


The Influence Of The Big Five Personality And Readiness To Change On Civil Servants Performance With Job Satisfaction As An Intervening Variable In Penajam Paser Utara Regency

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Article Info	ABSTRACT
Keywords: Civil Servants, Simplification, Personality, Readiness, Satisfaction, Performance	The bureaucratic simplification policy raises many pros and cons for Civil Servants. The personality and readiness of Civil Servants to change from each functional official as a result of simplification is important. It is feared that the feeling of insecurity that arises due to unpreparedness for change will influence behavior in the organization which could later disrupt performance. Job satisfaction is also something worth paying attention to because several studies have shown that there is a relationship with the quality of employee performance. This research uses a descriptive method with a quantitative approach. Population of 230 Civil Servants in PPU regency with a sample of 92 Civil Servants using the Slovin formula. The results of the research show that Personality on Satisfaction has a positive and significant direct influence, Readiness to Change on Satisfaction has a positive and significant direct influence, Personality on Performance has a positive and significant direct influence, Readiness for Change on Performance has a positive and significant direct influence, Satisfaction with Performance has a positive and significant direct influence, Satisfaction mediates the influence of Personality on employee Performance indirectly, Satisfaction mediates the influence of Readiness to Change on employee Performance.
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INTRODUCTION

On October 2019, during his inauguration at the State Palace, the President of the Republic of Indonesia delivered a state speech which included the 5 priority programs of the Advanced Indonesia Cabinet. One program that stands out is the fourth, namely bureaucratic simplification which needs to be carried out on a large scale. The President proposed simplifying echelonization to only 2 levels and replacing them with functional positions that recognize expertise and competency [1]. This policy certainly causes anxiety for echelon officials whose positions will be simplified. This is because the position allowances received by echelon IV officials are of course different from JFT, so it is feared

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that this will result in a reduction in simplified income for echelon IV officials. Concerns have also arisen regarding the simplified names of Certain Functional Positions (JFT) that must be held by each official. Especially concerns about collecting credit figures (AK), which if not collected, could hinder the promotion process for the officer concerned. To anticipate the emergence of opposition from simplified echelon IV officials. Support needs to be provided so that bureaucratic simplification can proceed quickly, precisely and smoothly in accordance with the President's instructions.

Bureaucratic simplification was also carried out by the North Penajam Paser Regency Government. On December 31 2021, simplification was carried out by appointing 215 echelon IV officials to certain functional positions. Henceforth, echelon IV officials affected by the simplification will be called functional officials resulting from the simplification. This policy was implemented suddenly because the basis for the new inauguration was based on Technical Considerations (pertek), which was issued by the Ministry of State Apparatus Empowerment and Bureaucratic Reform on December 2021. This inauguration gave rise to many pros and cons of Civil Servants which experienced simplification. Most Civil Servants do not agree with the functional positions given. According to instructions given by the Ministry of State Apparatus Empowerment and Bureaucratic Reform, position determination is based on main duties and functions, not on the educational background of the State Civil Servants (ASN) who occupy functional positions after the simplification process. As a result, there are certain functional positions that are not in accordance with educational background[2]. Some Civil Servants are also worried about not being able to collect credit scores (AK), and not understanding the main duties of their functional positions. Therefore, the personality and readiness to change of each functional official resulting from simplification is important. Personality is one of the factors that supports the creation of attitudes. If the functional officials resulting from the simplification have supportive personalities, it will facilitate the transition process that will occur. Likewise with readiness to change.

When functional officials resulting from simplification have good readiness to change, they will not worry about changes that will occur and will support existing changes. Functional officials resulting from simplification who do not have good readiness for change will become anxious and unprepared for the changes that occur. It is feared that the feeling of insecurity that arises due to unpreparedness for change will influence behavior in the organization which could later disrupt performance. Job satisfaction is also something worth paying attention to because several studies have shown that there is a relationship with the quality of employee performance. This case attracted the attention of researchers to determine the relationship between personality and readiness to change on performance through job satisfaction as an intervening variable.

Literature Review

Performance is something that is very important for an organization. Performance can determine an organization's ability to achieve organizational goals and determine whether the organization can survive in today's increasingly fierce competition. According to the Big

Indonesian Dictionary, performance has the meaning of achievement or output. According to the opinion of Mangkunegara, Performance can be defined as the achievement of an employee in carrying out his duties, which includes the quality and quantity of work that has been successfully achieved in accordance with the responsibilities that have been entrusted to him. [3].

Each person has unique characteristics, which differentiate one individual from another. Therefore, responses to something will also vary depending on the characteristics of each individual. In the context of individual diversity in an organization, there are two levels, namely the surface level (surface-level diversity) and the deep level (deep-level diversity). Surface level refers to differences in easily identifiable characteristics, such as gender, race, ethnicity, and age. Meanwhile, the deep level relates to differences in values, personality, and preferences[4]. Apart from the differences stated above, one characteristic that is very different is individual behavior. Therefore, it becomes important to study behavior, especially within the organizational scope. Individual behavior is important because through behavior, it is possible to describe, explain and predict the responses given by individuals to stimuli that arise from the organizational environment.

Readiness for change can be defined as a comprehensive behavior that is influenced simultaneously by content (i.e., what is being changed), process (i.e., how the change is implemented), context (i.e., the circumstances in which the change occurs), and individuals (i.e., the characteristics of the change). those who are asked to change) [5]. Organizations must prepare themselves proactively to face the changes that occur. These changes can include modifications in organizational activities, rules, work systems, or even changes to the organization's vision and mission. In facing change, leaders and management teams need to have a deep understanding, develop creative thinking, and find new methods to adapt. Every member of the organization must also be prepared to face change to ensure the continuity of the organization.

According to Robbins the general attitude towards one's work, which can be measured as the difference between the amount of feedback a worker receives and the amount they believe they should receive, is a determining factor in job satisfaction. [4]. According to Handoko, job satisfaction refers to an emotional condition that can be perceived as good or bad by employees in assessing their work [6]. Based on the literature investigation and empirical evidence described previously, we put together a theoretical framework to illustrate the line of thinking developed in this research. The framework aims to explain the direct relationship between the independent variable, namely personality, and readiness to change the dependent variable, namely performance.

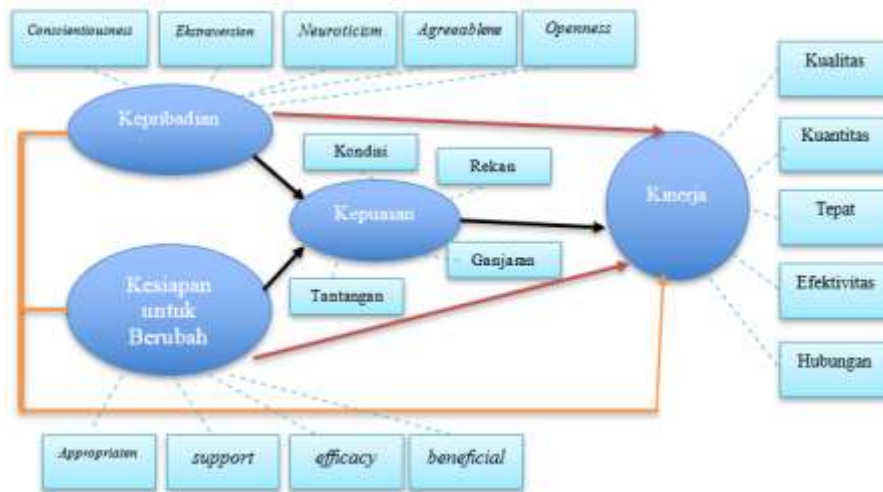


Figure 1. Framework of Thinking

METHOD

This research is field research, which is carried out by researchers going directly to the research location to collect the necessary data. Supardi defines field research as research carried out directly at the research location to obtain the necessary data [7]. In line with this, Arikunto also explained that field research is research carried out systematically by collecting data directly from the field [8]. The research method that will be used in this study is a descriptive method with a quantitative approach. Descriptive research, according to Sugiyono [9], used to describe or analyze research results without making broader conclusions. Nazir [10] defines descriptive research as a method for studying the current status of human groups, objects, conditions, systems of thought, or classes of events.

Data or information is anything that can provide knowledge about a dataset. There are two types of data based on their origin, namely primary data and secondary data. Primary data refers to information obtained directly from initial sources, be they individuals, such as the results of interview interactions or the results of filling out questionnaires which are generally carried out by researchers. [11]. In this context, primary data is obtained directly from respondents through the distribution of questionnaires containing questions or written statements.

This study used the Slovin method to select samples, with a simplified population of 230 special Civil Servants criteria that met the inclusion criteria. Inclusion criteria in this study include simplified Civil Servants who have complete research variables and are willing to be research respondents. Based on the Slovin formula, a sample of 92 Civil Servants was obtained from a total population of 230 Civil Servants. The aim of using this technique is so that all echelon IV who are experiencing job simplification in North Penajam Paser Regency, have the same opportunity to become informants or research subjects. Secondary data is information that was initially obtained as primary data and has been processed by the entity that collected the primary data or another party. For example, secondary data can be

presented in the form of tables or diagrams [12]. This type of data is obtained indirectly through literature studies from various sources such as books, magazines, journals and other literature that is considered relevant to the research being carried out. Researchers use existing data to support or complete their research.

Researchers utilize data collection procedures to search for and collect information needed during research. It is important to understand the purpose of data collection beforehand, whether it is to obtain a general picture of a situation or problem, or to solve a specific problem. Research instruments, also known as data collection tools, are used to measure observed natural or social phenomena, which in this context are referred to as research variables [9]. Data collection was carried out using questionnaires and documentation.

This research is included in the quantitative research category, which generally involves a population or sample. The sampling method often used is random, while data collection is carried out using research instruments. Data analysis is carried out using a quantitative or statistical approach to test hypotheses that have been previously formulated. This research will use Partial Least Squares Path modeling (PLS-SEM) as a data analysis method to test hypotheses, with a focus on testing predictive relationships between constructs by evaluating the impact or relationship between these constructs [13].

RESULT AND DISCUSSION

In this research, the author processed questionnaire data in the form of data consisting of 34 Kepribadian (X1), 25 statements for the Kesiapan untuk Berubah (X2), 14 statements for the Kepuasan variable (Z) and 28 statements for the Kinerja variable (Y). The questionnaires distributed were given to 260 Regency Government Regional Government employees. PPU as the research sample respondent used a Likert scale in the form of a checklist table consisting of 5 (five) statement options.

This model design is a model design that describes how the indicators relate to the variables. Each variable has an indicator that the arrow points to, depicted in a yellow box. Figure 5 shows that Kepribadian is measured by 5 indicators, namely KEP01, KEP02, KEP03, KEP04 and KEP05. Kesiapan untuk Berubah is measured by 4 indicators, namely KES01, KES02, KES03 and KES04. Kepuasan is measured by 4 indicators, namely KEPU01, KEPU02, KEPU03 and KEPU04. Kinerja is measured by 5 indicators, namely KIN01, KIN02, KIN03, KIN04 and KIN05

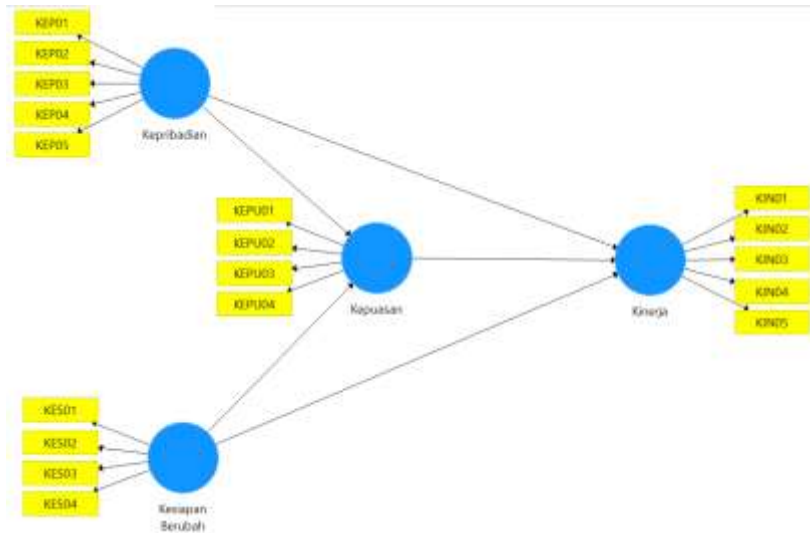


Figure 2. Outer model desain

Analysis of the measurement model (outer model) in this research was carried out using validity and reliability tests. The validity test consists of convergent validity and discriminant validity. Meanwhile, the reliability test is expressed in calculating the composite reliability and Cronbach's Alpha values. Discriminant validity can be seen in the loading factors as in Figure 3.

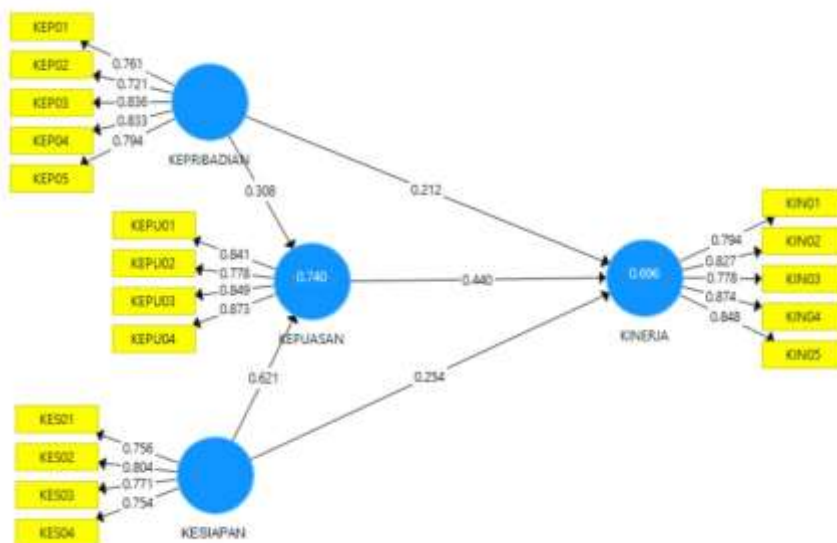


Figure 3. Loading factor result

Figure 3 shows the results of the loading factor calculation and the results obtained show that the loading factor value is above 0.70, so that the indicator meets the requirements for convergent validity and has the required validity based on the rule of

thumb used in accordance with what has been previously tested.

Discriminant validity is testing that the measuring instrument correctly measures the construct being measured, not another construct. Apart from being determined based on convergent validity, instrument validity is also determined by discriminant validity. To test discriminant validity, it can be seen from the cross loading value and the root AVE of the construct [14]. Another method that can be used to assess discriminant validity is based on the Fornel Larcker criterion and loading and cross loading indicator values. The process of calculating the Fornel-Larcker criterion is carried out by comparing the root AVE of each construct to the correlation between one other construct in the research hypothesis model [15].

Table 1. Fornel-Larcker Criterion Discriminant Validity Value

	Kepribadian	Kepuasan	Kesiapan Berubah	Kinerja
Kepribadian	0.790			
Kepuasan	0.729	0.836		
Kesiapan Berubah	0.677	0.830	0.772	
Kinerja	0.704	0.805	0.762	0.825

Table 1 shows that the Fornel-Larcker Criterion value for each variable is greater than the value of the other variables. Therefore, this shows that all indicators of all variables used in this research are declared valid. Discriminant validity can also be seen from the AVE (Average Variance Extracted) value. The criteria for a good AVE value is above 0.5. The AVE value in this research can be seen in Table 2 below:

Tabel 2. Average Variance Extracted

Konstruk	AVE
Kepribadian	0.624
Kepuasan	0.699
Kesiapan Berubah	0.595
Kinerja	0.680

The next analysis after the validity test is the reliability test. Instrument reliability testing is carried out to determine the consistency of the regularity of the measurement results of an instrument even though it is carried out at different times, locations and populations. Construct reliability is measured by two different criteria, namely composite reliability and Cronbach's Alpha (internal consistency reliability). A construct is declared reliable if the composite reliability value is more than 0.7 and the Cronbach's Alpha value is more than 0.6. The results of reliability test calculations on composite reliability and Cronbach's Alpha are shown in Table 2 below:

Tabel 2. Composite Realibility dan Croncbach's Alpha

	Cronbach's Alpha	Composite Reliability
Kepribadian	0.848	0.892
Kepuasan	0.856	0.902

	Cronbach's Alpha	Composite Reliability
Kesiapan Berubah	0.775	0.855
Kinerja	0.882	0.914

The results of the Composite Reliability and Cronbach's Alpha measurements in Table 13 show that all variables for Composite Reliability have values above 0.70 and all variables for Cronbach's Alpha have values above 0.60. Thus, these results can be declared valid and have quite high reliability.

The structural model (Inner Model) defines the relationship between latent constructs by looking at the results of the estimated parameter coefficients and their significance levels [16]. The inner model can be measured by calculating the R-square for the dependent construct, t-test and the significance of the structural path parameter coefficients. There are three categories in grouping R-square values [17]: If the R-square value is 0.75, it is in the strong category; for an R-square value of 0.50, it is in the moderate category; 0.25 is in the weak category. The R-square value of the dependent variable obtained in this research model can be seen in Table 3 below:

Tabel 3. R-Square Value

	R Square	Model Prediksi
Kepuasan	0.740	Moderat
Kinerja	0.696	Moderat

Testing the structural model is by looking at the R square value as a goodness-fit model test or alignment test. Based on the table above, the Satisfaction variable has an r-square value of 0.740 after calculating via SmartPLS, this can be interpreted as the variance ability that can be explained by the system variables Personality and Readiness to Change for the Satisfaction variable is 74.0%, and for the Personality and Readiness to Change variable on performance is 69.6%.

The next process after the R square value is obtained is to carry out a t-test for the significance of the structural path parameter coefficients. The critical value of Path coefficients, indicated by the t value, for a hypothesis with two tails is 1.65 (10% significance level); 1.96 (5% significance level) and 2.58 (1% significance level). The significance of the influence between latent variables can be seen from the statistical significance value. The significance value of the parameter coefficient can be calculated using the bootstrapping method. Bootstrapping is a non-parametric procedure that can be applied to test whether coefficients such as outer weights, outer loadings, and path coefficients are significant by estimating the standard error for their estimates. Bootstrapping in this test was carried out using a subsample with a significance level of 0.1. The path coefficient table can be seen in Table 4

Tabel 4. Path coefficient (mean, STDEV, T- Values, p values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Kepribadian -> Kepuasan	0.308	0.308	0.068	3.763	0.000
Kepribadian -> Kinerja	0.212	0.221	0.085	2.318	0.014
Kepuasan -> Kinerja	0.440	0.437	0.093	4.706	0.000
Kesiapan Berubah -> Kepuasan	0.621	0.624	0.061	9.273	0.000
Kesiapan Berubah -> Kinerja	0.254	0.242	0.123	1.676	0.146

The conclusion from the direct effect values in the table above is as follows:

- The Personality Variable on Satisfaction has a P-Value of 0.000 which is less than 0.05 and the t statistic is more than 1.96, meaning it has a positive and significant direct effect;
- The Readiness to Change variable on Satisfaction has a P-Value of 0.000 which is less than 0.05 and the t statistic is more than 1.96, meaning it has a positive and significant direct effect;
- The Readiness to Change variable on Performance has a P-Value of 0.042 which is less than 0.05 and the t statistic is more than 1.96, meaning it has a positive and significant direct effect;
- The Personality variable on Performance has a P-Value of 0.014 which is less than 0.05 and the t statistic is more than 1.96, meaning it has a positive and significant direct effect;
- The Satisfaction with Performance variable has a P-Value of 0.000 which is less than 0.05 and the t statistic is more than 1.96, meaning it has a positive and significant direct effect;

Indirect effect analysis is useful for testing the hypothesis of the indirect influence of an influencing variable (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable). The criteria:

- If the P-Value < 0.05, then it is significant. This means that the mediator variable mediates the influence of an exogenous variable on an endogenous variable. In other words, the effect is indirect.
- If the P-Value value is > 0.05, then it is not significant. This means that the mediator variable does not mediate the influence of an exogenous variable on an endogenous variable. In other words, the influence is direct.

Tabel 51. Indirect Effect

Variabel	Original Sample (O)	Sample Mean (M)	Standart Deviation (STDEV)	T Statistics (O/STERR)	P- Value
Kepribadian → Kepuasan → Kinerja	0.136	0.135	0.043	3.124	0.002
Kesiapan untuk Berubah → Kepuasan → Kinerja	0.273	0.273	0.063	4.360	0.000

The conclusion of the indirect effect value in the table above is as follows:

- The indirect effect of the Personality variable on employee performance through Satisfaction is with a P-Value of $0.002 < 0.05$, so Satisfaction mediates the influence of Personality on employee Performance.
- The indirect effect of the Readiness to Change variable on employee performance through Satisfaction is with a P-Value of $0.000 < 0.05$, so Satisfaction mediates the effect of Readiness to Change on employee Performance.

CONCLUSION

Based on the data obtained and processed in research regarding the Influence of Personality and Readiness to Change on Employee Performance, Satisfaction as an Intervening Variable, it can be concluded as follows: Personality on satisfaction has a direct positive and significant influence; Readiness to Change on Satisfaction has a positive and significant direct influence; Personality on Performance has a direct positive and significant influence; Readiness to Change on Performance has a direct positive and significant influence; Satisfaction with Performance has a positive and significant direct influence; Satisfaction mediates the influence of personality on employee performance indirectly; Satisfaction mediates the influence of Readiness to Change on employee performance indirectly;

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