



Linking Personality Traits with Performance: The Mediating Role of Organizational Commitment

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Abstract. This study investigates the mediating function of organizational commitment (Org_COMM) in the association between personality traits (Pers_TRA) and employee performance (Emp_PERF) in the realm of higher education. A survey was executed at a Faculty of Medicine utilizing a Likert-scale questionnaire to assess Pers_TRA, Org_COMM, and employee performance. Data were examined through path analysis to evaluate direct and indirect linkages. The findings demonstrate a substantial positive correlation between Pers_TRA and Org_COMM, so corroborating Hypothesis 1. The direct correlation between Pers_TRA and Emp_PERF was not significant, resulting in the rejection of Hypothesis 2. The Sobel test validated that Org_COMM mediates the association between Pers_TRA and Emp_PERF, hence corroborating Hypothesis 3. These findings indicate that although Pers_TRA do not directly affect Emp_PERF, they exert a substantial indirect influence via Org_COMM. The study emphasizes the significance of organizational communication (Org_COMM) as a conduit connecting personality traits (Pers_TRA) to employee performance (Emp_PERF), providing pragmatic insights for human resource management strategies aimed at augmenting Org_COMM to enhance Emp_PERF.

Keywords: Organizational Commitment, Personality Traits, Employee Performance.

1 Introduction

In the subject of human resource management, research and attention are now centered on Emp_PERF in higher education. New research has shed important light on the variables influencing Emp_PERF in the setting of higher education. For instance, [1] study highlights the value of doing research on the effectiveness of the faculty of medicine's educational staff. The goal of figuring out what influences teaching Emp_PERF in postsecondary education is to raise the standard of instruction [2, 3]. With recent studies delving further into the elements influencing Emp_PERF, the body of research on Emp_PERF at universities is still growing [4].

Similar to this, at the faculty level in a university, particularly in the Faculty of Medicine, which has long been a favorite faculty in Indonesia and is distinguished by high interest for new students in comparison to other faculties, the Medical Study Program quota is always filled each year. The phenomena demonstrate the availability of sufficient resources, including skilled labor and medical equipment. A number of

researches have linked Pers_TRA factors to Emp_PERF in relation to this phenomenon [5]. The Big Five hypothesis, it has been demonstrated that these attributes directly affect an Emp_PERF [6]. The investigation of the impact of Pers_TRA on Emp_PERF in higher education has gained prominence in the field of human resource management. Research pertaining to Pers_TRA indicates a noteworthy correlation between an individual's personality and their level of Emp_PERF. Employees' capacity to finish tasks, adjust to change, and collaborate with coworkers is influenced by Pers_TRA [7].

There is still a lack of knowledge regarding Org_COMM mediating function in the relationship between Pers_TRA and Emp_PERF, particularly in higher education settings, despite a wealth of study on the subject. Numerous research works have concentrated on how Pers_TRA directly affect Emp_PERF, ignoring the indirect ways in which these traits affect the results of Emp_PERF. Although it has been suggested that Org_COMM is a crucial mediator, little is known about how it functions in university settings. In order to close this gap, the current study investigates the mediating role of Org_COMM on the association between Emp_PERF and Pers_TRA using cutting edge quantitative approaches. The purpose of this study is to examine how Pers_TRA affect Emp_PERF as mediated by Org_COMM.

2 Literature Review

2.1 Pers_TRA and Org_COMM

Organizational behavior research has focused a lot of attention on the connection between Pers_TRA and Org_COMM. It has been demonstrated that the Big Five Pers_TRA have an impact on workers' loyalty to their employers. Certain characteristics, including conscientiousness, appear to be good indicators of Org_COMM, according to research. Research by [8] shown that conscientious people are more likely to exhibit higher levels of Org_COMM because of their dependability and strong work ethic. Another important component has been found to be agreeableness. Studies conducted by [9] have shown that agreeable people prefer to form wholesome relationships, which strengthens their Org_COMM and related behaviors.

2.2 Pers_TRA and Emp_PERF

It is often known that conscientiousness is a reliable indicator of Emp_PERF. High conscientiousness people typically display self-control, reliability, and diligence—all traits that are strongly associated with improved Emp_PERF. According to [10], agreeableness also plays a part in jobs involving interpersonal interactions, where conscientiousness has a beneficial impact on Emp_PERF. This was further corroborated by [11], who demonstrated a robust correlation between conscientiousness and career success in a variety of industries. Emp_PERF is also positively impacted by agreeableness, which is characterized by qualities like cooperativeness and trustworthiness. According to [12], agreeableness has a major

impact on both job satisfaction and Emp_PERF, and agreeable workers are more likely to work well in teams. Furthermore, agreeable people are frequently more approachable, which improves team dynamics and general productivity [13].

2.3 Org_COMM and Emp_PERF

The emotional tie that employees have to the company, known as affective commitment, is very closely associated with Emp_PERF. According to [14], workers who exhibit high emotional commitment are more inclined to take part in activities that improve Emp_PERF because they feel like they belong and have a responsibility to the company. This description leads to the formulation of the following hypothesis:

H1: Pers_TRA affect Org_COMM

H2: Pers_TRA affect Emp_PERF

H3: Pers_TRA affect Emp_PERF through Org_COMM

3 Research Method

In order to investigate Org_COMM's mediating function in the relationship between Pers_TRA and Emp_PERF, this study uses a survey research approach. The survey approach was selected to collect numerical information from a precisely defined population, enabling an in-depth examination of the connections among the research variables. The Faculty of Medicine is where the research was carried out. Because of its established organizational structure and the great demand for healthcare education, this location was chosen as the perfect place to investigate the relationships between Pers_TRA, Org_COMM, and Emp_PERF. A structured questionnaire using a Likert scale with scores ranging from 1 (strongly disagree) to 5 (strongly agree) was used to gather primary data. The three main variables that the questionnaire was intended to measure were Pers_TRA, Org_COMM, and Emp_PERF. Path Analysis was used to examine the data and evaluate the connections between Org_COMM, Emp_PERF, and Pers_TRA. Org_COMM's mediating role in the link between Pers_TRA and Emp_PERF can be investigated with this statistical technique since it permits the evaluation of both direct and indirect effects. To guarantee the accuracy of the mediation effect and the robustness of the findings, the study was carried out using specialized statistical software.

4 Result and Discussion

4.1 Results for Research Instruments

To ascertain if the measuring items for each variable accurately reflect the constructs they are meant to assess, a validity test was carried out. For validity, a factor loading of 0.5 or greater is usually regarded as appropriate. Pers_TRA, all dimensions have factor loadings over the 0.5 criterion, according to the findings of the validity test for the Personality Traits variable. According to Org_COMM, the Organizational Commitment variable's validity test, two of the three dimensions are valid. According

to Emp_PERF, the employee performance variable's validity test, two of the four dimensions satisfy the requirements for validity.

4.2 Results of the Hypothesis Test

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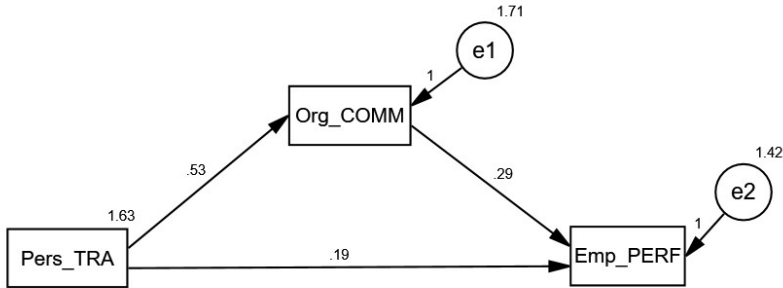


Fig. 1. Path outcomes

Table 1. Hypothesis Examination

Path	Evaluate	p-value	Decision
Pers_TRA → Org_COMM	0.534	0.000	H1 Support
Pers_TRA → Emp_PERF	0.188	0.150	H2 Not Support
	Sobel Assessment	p-value	
Pers_TRA → Org_COMM → Emp_PERF	2.190	0.014	H3 Support

The research indicates that Pers_TRA considerably affects Org_COMM, with a path coefficient of 0.534 (53.4%). This signifies a robust positive correlation between Pers_TRA and Org_COMM. The p-value is 0.000, indicating that the link is statistically significant at the 1% level, hence corroborating Hypothesis 1. Employees possessing advantageous personality traits, such as conscientiousness and agreeableness, are more like to demonstrate elevated levels of organizational commitment. The direct influence of Pers_TRA on Emp_PERF is determined to be weak, with a path coefficient of 0.188 (18.8%) and a p-value of 0.150. The p-value surpasses the 0.05 level, indicating that this link is not statistically significant, resulting in the rejection of Hypothesis 2. This indicates that although Pers_TRA may hold significance, they do not immediately correlate with improved Emp_PERF. The mediating function of Org_COMM in the link between Pers_TRA and Emp_PERF was evaluated utilizing the Sobel test. The Sobel test statistic is 2.190, accompanied

by a p-value of 0.014, signifying that Org_COMM significantly mediates this association. This corroborates Hypothesis 3 and indicates that Pers_TRA indirectly affects Emp_PERF via their impact on Org_COMM. Employees exhibiting good Pers_TRA are generally more dedicated to their organization, hence improving their Emp_PERF.

4.3 Discussion

The results offer significant insights into the intricate interaction among Pers_TRA, Org_COMM, and Emp_PERF within higher education. The substantial beneficial impact of Pers_TRA on Org_COMM corresponds with previous studies, which have consistently demonstrated that qualities like conscientiousness and agreeableness are closely associated with elevated levels of Org_COMM. Employees exhibiting greater reliability, cooperation, and emotional stability are more inclined to cultivate an emotional attachment to their firm, hence enhancing their Org_COMM levels.

5 Conclusion

This study examines the mediating function of Org_COMM in the association between Pers_TRA and Emp_PERF, particularly within the realm of higher education. The data indicate that Pers_TRA strongly affects Org_COMM, confirming that employees with favorable Traits Pers_TRA are more likely to exhibit commitment to their employer. Nonetheless, Pers_TRA alone does not exert a direct, substantial influence on Emp_PERF, indicating that other factors may temper this link. The research further confirms the essential function of Org_COMM as a mediator. The findings indicate that organizational commitment substantially affects employee performance, suggesting that a strong emotional bond with the organization enhances employee effectiveness. This indicates that Pers_TRA affects Emp_PERF indirectly via Org_COMM.

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