



The Effect of the Big Five *Personality* and Communication competence on Task Commitment with Intrinsic Motivation as Mediation

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Abstract. The purpose of the study is to find out the influence of *big five personalities* and communication competencies on commitment to tasks with intrinsic motivation as a mediation to officials making procurement of goods and services in Pesisir Selatan Regency. This type of research is quantitative research that is surveyed. The population of this study is the commitment-making official of procurement of goods and services in Pesisir Selatan Regency.”The sample in the study was 152 respondents.” Research instruments are questionnaires distributed to respondents. Data analysis using SEM PLS. The results of this study are big five *personality* and communication competence significantly positively affects intrinsic motivation. The *Big five personalities*, communication competencies intrinsically motivation positively affect commitment to a task. Intrinsic motivation is a mediation between the big five *personalities* and communication competence to a commitment to a task.

Keywords: Big five personality, communication competence, intrinsic motivation · task commitment

1 Introduction

Today’s organizations are changing work patterns and focusing on improving the performance of civil servants, improving productivity and service, as well as improving the quality of resources. When an organization faces an era of instability, uncertainty, complexity, and ambiguity (VUCA), leaders are very worried about the organization they lead. Employees are the organization’s most important asset, so we need employees who are full of initiative and find solutions to any problem. In addition, civil servants need to have good personality and communication skills. Organizations need to manage their human resources effectively and efficiently, and tend to have task commitments and sustainable organizational performance.

In the procurement of goods and services, the rules and procurement mechanisms are very clear through regulations that have been set by the government through the Government Procurement Policy Institute, but the issue of procurement of goods and

services has not been able to answer the expectations of the community, namely quality goods that raise various questions in the community. So many problems that occur in the procurement of goods and services encountered, both in terms of the planning process, the selection of providers and in the implementation process will cause various problems. This can not be separated from the Responsibility of a Commitment Making Officer (PPK) in the procurement of goods and services in every government agency.

Based on Presidential Regulation No. 16 Tahun 2018 on Procurement of Government Goods and Services that the Commitment Making Officer is fully responsible for a job starting from the planning stage to the handover stage of the work. However, many of the number of procurement activities of goods and services including: 1) have not been able to fully understand the purpose of goods and services that are the responsibility of their work. 2) procure goods and services regardless of quality aspects in the procurement of government goods and services. 3) Lack of thoroughness and seriousness of PPK in carrying out its duties so that the results of the work are not in accordance with the provisions that have been set. Whereas a PPK in controlling the procurement activities of these goods and services must have a high commitment to his duties. Task commitment is the energy that encourages individuals to work creatively by using their abilities according to established standards [1]. Many factors that influence commitment to a task include the *Big Five Personality* factor, communication competence and intrinsic motivation. Study of the *Big Five Personality* dimension revealed that, friendliness can positively affect employees' social identity with their work environment [2]. One of the dimensions of personality is *conscientiousness*, *conscientiousness* shows a positive relationship with commitment to tasks [3]. Employees who are oriented *conscientiousness* in line with indicators of task commitment such as hard work, perseverance, and goal achievement orientation [1]. Furthermore, the factor that affects the commitment of PPK duties to procure goods and services is communication competence. Communication can unite every interest of the part or unit with the sub-unit of the organization [4]. Communication competencies such as openness, empathy, supportive attitude, positive attitude, and equality must be fulfilled by someone [5]. Good communication competencies will make employees feel involved in the organization, a sense of family, always want to help colleagues and always work hard in achieving common goals [6].

Intrinsic motivation acts as a mediator that is related to a person's ability to act in his environment. Intrinsic motivation refers to people's spontaneous tendency to be curious and interested, to seek challenges and to train and develop their skills and knowledge, even in the absence of operationally inseparable rewards [7]. The essential motivation is positively related to the commitment to the task. Enhanced intrinsic motivation refers to the urge to engage in an activity for itself to obtain the joy and satisfaction inherent in the activity [8]. [8] reveal that intrinsic motivation has a positive relationship with one's work commitments. The concept of commitment is in line with the concept of task commitment. Task commitment is perseverance, endurance, hard work, practice, and belief in a person's ability to engage in important work [1].

The novelty of the study is looking at the influence of intrinsic motivation as mediation between *big five personalities* and communication competence to task commitment. Because this conceptual framework is still very limited, then this research is

very useful as an addition to literature and fills the *research gap*. The purpose of this study is to find out the impact of the big five *personality* and communication competencies towards task commitment with intrinsic motivation as a mediation on the procurement commitment making officer of goods and services.

2 Development of Hypotheses

Personality traits include openness to experience, awareness, extraversion, emotional stability and friendliness [9]. *Hospitality* can positively affect employees' social identity with their work environment [2]. One of the dimensions of personality, *conscientiousness*, shows a positive relationship with task commitment [3]. The traits of *conscientiousness* are in line with indicators of task commitment such as hard work, perseverance, and goal achievement orientation [1]. Awareness explains a large number of variants in goal *commitment*, regardless of individual perception [10]. Based on this description, the hypothesis of this study is.

H1: Big Five Personality positively and significantly affects Commitment to Task

Communication is “the process by which information is exchanged and understood by two or more people, usually with a view to motivating or influencing behavior” [5]. Communication should be emphasized as a means of helping employees understand the reasons behind organizational change and the implications of such changes, so that confusion and misunderstanding can be avoided [11]. Communication skills are divided into openness, empathy, supportive attitudes, positive attitudes, and equality [5]. When all aspects of communication are fulfilled in communicating with others, it creates relationships that are based on trust with full familiarity. This kind of perception is a form of employee commitment to always try hard to achieve goals. This is in line with factors that influence commitment to tasks such as the creation of high work goals [1]. The hypotheses of this study are:

H2: Communication Competence affects the Commitment to Tasks in a positive and significant affects

Some motivational theories are particularly relevant in explaining the underlying mechanisms by which personality traits are presented. Consistent with the theory of expectations that place valence, expectation, and intercession as key components of intrinsic motivation [12]. The results of research suggest that *openness and awareness and thoroughness* significantly affect intrinsic motivation [13]. Furthermore, the results revealed that openness of openness significantly positively affects intrinsic motivation [13]. This is because people who embrace new experiences tend to control their thoughts, feelings, and actions based on their essential motivations [14]. Researchers hypothesize that:

H3: Big Five Personality has a significant positive effect on Intrinsic Motivation

Employees who are competent in communication have a positive effect on motivation, especially intrinsic motivation such as involvement in high goal setting, interest, curiosity, and pleasure. Effective communication also helps in building successful work-based teams. Without proper communication and team motivation, the project has a great

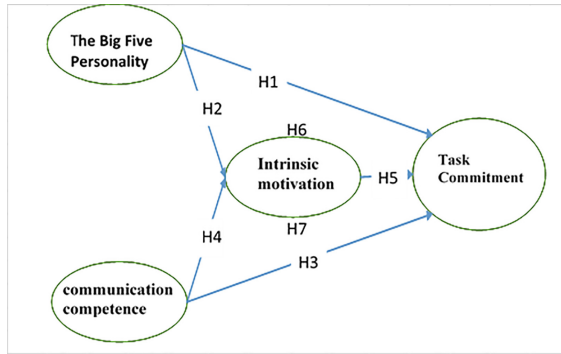


Fig. 1. Conceptual Framework

opportunity to become a problematic project [15]. Furthermore, research conducted by [16] revealed that positive feedback as an indicator of communication competence exerts an influence on intrinsic motivation to work. The author hypothesizes that:

H4: There is a positive and significant influence on communication competence on intrinsic motivation

Intrinsic motivation energizes a wide variety of behaviors, influences, emotions, and attitudes, as intrinsic motivation is linked to positive influences, emotions, and attitudes, also protecting employees from stressors and negative emotions. Intrinsic motivation has a positive association with employee optimism, job satisfaction, and affective commitment [8]. Intrinsic motivation has a positive association with affective commitment. The concept of affective commitment is in line with the concept of task commitment. Commitment is perseverance, endurance, hard work, practice, and belief in one's ability to engage in important work [1]. Based on this description, the author hypothesizes that:

H5: Intrinsic Motivation has a positive and significant effect on Task Commitment

Essential motivation acts as an intermediary associated with the perception that people can act in their environment. High motivation increases involvement in creativity-related activities, which enhances self-assessment creativity [14]. This creative process itself is assumed to be one of the characteristics of a person committed to his or her task [1] (Fig. 1)

H6: Intrinsic motivation as a mediator

3 Method

This type of research is quantitative research which is research using survey *methods*. Population of this study is the entire Commitment Maker Officer of Kabupaten Pesisir Selatan as many as 245 people. Based on the Slovin formula, the sample that has been obtained as many as 152 people is propagated in each work unit. The sampling technique used in this study is *the purposive sampling* technique (Fig. 1). Task commitment

indicators used in the study are (1) *Goal Setting*, (2) *Focused Attention*, and (3) *Confidence* [17]. Indicators of intrinsic motivation used in this study are (1) Happy to find solutions, (2) Happy to create new procedures, and (3) enjoy improving the process [18]. The personality indicators used in the study are (1) *extraversion*, (2) *openness*, (3) *emotional stability*, (4) *agreeableness*, and (5) *conscientiousness* [19]. Indicators of communication competence used in this study are (1) *communication decoding competence* and (2) *Communication encoding competence* [20]. The variables in the study were measured using a scale of likers 1–5 with a weighting range of Strongly Agree (5) Agree (4) Neutral (3) Disagree (2) Strongly Disagree (1).

4 Result

Characteristics of respondents that can be distinguished over gender, age, last level of education and group as in Table 1.

Based on the output of the outer model analysis, all statement items of each variable have a loading factor value of more than 0.5. The results of the AVE value analysis showed that all constructs had AVE ranging from 0.513 to 0.806. It is stated that the measurement model shows valid convergent validity. Cronbach's alpha value is above 0.7, the result of which can be stated that all the variables used in the study are expressed reliable. CR values already between 0.6 and 0.7 are considered acceptable and declared reliable (Table 2).

Table 1. Characteristics of Respondents

No.	Characteristics of Respondents	Frequency	Percentage
		(people)	(%)
1	Gender	Man	43
		Woman	57
		Sum	100
2	Age	≤ 25 years	1
		26–30 years	22
		31–35 years	26
		36–40 years	22
		≥ 40 years	28
	Sum	100	
3	Education	SMA/SLTA	1
		D3	15
		D4/S1	82
		S2	2
		Sum	100

Table 2. AVE, Cronbach Alpha's, and Composite Reliability

Statement Item	AVE	Cronbach Alpha's	Composite Reliability
Task Commitment	0,806	0,879	0,926
Communication Competence	0,513	0,902	0,919
Intrinsic Motivation	0,528	0,742	0,824
The Big Five Personality	0,788	0,931	0,949

To assess the research model, bootstrap techniques were applied and 5000 samples were randomly taken with replacement at a 95% confidence level used [21].

The result of the first hypothesis test is marked positive, $\beta = 0.004$ ($p < 0.05$), t statistic = 2.895. The result of the second hypothesis test is marked positive, $\beta = 0.002$ ($p < 0.05$), t statistic = 3.159. The result of the third hypothesis test is marked positive, $\beta = 0.000$ ($p < 0.05$), t statistic = 5,660. The result of the fourth hypothesis test is marked as positive, $\beta = 0.000$ ($p < 0.05$), t statistic = 4.897. The result of the fifth hypothesis test is marked positive, $\beta = 0.000$ ($p < 0.05$), t statistic = 8.035. The result of the sixth hypothesis test is marked as positive, $\beta = 0.000$, ($p < 0.05$), t statistic = 4.001. The

Table 3. Hypothesis Test

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Big Five Personality - > Commitment to Tasks	0,180	0,181	0,062	2,895	0,004
Communication Competencies - > Commitment to Tasks	0,239	0,243	0,076	3,159	0,002
The Big Five Personality - > Motivasi_Intrinsik	0,445	0,436	0,079	5,660	0,000
Communication Competence - > Motivasi_Intrinsik	0,408	0,416	0,083	4,897	0,000
Intrinsic Motivation - > Commitment to a Task	0,549	0,544	0,068	8,035	0,000
Big Five Personality - > Intrinsic Motivation Commitment to Task	0,244	0,239	0,061	4,001	0,000
Communication Competencies - > Intinsic Motivation Commitment to Tasks	0,224	0,224	0,042	5,327	0,000

result of the 7th hypothesis test is marked as positive, $\beta = 0.000$, ($p < 0.05$), t statistic = 5.327. So based on the above results it was concluded that H1, H2, H3, H4, H5, H6, and H7 were accepted (Table 3).

5 Discussion

1. *The Big Five* Personality's Relationship with a Commitment to Task

Personality traits include openness to experience, conscientiousness, extraversion, emotional stability and sociability [9]. Friendliness can positively affect employees' social identity with their work environment [2]. Therefore, this will encourage their sense of belonging and identification with the values and goals of the organization. One of the personality dimensions, namely conscientiousness, shows a positive relationship with task commitment [3]. When there is an increase in conscientiousness such as aspects such as competence, order, obedience, wanting to achieve, self-discipline, it will increase employee commitment to the task by working oriented towards hard work to achieve goals and achievements and with full perseverance to achieve them. It is assumed that the conscientiousness traits are in line with task commitment indicators such as hard work, persistence, and goal achievement orientation [1]. Research conducted by [10] shows that awareness explains a large number of variances in goal commitment, regardless of individual perceptions. That is, employees who score high on conscientiousness are more likely to be committed to the set goals, regardless of how they perceive the quality of the content, process, and regulatory-related aspects of the goal-setting program.

2. Communication Competence Relationship and Commitment to Tasks

Communication should be emphasized as a means of helping employees understand the reasons behind organizational change and the implications of such changes, so that confusion and misunderstanding can be avoided [11]. Communication can unite every part or unit interest with a sub-unit of the organization, when a person in contact with others must have competence or skills in communication or in other words have the ability to communicate effectively [4]. Communication skills are divided into openness, empathy, supportive attitudes, positive attitudes, and equality [5]. When all aspects of communication are fulfilled in communicating with others, it creates relationships that are based on trust with full familiarity. When trust and openness have been created in a person's interpersonal communication, it creates emotional attachment. This is in line with factors that affect commitment to tasks such as the creation of high work goals [1].

3. The effect of *The Big Five Personality* and Intrinsic Motivation

The personality dimension consists of friendliness, awareness, extraversion, neuroticism, and openness. Some motivational theories are particularly relevant in explaining the underlying mechanisms by which personality traits are presented [4]. One of the key aspects of *conscientiousness* is the orientation of achievement, which motivates employees to improve their work performance through learning. Consistent with the theory of expectations that place valence, expectation, and intercession as key components of intrinsic motivation [12]. Openness significantly positively affects intrinsic motivation

[13]. This is because *people who are open to new experiences* tend to have a mastery orientation of thoughts, feelings, and behaviors for intrinsic motivation [14].

4. The effect Of Communication Competence and Intrinsic Motivation

Through good communication with superiors, employees tend to feel motivated to put extra effort into learning to get valuable benefits such as improved performance and recognition, because employees generally report directly to their superiors, this creates the perfect opportunity for superiors to support employee learning and sharpen their ability to implement new learning in the workplace. Without proper communication and team motivation, a project is likely to be a problematic project [15]. Communication between team members and customers is essential to the success of the project in time, cost, and scope. Team members must communicate with each other continuously. The better the communication between team members, the greater the chances of success of the goals that have been set.

5. The effect of Intrinsic Motivation with Task Commitment

Intrinsic motivation has a positive association with employee optimism, job satisfaction, and affective commitment [8]. Research conducted by [22] revealed that to optimize the effectiveness of task commitments to professional accountants as targets, supervisors and managers as agents use tactics that are appropriate for task objectives, that are appropriate for the relationship between agent and target and which they believe will specifically focus on the intrinsic values and beliefs of the target and will motivate them. According to [7] based on *Self-determination theory*, intrinsic motivation is often judged behaviorally in relation to freely pursued activities, a person's involvement with activities, as well as certain affective circumstances such as high goal setting, interest, curiosity, and pleasure. Thus, the affective state is assumed or in line with the dimension of commitment to the task carried out for the determination of organizational goals.

6. Intrinsic Motivation as Mediation

Essential motivation promotes creativity by increasing positive impact, cognitive flexibility, risk-taking, and sustainability. Research conducted by [14] We have shown that high motivation increases involvement in creativity-related activities, which in turn enhances the creativity of self-evaluation. These results not only elucidate the underlying mechanisms of the relationship between openness and creativity, but also emphasize the essential motivation in the relationship and the importance of participating in the creative process. This creative process itself is assumed to be one of the characteristics of a person who is committed to his task (Renzulli, 2010).

6 Conclusions

Based on the results of the study it can be concluded that:

1. Big Five Personality has a positive and significant effect on commitment to the duties of the Commitment Making Officer for the procurement of goods and services in Pesisir Selatan Regency.

2. Communication competence has a positive and significant effect on commitment to the duties of the Commitment Making Officer for the procurement of goods and services in Pesisir Selatan Regency.
3. Big Five Personality has a positive and significant effect on the intrinsic motivation of the Commitment Making Officer for the procurement of goods and services in Pesisir Selatan Regency.
4. Communication competence has a positive and significant effect on the intrinsic motivation of employees of the Commitment Making Officer for the procurement of goods and services in Pesisir Selatan Regency
5. Intrinsic motivation has a positive and significant effect on commitment to the duties of the Commitment Making Officer for the procurement of goods and services in Pesisir Selatan Regency.
6. Intrinsic motivation as a mediator on the influence of the big five personality with a commitment to the duties of the Commitment Making Officer for the procurement of goods and services in Pesisir Selatan Regency. This means that an increase in the big five personality can lead to intrinsic motivation and can further increase the Commitment Making Officer for the procurement of goods and services for Pesisir Selatan Regency.
7. Intrinsic motivation can be used as a mediator on the influence of communication competence with commitment to the duties of the Commitment Making Officer for the procurement of goods and services in Pesisir Selatan Regency. This shows that the stronger the communication skills, the more essential employee motivation and ultimately the commitment to the task.

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