

## **The Influence of Personality and Work Motivation on Employee Performance Through the Mediating Role of Organizational Commitment (A Study at the Environmental Agency of Semarang City)**

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### **Abstract**

This research is motivated by the achievement of the performance of the Semarang City Environment Agency (DLH) in the 2021–2023 period, which has not met the targets in various main indicators, allegedly due to human resource factors such as personality, work motivation, and organizational commitment. This research aims to analyze the influence of personality and work motivation on employee performance, both directly and indirectly through the mediating role of organizational commitment. The population used in this study consists of all Civil Servants (PNS) who work at the Semarang City Environment Agency with criteria including permanent employees and a minimum working period of three years. The total population is 80 people, and the sampling technique used is the census method or saturated sample, resulting in 80 respondents. The data source used was primary data, collected through a questionnaire. The data analysis technique employed was path analysis using the SPSS version 25 program. The results of the study show that personality variables have a positive and significant effect on organizational commitment, and work motivation has a positive and significant effect on organizational commitment. Personality has a positive and significant effect on employee performance, work motivation has a positive and significant effect on employee performance, and organizational commitment has a positive and significant effect on employee performance. The results of the mediation test showed that organizational commitment can mediate the influence of personality and work motivation on employee performance.

**Keywords:** Personality, Work Motivation, Organizational Commitment, and Employee Performance.

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### **INTRODUCTION**

Human Resources (HR) are a crucial asset for the success of organizations, including the Environmental Agency (DLH). The effectiveness of individual performance greatly determines the achievement of organizational goals. For this reason, all members need to manage resources efficiently and productively. Quality human resources not only encourage effectiveness and efficiency but also become the key to achieving optimal performance. However, maintaining consistent performance remains a challenge, so continuous evaluation and development of human resources need to be carried out to ensure that each individual's contribution aligns with the organization's vision and mission (Irmawati & Andriani, 2023). Performance is the level of achievement of a person in completing tasks according to his or her responsibilities and is measured based on organizational standards (Robbins & Judge, 2019). Performance includes the results of work in terms of quality and quantity (Mangkunegara, 2005), while Armstrong & Baron (2005) define it as the results of individuals or groups that are relevant to the organization's goals. Dessler (2013) refers to performance as the achievement of tasks according to predetermined goals, while Bernardin & Russell (2013) emphasize that performance involves activities that can be observed and are relevant to organizational goals. Robbins & Judge (2019) also highlight that performance is influenced by a variety of factors, both individual (such as personality, motivation, values), group (structure and roles), and organizational (culture and structure), which overall determine the effectiveness of work in the long run.

One of the individual factors that affect performance is personality, which is the consistent pattern of traits, emotions, and behaviors of a person in responding to the surrounding environment (Robbins & Judge, 2019). Employee personality plays a role in shaping work attitudes, decision-making, and relationships between colleagues, where a positive personality can create a conducive, harmonious, and supportive work environment (Hasibuan, 2019). In addition, motivation is also an important factor in encouraging performance. Work motivation is an internal drive that moves a person to achieve certain goals, as well as being related to needs, rewards, and responsibilities in work, which ultimately impacts increasing productivity and achieving organizational targets (Herzberg, 1968; Rivai, 2016).

Research by Noach et al. (2022); Gulo et al. (2023); Irmawati & Andriani (2023); Widiani et al. (2023); and Ragil & Rijanti (2024) shows that personality affects employee performance. This indicates that individuals with good personalities, such as a proactive attitude, high responsibility, and strong adaptability, tend to improve the quality of performance in organizations. In contrast, the research of Fakhruddin et al. (2020) and Prabowo & Yulianti (2022) stated that personality has no effect on employee performance. Research by Akla & Indradewa (2022); Rachman (2022); Arifah et al. (2023); Widiani et al. (2023); and Rabbad et al. (2024) shows that work motivation affects employee performance, so highly motivated individuals tend to be more productive and committed to carrying out tasks and achieving organizational goals. However, Yuriani et al. (2023) and Baluti et al. (2024) found that work motivation has no effect on employee performance. Research by Fakhruddin et al. (2020); Akla & Indradewa (2022); Rachman (2022); Arifah et al. (2023); Irmawati & Andriani (2023); and Widiani et al. (2023) shows that organizational commitment influences employee performance. This indicates that the higher the level of employee commitment to the organization, the better the performance they can achieve. However, Arafat et al. (2023) and Sari & Indrawan (2023) found that organizational commitment has no effect on employee performance.

The study of employee performance in this research focuses on the Semarang City Environmental Agency (DLH), which is a Regional Apparatus Organization (OPD) with the main tasks in environmental management, such as pollution control, waste management, preservation of green open spaces, and climate change mitigation. DLH Semarang City has made various strategic efforts, such as improving waste management facilities, community counseling, and cooperation with the private sector in the "Green Semarang" program to create a clean and healthy environment. However, the achievement of organizational performance is not fully optimal because it faces several obstacles, such as limited competent human resources, low motivation and commitment of employees, and complex bureaucracy, which also hinder the effectiveness of program implementation. This condition has a direct impact on the achievement of employee performance, as illustrated in the performance assessment data of DLH Semarang City.

**Tabel 1. Assessment of Performance Indicators of the Semarang City Environment Agency Year 2021 – 2023**

Performance Indicators	Target	Realization of Semarang City		
		2021	2022	2023
1. Environmental Quality Index (IKLH)	92,50%	59,60	51,32	58,21
2. Water quality index (IKA)	82,00%	50,00	33,76	48,12

Performance Indicators	Target	Realization of Semarang City		
		2021	2022	2023
3. Air quality index (IKU)	95,00%	75,00	77,38	72,34
4. Land cover quality index	80,00%	55,92	33,28	31,72
5. Land cover quality index (IKPS)	95,00%	68,79	66,40	65,21

Source: Semarang City Environmental Agency, 2024.

The performance achievements of the Semarang City Environment Agency (DLH) from 2021 to 2023, based on five main indicators—the Environmental Quality Index (IKLH), the Water Quality Index (IKA), the Air Quality Index (IKU), the Land Cover Quality Index, and the Waste Management Performance Index (IKPS)—show that all indicators have not reached the set targets. IKLH, with a target of 92.50%, experienced fluctuations from 59.60 (2021), down to 51.32 (2022), then slightly up to 58.21 (2023), reflecting a lack of optimal pollution mitigation and ecosystem management due to weak cross-sector coordination. IKA is also far from the target of 82.00%, with achievements decreasing from 50.00 (2021) to 33.76 (2022), and rising slightly to 48.12 (2023), indicating that waste supervision and management are not yet effective. Meanwhile, the IKU showed a relatively better trend although it remained below the target of 95.00%: 75.00 (2021), increasing to 77.38 (2022), but then declining to 72.34 (2023), showing that air pollution control still needs strengthening, especially in emission control and the development of environmentally friendly transportation.

The Land Cover Quality Index showed a sharp downward trend from 55.92 in 2021, to 33.28 in 2022, and reached a low of 31.72 in 2023, far from the target of 80.00%. This decline reflects the high conversion of land into settlements or industrial estates, which reduces green cover that is important for ecosystems. The Waste Management Performance Index (IKPS) was also stagnant, with achievements of 68.79 (2021), 66.40 (2022), and 65.21 (2023), still below the target of 95.00%, indicating that public education and waste management infrastructure are not optimal. Overall, the data reflect that the performance of DLH Semarang City has not been optimal, suspected to be influenced by human resource factors, especially related to personality, work motivation, and organizational commitment of employees.

The purpose of this study is to analyze the influence of personality and work motivation on organizational commitment, as well as employee performance. In addition, this study aims to examine the influence of organizational commitment on employee performance, and the mediating role of organizational commitment in the relationship between personality and employee performance, as well as between work motivation and employee performance. This research is expected to provide theoretical benefits by enriching the literature on the mediating role of organizational commitment in the context of public sector performance, especially in environmental services. Practically, the findings can be considered by the management of DLH Semarang City in formulating human resource development policies, such as recruitment programs that consider personality, work motivation improvement programs, and strategies to strengthen organizational commitment to ultimately improve employee performance and the achievement of the office's main performance indicators. For broader policymakers, this research can provide insights for improving human resource governance in other local government organizations.

## RESEARCH METHOD

The type of research used in this study is quantitative explanatory research with a survey approach. Quantitative research was chosen because it was in accordance with the objective of analyzing the influence between variables through testing hypotheses that had been formulated. The type of data used is primary data that is data collected directly by researchers from research subjects to answer research questions or test hypotheses that have been formulated (Arikunto, 2019). The population used in this study is all Civil Servants (PNS) who work at the Semarang City Environmental Agency with a total of 80 people with the criteria:

1. Permanent employees
2. Minimum service period of three years

The sampling technique in this study uses the census method or saturated sample, which is a sample determination technique when all members of the population are used as samples (Sugiyono, 2019). The number of samples in this study was 80 respondents. In this study, the researcher distributed a questionnaire to employees of the Semarang City Environmental Service. The questionnaire was compiled using a Likert scale with a range of values from 1 to 7. The research instrument is tested first through validity and reliability tests to ensure that each question item is able to measure the variables in question accurately and consistently. After that, data analysis was carried out using the multiple linear regression method, which aims to determine the causal relationship between dependent variables (Y) and one or more independent variables (X).

## RESULTS AND DISCUSSION

Descriptive Analysis of Respondents Full details regarding the characteristics of the respondents can be seen in the following table

**Table 2. Respondent Descriptive Analysis**

Description	Characteristics	Frequency	Percentage
Gender	Man	54	67,5
	Woman	26	32,5
	Total	80	100
Age	≥30 – 35 Year	18	22,5
	>35 – 40 Year	4	5,0
	>40 – 45 Year	11	13,8
	>45 – 50 Year	34	42,5
	>50	13	16,3
	Total	80	100
Final Education	SMU/SMK	29	36,3
	Diploma	5	6,3
	Bachelor	34	42,5
	Magister	10	12,5
	Doctor	2	2,5
	Total	80	100
Period of Work	>3 – 5 Year	13	16,3
	>5 – 10 Year	6	7,5
	>10 – 15 Year	13	16,3
	>15 – 20 Year	36	45,0

Description	Characteristics	Frequency	Percentage
	>20	12	15,0
	Total	80	100

Source: Data processed, 2025

The table shows that the majority of respondents at the Semarang City Environmental Agency are men (67.5%), indicating the dominance of male employees which may be caused by the large number of field or technical tasks. The most common age group is 45–50 years old (42.5%), indicating that most employees are mature and productive, reflecting high work experience and maturity. Most of the respondents have a Bachelor's degree (42.5%), indicating that the task in this service requires a higher education background, although there are still a few who continue to the Master's or Doctoral level. In terms of tenure, the majority have worked for more than 15–20 years (45%), which reflects high loyalty, stability, and commitment to the organization, which has the potential to drive optimal performance

### Test Research Instruments Details of the instrument test

results consisting of validity test results and reliability tests can be seen in the following table:

**Table 3. Research Instrument Validity and Reliability Test Results**

Variable	KMO	Statement Items	Loading Factor	Cronbach's Alpha
Personality (X1)	0,917	X1.1	0,885	0,953
		X1.2	0,821	
		X1.3	0,853	
		X1.4	0,862	
		X1.5	0,830	
		X1.6	0,813	
		X1.7	0,772	
		X1.8	0,832	
		X1.9	0,872	
		X1.10	0,850	
Work Motivation (X2)	0,889	X2.1	0,866	0,912
		X2.2	0,825	
		X2.3	0,845	
		X2.4	0,870	
		X2.5	0,780	
		X2.6	0,818	
Organisational Commitment (Y1)	0,901	Y1.1	0,827	0,922
		Y1.2	0,904	
		Y1.3	0,870	
		Y1.4	0,878	
		Y1.5	0,760	
		Y1.6	0,856	
Employee Performance (Y2)	0,911	Y2.1	0,866	0,965
		Y2.2	0,863	
		Y2.3	0,896	
		Y2.4	0,829	
		Y2.5	0,888	

Variable	KMO	Statement Items	Loading Factor	Cronbach's Alpha
		Y2.6	0,891	
		Y2.7	0,841	
		Y2.8	0,862	
		Y2.9	0,914	
		Y2.10	0,884	

Source: Data processed, 2025

The results of the analysis obtained each variable of personality, work motivation, organizational commitment, and employee performance had a Kaiser-Meyer-Olkin (KMO) value greater than 0.5. These results show that the sample used in the study has met the minimum measure sampling adequacy. The results also show that each indicator of each variable of personality, work motivation, organizational commitment, and employee performance has a loading factor value greater than 0.4. This means that all indicators used to measure each variable are valid.

The results of the analysis obtained all variables of personality, work motivation, organizational commitment, and employee performance had a Cronbach's Alpha value above 0.70. This result means that all variables are reliable, which means that the variables in the questionnaire used have been proven to be reliable. This also indicates that the respondents' answers are consistent, so they can be used in the next analysis

Multiple Linear Regression Analysis Multiple linear regression analysis in this study was carried out in two equation models. The analysis process was carried out using SPSS software version 25.0. The results of the linear regression analysis are presented as follows

**Tabel 4. Regression Analysis Result**

No	Equation	Test Model			Hypothesis Test		Information
		Adjusted R2	F	Sig.	Beta	Sig.	
1.	$Y1 = a_1 + \beta_1.X_1 + \beta_2.X_2 + e_1$	0,649	73.963	0,000	-	-	Model Fit
	$X1 \rightarrow Y1$				0,397	0,000	Dilemmatic hypothesis
	$X2 \rightarrow Y1$				0,461	0,000	Diathermal hypothesis
2.	$Y2 = a_2 + \beta_3.X_1 + \beta_4.X_2 + \beta_5.Y_1 + e_2$	0,744	77.725	0,000			Model Fit
	$X1 \rightarrow Y2$				0,316	0,002	Dilemmatic hypothesis
	$X2 \rightarrow Y2$				0,254	0,015	Dilemmatic hypothesis
	$Y1 \rightarrow Y2$				0,372	0,000	Dilemmatic hypothesis

Source: Data processed, 2025

Based on the table, the regression equations of the first regression model and the second regression model can be summarized as follows:

$$Y1 = 0,397 X1 + 0,461 X2 \dots\dots\dots(i)$$

$$Y2 = 0,316 X1 + 0,254 X2 + 0,372 Y1 \dots\dots\dots(ii)$$

### **Determination Coefficient**

The Adjusted R Square value of the Regression Model I is 0.649. These results mean that personality and work motivation variables can explain the variation in organizational commitment variables of 64.9% ( $0.649 \times 100\%$ ), while the remaining 35.1% variation of organizational commitment variables is explained by other variables that were not studied. The value of the Adjusted R Square a is 0.744. These results mean that personality variables, work motivation, and organizational commitment can explain the variation in employee performance variables by 74.4% ( $0.744 \times 100\%$ ), , while the remaining 25.6% of the variation in employee performance variables was explained by other variables that were not studied.

### **Statistical Test F**

The F-value is calculated as 73.963 with a significance value of 0.000, which is smaller than 0.05. These results show that the first linear regression model fits. Therefore, this model can be feasible to use to predict the influence of personality and work motivation on organizational commitment. The statistical value of F is calculated as large as 77.725 with a significance value of 0.000, which is smaller than 0.05. These results show that the second linear regression model fits. Therefore, this model can be feasible to use to predict the influence of personality, work motivation and organizational commitment on performance.

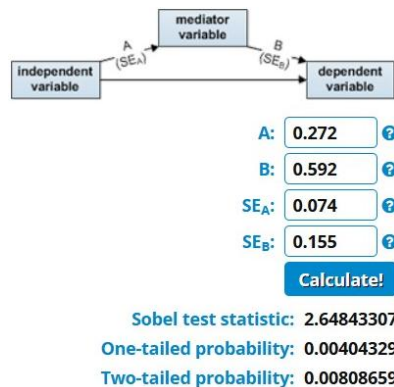
### **Hypothesis Test**

Based on the table, the results of the hypothesis test are explained as follows: The Influence of Personality on Organizational Commitment The value of personality beta coefficient to organizational commitment was 0.397 with a sig value of  $0.000 < 0.05$ . This means that personality has a positive and significant effect on organizational commitment, thus the first hypothesis is accepted. The Influence of Work Motivation on Organizational Commitment The beta coefficient value of work motivation to organizational commitment was 0.461 with a sig value of  $0.000 < 0.05$ . This means that work motivation has a positive and significant effect on organizational commitment, thus the second hypothesis is accepted.

The Influence of Personality on Employee Performance The beta coefficient value of work motivation to organizational commitment was 0.316 with a sig value of  $0.002 < 0.05$ . This means that personality has a positive and significant effect on employee performance, thus the third hypothesis is accepted. The Effect of Work Motivation on Employee Performance The beta coefficient value of work motivation for employee performance was 0.254 with a sig value of  $0.015 < 0.05$ . This means that work motivation has a positive and significant effect on employee performance, thus the fourth hypothesis is accepted. The Effect of Organizational Commitment on Employee Performance The beta coefficient value of organizational commitment to employee performance is 0.372 with a sig value of  $0.000 < 0.05$ . This means that organizational commitment has a positive and significant effect on employee performance, thus the fifth hypothesis is accepted

## Mediation Test

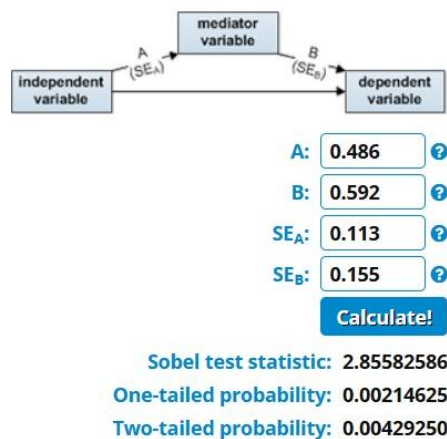
The results of the Sobel test calculation on <https://www.danielsoper.com/> site, obtained the following results:



**Figure 1. results of the Sobel Test on the Influence of Personality on Employee Performance through Organizational Commitment**

Source: Data processed, 2025

The results of the Sobel test obtained a Sobel test statistic value of the influence of personality on employee performance through organizational commitment greater than the table t-value of  $2.648 > 1.96$  and a significant value of 0.008 less than 0.05. This means that personality has a positive and significant effect on employee performance through organizational commitment. It can be concluded that organizational commitment can mediate the influence of personality on employee performance, the results show that organizational commitment functions as a partial mediation of the influence of personality on employee performance.



**Figure 2. Results of the Sobel Test on the Influence of Work Motivation on Employee Performance through Organizational Commitment**

Source: Data processed, 2025

The results of the Sobel test obtained a Sobel test statistic value of the effect of work motivation on employee performance through organizational commitment greater than the table t-value of  $2.856 > 1.96$  and a significant value of 0.004 smaller than 0.05. This means that work motivation has a positive and significant effect on employee performance through organizational commitment. It can be concluded that organizational commitment can mediate



the influence of work motivation on employee performance, the results show that organizational commitment functions as a partial mediation of the influence of work motivation on employee performance The Influence of Personality on Organizational Commitment at the Semarang City Environmental Agency (DLH)

The results of the analysis show that employee personality has an important role in increasing employee organizational commitment at the Semarang City Environmental Service. This indicates that employees with good personalities, such as discipline, responsibility, care for the work environment, and loyalty to their duties and organization, tend to have a higher level of commitment to the institution where they work. A positive personality encourages employees to be emotionally engaged, feels proud to be part of the organization, and shows loyalty and responsibility in supporting the organization's goals. Therefore, the development of employee character and personality is an important aspect in an effort to increase overall organizational commitment. These results have supported the research results of Sayuti & Sammang (2018); O'Neill (2020); Irmawati & Andriani (2023) state that personality is positively significant and will be able to increase organizational commitment. The Effect of Work Motivation on Organizational Commitment at the Semarang City Environmental Agency (DLH)

These results show that work motivation is an important factor that can encourage an increase in the organizational commitment of Semarang City Environment Agency employees. When employees have a strong drive to achieve goals, are able to face challenges, and establish harmonious working relationships, they will feel more emotionally attached to the organization. Attitudes such as avoiding conflict, being active in decision-making, and wanting to make a positive impact in the work environment reflect high work motivation. This condition directly strengthens employee loyalty and sense of responsibility towards the organization, thus forming a stronger organizational commitment. These results have supported the research results of Akla & Indradewa (2022); Rachman (2022); Arifah et al., (2023); and Widiani et al., (2023) who stated that work motivation has a significant positive effect on organizational commitment. The Influence of Personality on Employee Performance at the Semarang City Environmental Agency (DLH)

These results show that personality has an important role in determining the quality of employee performance at the Semarang City Environmental Service. Employees with a disciplined, responsible, and open character to change tend to be able to work in a more organized and responsive manner to job challenges. This kind of positive personality allows employees to maintain consistency in completing tasks on time and quality results. Thus, a strong personality dimension not only forms a professional work attitude, but also contributes directly to increased productivity and the achievement of organizational targets. These results have supported the research results of Noach et al., (2022); Gulo et al., (2023); Irmawati & Andriani (2023); Widiani et al., (2023); and Ragil & Rijanti (2024) who stated that personality has a positive effect on employee performance. The Effect of Organizational Commitment on Employee Performance at the Semarang City Environmental Agency (DLH) These results show that the organizational commitment of employees plays a very important role in improving the performance produced by employees of the Semarang City Environmental Agency. Strong

organizational commitment creates an intrinsic incentive for employees to work harder, maintain quality work, and complete tasks on time. Loyalty and emotional attachment to the organization encourage employees to not only meet minimum standards, but also strive to make maximum contributions to the success of the agency. In a work environment such as the Semarang City Environmental Service, this commitment is an important factor in creating effective and sustainable public services, because employees who feel tied to their organization tend to have a high moral responsibility for the achievement of common goals. These results have supported the research results of Fakhruddin et al., (2020); Akla & Indradewa (2022); Rachman (2022); Arifah et al., (2023); Irmawati & Andriani (2023); and Widiani et al., (2023) who stated that organizational commitment has a positive and significant effect on employee performance. Organizational Commitment Mediates the Influence of Personality on the Performance of Semarang City Environmental Agency Employees.

The results of the study show that organizational commitment mediates the influence of employee personality on employee performance. This shows that organizational commitment plays an important role in improving employee performance, so organizational efforts in shaping employee personalities that can increase the organizational commitment of employees need to be maximized so that their contribution to performance is maximized. Watson (1930) stated that environmental factors are the main determinants of personality through conditioning. In the context of the organization, management can create conditions that can affect the formation of personalities that can support the formation of organizational commitments that can ultimately improve performance. This is reflected in the highest indicator of organizational commitment that employees are proud to be part of the organization while the personality that contributes to the formation of organizational commitment is reflected in the personality indicator that has the highest mean, namely the ability to interact with colleagues. encourage employees to work better, so that they are able to foster a sense of belonging and loyalty to the organization. This strong commitment then strengthens the influence of personality on employee performance, because employees who have high commitment tend to be more consistent, focused, and willing to put more effort into completing their tasks. Therefore, organizations need to encourage the formation of personalities that support the growth of organizational commitment, so that the impact on improving employee performance will be more optimal and sustainable. These results have supported the results of research by Irmawati & Andriani (2023) and Widiani et al., (2023) which stated that organizational commitment can mediate the influence of personality on employee performance.

Organizational Commitment Mediates the Influence of Work Motivation on the Performance of Semarang City Environmental Agency Employees The results of the analysis explain that organizational commitment mediates the influence of employee work motivation on employee performance. This shows that the commitment

Organizations play an important role in improving employee performance, so that organizational efforts in fostering work motivation that are able to encourage employee commitment need to be maximized so that their contribution to performance becomes more optimal. This mediation role confirms that high work motivation, such as the drive to achieve, responsibility, and job satisfaction, not only encourages employees to perform better, but also forms emotional attachment and loyalty to the organization. This strong commitment then strengthens the influence of motivation on employee performance, because employees who

have high commitment will be more consistent, dedicated, and ready to give their best effort. Therefore, organizations need to create a work system that is able to arouse employee motivation while fostering organizational commitment, so that its impact on performance improvement is more optimal and sustainable. These results have supported the research results of Akla & Indradewa (2022); Rachman (2022); Arifah et al., (2023); and Widiani et al., (2023) who stated that organizational commitment mediates the influence of work motivation on employee performance.

## CONCLUSION

Based on the results of previous research and discussions, it can be concluded that personality has a positive and significant effect on organizational commitment. This means that employees who are disciplined, responsible, care about the environment, and loyal to their official duties tend to have a high commitment to the organization. In addition, work motivation has also been proven to have a positive and significant effect on organizational commitment. Motivation based on the spirit of providing the best service, concern for environmental sustainability, and the desire to contribute to the achievement of organizational goals can increase employee commitment. Personality has a positive and significant effect on employee performance, which means that characters such as discipline, responsibility, openness to change, and a high work ethic encourage employees to complete tasks effectively and efficiently. Similarly, work motivation has a positive and significant effect on employee performance; The drive to achieve, gain recognition, and make a positive contribution to the environment and society plays a role in improving performance. Organizational commitment also has a positive and significant influence on performance, where loyalty, a sense of belonging to the agency, and a willingness to contribute can encourage more employee performance improvements. In addition, the study also found that organizational commitment mediates the influence of personality and work motivation on employee performance, which suggests that personality and work motivation not only have a direct but also indirect impact through increased organizational commitment. Based on the results of the research and discussion, it can be concluded that personality and work motivation have a positive and significant effect on organizational commitment and employee performance at the Semarang City Environmental Agency (DLH), where organizational commitment is also proven to mediate the relationship partially. Therefore, it is recommended that the management of DLH Semarang City can design a recruitment policy that considers personality aspects, organize training to increase work motivation, and develop programs that strengthen employee organizational commitment. On the other hand, for further research, it is recommended to extend the scope of the population to other OPDs, add other variables such as leadership or organizational culture, as well as use a mixed methods approach to enrich the analysis.

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