

Mediation of Job Satisfaction on the Effect of The Big Five Personality on Employee Performance

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ABSTRACT

The purpose of this study was to determine the effect of the big five personality on employee performance with job satisfaction belief as a mediating variable. Population and sample are State Civil Apparatus of Department of Manpower and Transmigration Indragiri Hilir Regency totaling 32 people. Data collection techniques using questionnaires. Technical data analysis in this study is Structural Equation Modeling (SEM) using Smart PLS 3.2.9 for data processing. The results of this study are the big five personality affects employee performance positively and significantly. Job satisfaction affects performance positively and significantly. Job satisfaction is proven to be a mediation in the relationship of the big five personality to employee performance.

ARTICLE HISTORY

Received 11 April 2022
Revised 26 April 2022
Accepted 29 April 2022

KEYWORDS

Employee Performance, Job Satisfaction, and The Big Five Personality.

Introduction

At this time Civil Servants or what is now called State Civil Apparatus/ASN (UU RI No. 5 of 2014) will not be able to carry out their duties properly without trust in the community, and vice versa the community also cannot get the best without trust in Civil Servants, which means public trust is used as employee capital in carrying out their duties (Brillantes & Fernandez, 2011:56). Civil servants are obliged to build public trust in public services which is a mandatory activity carried out in line with various demands and expectations of the community regarding improving public services (Bird, 2013: 3).

Public services in Indonesia have become the main focus which causes the loss of public trust in the government system (Mardiyanta, 2013:9; Widyananda et al., 2014:13). The loss of public trust in the government will affect the performance of the State Civil Apparatus in carrying out public services (Rondinelli, 2007:1).

Increased performance of an employee can be seen from the personality factor, because a good personality is one of the determining factors for increasing performance in the organization. Likewise with job satisfaction, because employees with high job satisfaction are able to show optimal performance, so they are able to make a meaningful contribution to the organization. Changes in the organization will be easily accepted by someone who has high job satisfaction both to his profession and to the organization where he works.

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Personality type is one of the literatures that has recently entered public administration which is used to explain differences between individuals that describe the characteristics of each individual (Witteloostuijn et al., 2017:21). With the development of personality types, namely the big five personality. The assessment in the big five personality does not produce a dominant one, but shows how strong each big five personality is in a person (Pratama et al., 2012:60). The Big five personality dimension is one of the factors that can affect performance. In line with research According to research by Widhiastuti (2014: 117), the dimensions of the big five personality will have a significant effect on employee performance.

So what is meant by The Big Five Personality in this study are five personalities that are owned by everyone, which includes Openness in experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism found in the State Civil Apparatus of Department of Manpower and Transmigration Indragiri Hilir Regency Riau.

In practice, many cases occur in an organization that has poor performance and personality in employees, causing the organization to not run properly and improperly. Department of Manpower and Transmigration Indragiri Hilir Regency has 33 employees, Judging from the number of employees who are in Department of Manpower and Transmigration Indragiri Hilir Regency of course, we also see that the most basic performance is the accuracy of attendance at the Department of Manpower and Transmigration, so it can be seen in the following table.

The Big Five Personality and poor job satisfaction causes no positive cooperation between employees, dirty competition between employees, low loyalty to the organization and a non-conducive work environment. The core of the problem lies in the poor personality of the individual at work and coupled with the low job satisfaction of employees in the organization, so that employees do things that are not in accordance with the procedures and rules in the organization where they work. Thus, a solution is needed to be able to influence aspects of the personality of individuals in the organization or commit to the organization.

In this regard, the researchers conducted a study that intends to examine Job Satisfaction and the influence of the big five personality in a study entitled “Mediation of Job Satisfaction on the Effect of The Big Five Personality on Employee Performance”.

Theoretical support

The Big Five Personality

According to Feist in Roby and Iring, personality is a pattern of Traits (character) or a unique character that gives consistency as well as individuality to a person's behavior. Personality contributes to individual differences in behavior and the stability of that behavior in every situation. Each person although similar to the other in some respects, still has a unique personality, because personality is a unique quality of a person which includes attributes such as temperament, physique and intelligence.

Job Satisfaction

job satisfaction shows the general attitude of an individual towards his work. A person with a high satisfaction attitude shows a positive attitude towards work, someone who is dissatisfied with his job shows a negative attitude towards the job. (Robins, 2003)

Performance

According to Winardi (2002), performance is a universal concept which is the operational effectiveness of an organization, part of the organization and its employees based on predetermined standards and criteria, because organizations are basically run by humans, performance is actually human behavior in playing a role. what they do in an organization to meet established standards of behavior in order to produce the desired actions and results.

Employee Performance Quality

According to Sedarmayanti (2009: 252) suggests 7 (seven) definitions of quality, namely conformity with requirements or demands, suitability for use, continuous repair or improvement, free from damage or defects, fulfillment of initial customer needs and at any time, doing things right, and something that can make customers happy. Kumorotomo in Agus Dwiyanto (2006:52) suggests that the indicators to assess organizational performance are efficiency, effectiveness, fairness and capture power.

Performance Measurement

Dharma (2003:355) suggests that almost all performance measurement methods consider the following:

- a) Quantity is the amount completed or achieved.
- b) Quality is the quality that must be completed or achieved.
- c) Punctuality is in accordance with the planned time.

From the opinion above, it can be concluded that there are three ways to determine employee performance so that it can be measured, namely: quantity, quality, and timeliness. In addition, it also requires the ability to do work in accordance with the instructions given and must comply with the provisions set by the employee's company.

Research Framework

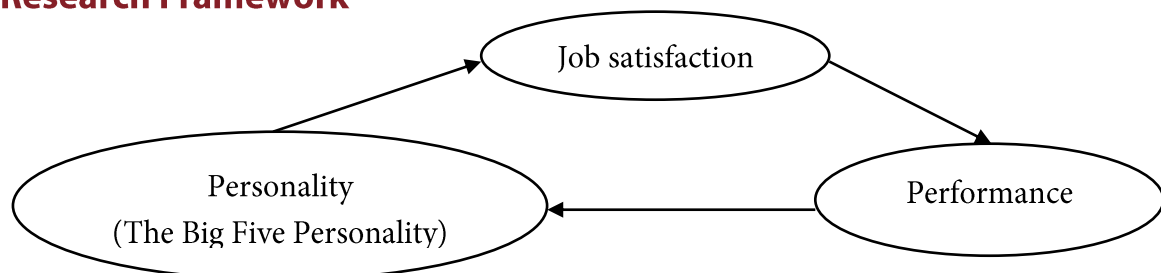


Figure 1. Research Framework.

Research method

Quantitative Method

This research is a quantitative research with a descriptive design. This method tries to connect variables and test the relationship between these variables. Thus, the research will go through a statistical verification process regarding the truth of the relationship or variable and a description process in which the relationship is given an explanation and its significance.

Results

SEM-PLS Analysis

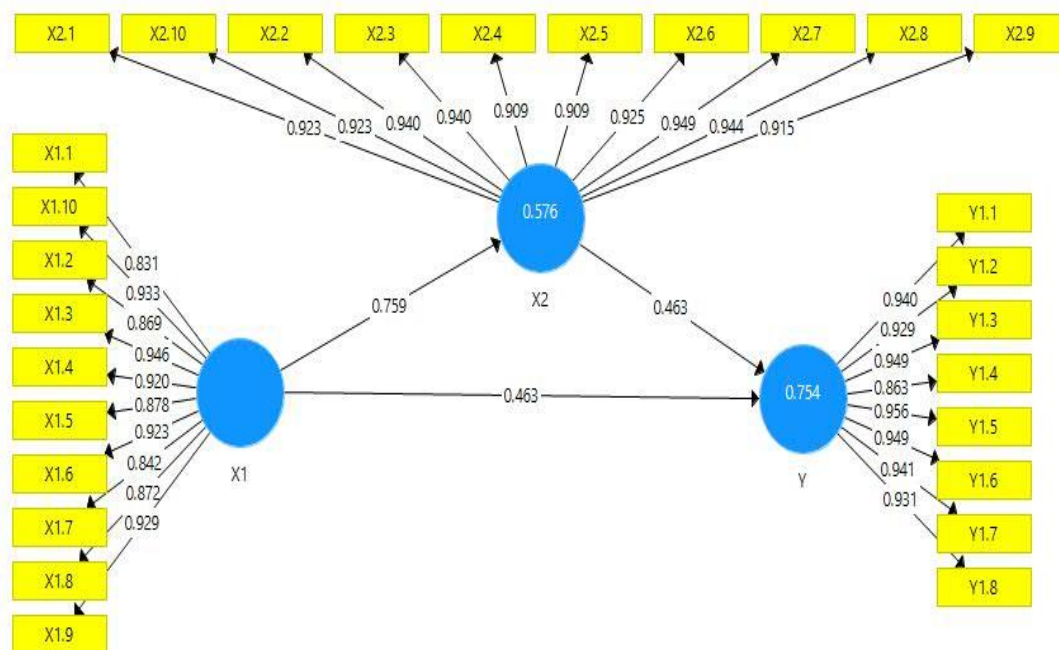


Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Hypothesis	T Statistics (O/STDEV)	P Values	Description
Personality (The big five personality) > Performance	2,757	0,006	Accepted
Personality (The big five personality) > Job satisfaction	11,57	0,000	Accepted
Job satisfaction > Performance	2,944	0,003	Accepted
Personality (The big five personality) > Job satisfaction > Performance	2,797	0,005	Accepted

Notes. Processed Data, 2022

The first hypothesis tests whether the big five personality has a positive and significant effect on satisfaction. From these results, it is stated that the t-statistic is significant, because >1.96 with p-value <0.05 so that the hypothesis is accepted. This proves that personality (The big five personality) has a positive and significant effect on performance.

The second hypothesis examines whether the big five personality has a positive and significant effect on job satisfaction. From these results, it is stated that the t-statistic is not significant,

because it is >1.96 with a p-value <0.05 so that the hypothesis is rejected. This proves that personality (the big five personality) has a positive and significant effect on job satisfaction.

The third hypothesis examines whether job satisfaction has a positive and significant effect on performance. From these results, it is stated that the t-statistic is significant, because > 1.96 with p-value <0.05 so the hypothesis is accepted. This proves that job satisfaction has a positive and significant effect on performance.

The in-place hypothesis tests whether the big five personality has a positive and significant effect on performance through job satisfaction. From these results, it is stated that the t-statistic is not significant, because it is >1.96 with a p-value <0.05 so that the hypothesis is accepted. This proves that the big five personality has a positive and significant effect on performance through job satisfaction.

Test Results Directly and Indirectly

Table 2. Test Results Directly and Indirectly

Exogenous	Endogenous	Path Coefficient
Personality (<i>The big five personality</i>)	Performance	0,463
Job satisfaction	Performance	0,463
Personality (<i>The big five personality</i>) > Job satisfaction	Performance	0,351

Notes. Processed Data, 2022

Based on the table above, it can be seen that the structural model formed is as follows:

$$\text{Equality : } Y = 0,463 X1 + 0,463 X2 + 0,351 M$$

From the equation it can be informed that:

1. The direct effect coefficient of personality (The big five personality) on performance is 0.463, stating that personality (The big five personality) has a positive and significant effect on performance. This means that the better the personality (the big five personality), the better the resulting performance.
2. The direct effect coefficient of job satisfaction on performance is 0.463, stating that job satisfaction has a positive and significant effect on performance. This means that the greater the job satisfaction, the better the resulting performance.
3. The direct effect coefficient of personality (The big five personality) on performance through job satisfaction is 0.351, stating that personality (The big five personality) has a positive and significant effect on performance through job satisfaction. This means that the higher job satisfaction, the influence of personality (The big five personality) on performance will be higher as well.

Dominant Influence

Table 3. Dominant Influence

Exogenous	Endogenous	Path Coefficient
Personality (<i>The big five personality</i>)	Performance	0,463
Job satisfaction	Performance	0,463

Personality (<i>The big five personality</i>) > Job satisfaction	Performance	0,351
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Notes. Processed Data, 2022

The variables that have the largest total coefficient on performance are personality and job satisfaction with a coefficient of 0.463. Thus job satisfaction is the most influential variable or has the most dominant influence on performance.

Discussions

Influence of Personality (The Big Five Personality) on Performance

This study found that personality (the big five personality) has an effect on performance. This shows that the personality possessed by the employees of the Department of Manpower and Transmigration will affect their performance at work. The high average value of the personality (the big five personality) obtained shows that the employees of the Department of Manpower and Transmigration have good personalities so that they have the opportunity to improve their performance in the work environment.

The results of this study also show that the big five personality of the Department of Manpower and Transmigration is good in terms of agreeableness that they have. There are employees who volunteer to provide assistance to other employees so as to provide acceleration in performance. Employees who easily help other employees' tasks make the overall job complete faster. However, in terms of carrying out tasks in accordance with the order of the Manpower and Transmigration Office employees still have problems, employees do not understand the existing operational standards, this can encourage low performance at the Manpower and Transmigration Office.

The existence of the influence of personality (the big five personality) on performance is supported by the results of research Soepono et al., (2015) with the findings of the influence of the big five personality on the performance of nurses and there are findings that the majority of nurses have personality conscientiousness as a dimension of the big five personality that the most dominant which is shown through the attitude of the nurse. Another finding that supports is the research conducted by Widhiastuti, (2014). Overall, the big five personality has a positive and significant effect on creativity and implications for the performance of board members.

The Influence of Personality (The Big Five Personality) on Job Satisfaction

This study found that personality (the big five personality) has an effect on job satisfaction. This shows that the personality possessed by the employees of the Department of Manpower and Transmigration will affect their job satisfaction at work. The high average value of the personality (the big five personality) obtained indicates that the employees of the Department of Manpower and Transmigration have a good personality so that they have the opportunity

to achieve job satisfaction. Respondents tend to give job satisfaction when the respondent has a good personality.

The results of this study also show that the big five personality of the Department of Manpower and Transmigration is good in terms of agreeableness that they have. The existence of employees who volunteer to provide assistance to other employees so as to provide high job satisfaction for both themselves and the leadership. Employees who easily help other employees' tasks make the overall job complete faster. However, in terms of carrying out tasks in accordance with the order of the Manpower and Transmigration Office employees still have problems, employees do not understand the existing operational standards, this can encourage low job satisfaction felt by the leadership at the Manpower and Transmigration Office.

The results of this study are supported by Bui's research (2017) with the finding that the relationship between the big five personality and performance by taking different approaches for age and gender on the grounds that job satisfaction tends to vary between ages and genders. Different results were shown by the Petasis and Economides Research (2020) with the finding that the correlation between k personalities (the big five personalities) and suitability with job satisfaction was not significantly related.

The Effect of Job Satisfaction on Performance

This study found that job satisfaction has an effect on performance. This shows that the job satisfaction of the employees of the Department of Manpower and Transmigration will affect their performance. The high average value of job satisfaction obtained indicates that the employees of the Department of Manpower and Transmigration have high job satisfaction so that they have the opportunity to achieve good performance. Respondents tend to give good performance when respondents have high job satisfaction.

The results of this study also show that the job satisfaction of the employees of the Department of Manpower and Transmigration is good in terms of the work they have. The existence of challenges in the work of the Office has a good impact. Employees are quite happy with the challenges of doing work so as to produce job satisfaction. However, in terms of employee salaries, the Department of Manpower and Transmigration still expects the organization to provide higher salaries, this can lead to low job satisfaction at the Department of Manpower and Transmigration.

The results of this study support and strengthen the theory and several previous research results. The results of this study support the research conducted by Parwanto and Wahyudin (2011) in Indrawati, (2013) and Rosmaini et al., (2019), which examines the influence of job satisfaction factors on employee performance. The study found that job satisfaction factors which include salary, leadership, co-workers' attitudes have a significant influence on employee performance. In this study also obtained the results that the attitude of co-workers is a factor that has a dominant influence on employee performance.

The Influence of Personality (The Big Five Personality) on Performance through Job Satisfaction

This study found that personality (the big five personality) affects performance through job satisfaction. This shows that satisfaction mediates personality (the big five personality) on the performance of the research object. In this study, satisfaction confirms the influence of personality (the big five personality) on performance. The high average value obtained shows that employees who have a good personality and have obtained high job satisfaction will produce high performance compared to only having a good personality.

The results of this study also show that job satisfaction of the employees of the Department of Manpower and Transmigration has provided a mediating effect. The existence of challenges in the work of the Office has a good impact. Employees are quite happy with the challenges of doing work so as to produce job satisfaction and strengthen the influence of personality on their performance. However, in terms of employee salaries, the Department of Manpower and Transmigration still expects the organization to provide higher salaries, this can lead to low job satisfaction and can weaken the influence of personality on performance at the Department of Manpower and Transmigration. The good personality of the employee and mediated by the job satisfaction that the employee gets leads to a prominent performance in terms of efficiency.

The mediating role of job satisfaction in the research of Zhai et al., (2013) shows that there is a mediating role of job satisfaction from the personality variable (the big five personality) on SWB, by directly imposing the role of mediation in this relationship. However, the mediating role between the big five personalities on performance has not been found by researchers as support in this study.

Conclusion

From the results that have been described previously, it can be concluded that the big five personality has an effect on performance. This shows that the personality of the Department of Manpower and Transmigration employees will affect performance. Personality (the big five personality) has an effect on job satisfaction. This shows that the personality possessed by the employees of the Department of Manpower and Transmigration affects job satisfaction. Job satisfaction has an effect on performance. This shows that job satisfaction felt by respondents will affect the resulting performance. Respondents tend to produce good performance after feeling the job satisfaction provided by the organization is good. Personality (the big five personality) affects performance through job satisfaction. This shows that job satisfaction mediates personality (the big five personality) on the performance of the research object.

Acknowledgement

We thank the anonymous reviewers for their valuable support and guidance in improving the quality of the paper. Furthermore, we thank Ririn Handayani and Helwen Heri for his feedback on earlier versions of the

paper. Besides, we also thank Universitas Lancang Kuning, Indonesia, for their assistance and support along the undertaken of this research.

Disclosure statement

No potential conflict of interest was reported by the authors.

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