effect with a parameter coefficient of 0.239. And if seen from T statistics which has a value of 3.688 greater than T table (1.96).

The influence of Conscientiousness on Knowledge Sharing shows a significant positive effect with a parameter coefficient of 0.190. The T statistics value of 2.009 is greater than T table (1.96).

The influence of Agreeableness on Knowledge Sharing shows a significant positive effect with a parameter coefficient of 0.186. T statistics value of 2.301 is greater than T table (1.96).

The influence of Organizational Citizenship Behavior on Knowledge Sharing shows that there is a significant positive effect with a parameter coefficient of 0.409 which means the higher the Organizational Citizenship Behavior, the higher Knowledge Sharing. The T statistics value is 4.941 which is greater than the T table (1.96) indicating that the Organizational Citizenship Behavior has a significant positive effect on Knowledge Sharing.

Based on the results of the influence test between variables, it shows that the Openness to Experience variable on Organizational Citizenship Behavior gives a significant effect by looking at the value of the parameter coefficient of 0.282. Openness to Experience on Organizational Citizenship Behavior also has a significant effect when viewed from the T statistics value which is greater than T table (1.96) which is 2,293.

The influence of Conscientiousness on Organizational Citizenship Behavior shows a significant positive effect with a parameter coefficient of 0.325. The T statistics value of 2.519 which is greater than the T table (1.96) indicates that Conscientiousness has a significant positive effect on Organizational Citizenship Behavior.

The effect of Agreeableness on Organizational Citizenship Behavior shows a significant positive effect with a parameter coefficient of 0.292 which means higher agreeableness, the higher the knowledge sharing. The T statistics value of 2.220 which is greater than the T table (1.96) indicates that Agreeableness has a significant positive effect on Organizational Citizenship Behavior.

V. DISCUSSION

The results of this study's data analysis show that Openness to Experience has a significant positive effect on Knowledge sharing for employees of PT Telekomunikasi Selular Surabaya with statistical T value of 3.694 and significant value of 0.239. Therefore, proves the first hypothesis, "Openness to experience significantly affects knowledge sharing".

PT Telekomunikasi Selular has a program called Innovation Week. The aim of this program is to encourage employees to realize their ideas. PT Telekomunikasi Selular also established Hub Creation as a space for the employees to innovate, which is equipped with knowledge sources and experts to assist in realizing these ideas. Hub Creation is expected to be an incubator for Telkomsel's business needs

that that keep changing for the sake of innovation. One example is the launching of GraPARI Virtual, which is able to answer questions about Telkomsel products and services from customers, anytime and anywhere. Telkomsel becomes the first cellular operator in Indonesia to implement this virtual service.

The results in this study support those of the research of Cabrera et al. (2006) which suggest that openness to experience is the most prominent variable in their research and has a positive significant influence on knowledge sharing. However, this research contradicts the results of a research conducted by Cui (2017) which state that there is no significant effect of openness to experience on the role of knowledge sharing.

Based on the results of data analysis, it shows that Conscientiousness has a significant positive effect on Knowledge sharing, with statistical T value of 2.020 and significant value of 0.190. This study's results of data analysis show that Conscientiousness has an effect on Knowledge sharing. Therefore, it also proves the second hypothesis, which says "Conscientiousness has a significant effect on knowledge sharing".

To develop the competence of its employees, PT Telekomunikasi Selular Surabaya provides training and education prograns on a regular basis which focus on developing employee competencies. The training and education process undertaken intends to strengthen and develop the competency base of employees, preparing them to be aware and able to respond to various changes related to the development of information technology and telecommunications systems, and increase knowledge sharing activities between employees of PT Telekomunikasi Selular Surabaya.

The results of this study support a research by Cabrera et al. (2006) which revealed that conscientiousness had a significant positive effect on knowledge sharing. This result is also similar to that of the study of Matzler et al. (2008) and Wang & Yang (2007).

On the other hand, the results of this study are contrary to the results of a research by Teh et al. (2011) which suggest that conscientiousness does not have a significant effect on attitudes to implementing knowledge sharing.

Based on the results of data analysis, it shows that Agreeableness has an effect on Knowledge sharing of employees, with Statistical T value of 2.227 and significant value of 0.186. These results prove the third hypothesis in this study: "Agreeableness has a significant effect on knowledge sharing".

The code of ethics applied by PT Telekomunikasi Selular is expected to be a guideline for the employees in behaving and acting well to other employees in bot the same and different divisions. They show a polite attitude towards their fellow employees regardless of the different backgrounds of each employee. These attitudes are impactful, as seen from the fact that when the higher the level of agreeableness, the

higher possibility of knowledge sharing between employees will be. It is because the attitudes create trust between employees, which encourages them to share knowledge, information, and ideas without any prejudice against each other.

The results of this study support those of the study of Matzler et al. (2011) which state that agreeableness affects knowledge sharing.

Based on the results of data analysis, it shows that Organizational Citizenship Behavior has a significant effect on Knowledge sharing, with Statistical T value of 5.240 and significance value of 0.409. These results prove the fourth hypothesis in this study: "Organizational citizenship behavior has a significant effect on knowledge sharing".

Employees who are disciplined, kind to their colleagues and always willing to help their co-workers and caring about the company's interests will continue to encourage knowledge sharing among coworkers to achieve the company's vision, mission and goals.

The results of this study are in accordance with the opinion of Han et al. (2016) that organizational citizenship behavior is a key variable that predicts knowledge sharing. It is also in line with the research of Islam et al. (2012) which states that organizational citizenship behavior is also found to increase the intention for knowledge sharing among employees.

Based on the results of data analysis, it shows that Openness to Experience has a significant positive effect on employee Organizational Citizenship Behavior, with T statistic value of 2.193 and significance value of 0.282. These results prove the third hypothesis in this study, which is "Openness to experience has a significant effect on organizational citizenship behavior"

Having a personality that is open to experience, ideas, ideas, innovations and various other new things is very important for employees of PT Telekomunikasi Selular Surabaya, especially in the era of digital economics. Because a lot of changes occur in a relatively short period of time, these changes require employees to be able to work together with anyone regardless of their background. This open-minded nature will encourage individuals to play their extra role to provide support and help in achieving company targets.

This result is the same as that of proprietary research (Hashim et al., 2017) which states that openness to experience has a positive influence on organizational citizenship behavior and even becomes a crucial personality and has a very strong influence on organizational citizenship behavior.

Research belonging to Elanain (2007) also states that the strongest correlation value for organizational citizenship behavior is openness to experience. Then Kumar et al. (2009) also stated the same results. The results of this study are different from those of a research by Golafshani & Rahro (2013) and Anjum et al. (2014) which state that

openness to experience does not have a significant effect on organizational citizenship behavior.

Based on the results of data analysis, it shows that conscientiousness has a positive and significant effect on organizational citizenship behavior of employees, with statistical T value of 2.335 and significance value of 0.325. These results support the sixth hypothesis in this study which reads "Conscientiousness has a significant effect on organizational citizenship behavior."

Employees with conscientiousness personality are individuals who tend to listen to conscience, be responsible and achievement-oriented. This attitude encourages employees of PT Telekomunikasi Selular Surabaya to tolerate various situations faced by the company. They do not demand beyond the ability of the company and not complain much. On the contrary, they will help companies improve problems, obstacles and issues being faced instead because they believe that facing problems together will lighten company's burden.

The results of this study support the opinion of Elanain (2007) that conscientiousness has a significant positive effect on organizational citizenship behavior. The results of the study from Hashim et al. (2017) also state the same thing. Kumar et al. (2009) also have similar results. A research by Singh and Singh (2009) states that conscientiousness is found to be positively correlated significantly with all five dimensions of organizational citizenship behavior.

The results of this study were found to be different from those of property (Golafshani & Rahro, 2013), suggesting that conscientiousness does not have a significant effect on organizational citizenship behavior.

Based on the results of data analysis, it shows that Agreeableness has a positive and significant effect on organizational citizenship behavior of employees, with statistical T value of 2.238 and significance value of 0.292. These results support the seventh hypothesis in this study which says "Agreeableness has a significant effect on organizational citizenship behavior".

PT Telekomunikasi Selular has a program that aims to train employees to realize digital behavior in carrying out their duties by implementing team-based, agile, intelligent and customer-oriented behavior.

This will not be achieved without the employees' trust toward the company that they are able to survive in facing and resolving all issues. Employees with sympathy towards each other as well as the company will take actions when the company is in difficult situation which requires the employees' understanding. This way, the employees will not demand much from the company, but instead, they will show humility and strengthen the teamwork with their colleagues.

The results of this study are in accordance with the research of Hashim et al. (2017), suggesting that agreeableness has a positive effect on organizational

citizenship behavior. This is also similar to the research belonging to Kumar et al. (2009) and (Singh & Singh, 2009) whose results suggest that agreeableness is significantly and positively correlated with all five dimensions of organizational citizenship behavior.

VI. CONCLUSION

Openness to Experience affects knowledge sharing among the employees of PT Telekomunikasi Selular Surabaya. It is because the employees are fond of new ideas and innovations, which then encourage them to share knowledge with their colleagues, and they believe that knowledge sharing will help them grow better and help the company to survive in business competition.

Conscientiousness has a significant positive effect on knowledge sharing with employees of PT Telekomunikasi Selular Surabaya because they are employees who are disciplined, responsible and focused on achieving company targets. This encourages them to carry out knowledge sharing with other employees voluntarily in order to build good cooperation and to make achieving company targets easier.

Agreeableness has a significant positive effect on knowledge sharing among employees of PT Telekomunikasi Selular Surabaya, as seen from the attitude of employees that are not selfish, aware and caring for colleagues and this also encourages knowledge sharing.

Organizational citizenship behavior has a positive effect on knowledge sharing with employees of PT Telekomunikasi Selular Surabaya because employees who have organizational citizenship behavior will be happy and voluntary to carry out knowledge sharing with their colleagues.

Openness to experience has a significant positive effect on organizational citizenship behavior in employees of PT Telekomunikasi Selular Surabaya. Employees with a high level of openness to experience have a personality that is very open, creative and full of curiosity. This personality is what drives the organizational citizenship behavior of the employees and will improve the quality of the company.

Conscientiousness has a significant positive effect on organizational citizenship behavior in employees of PT Telekomunikasi Selular Surabaya. In this study, conscientiousness personality has the highest value in relation to organizational citizenship behavior. This result was obtained because Telkomsel employees who are regular individuals, hard workers and have a high level of discipline. They always obey the working hours from 8am to 5pm. They also dress in accordance with company regulations: corporate uniform for Mondays and batik for Thursday. In addition, they also focus on achieving the company's goals and targets and they attempt well to achieve them.

Agreeableness has a significant positive effect on organizational citizenship behavior in employees of PT

Telekomunikasi Selular Surabaya. Telkomsel employees are people who are soft-hearted, friendly, humble and kind. They always try to avoid conflicts with co-workers to maintain a positive climate in the work environment.

Limitation of research

The limitation in conducting this study is that the variables studied were only 3 out of the 5 dimensions of personality, namely openness to experience, conscientiousness and agreeableness. It is recommended for the next study to use the complete dimensions of personality to test its effect on organizational citizenship behavior and knowledge sharing.

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