

The Influence of The Big Five Personality and Organizational Culture on The Performance of Civil Servants of The West Kutai Regency Agriculture Office

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ABSTRACT : This study aims to prove the influence of the big five personality and organizational culture on the performance of civil servants of the West Kutai Regency Agriculture Office. This study involved civil servants of West Kutai Regency, totalling 82 employees. This research is descriptive research with a quantitative approach with the type of explanatory research. Data analysis was used to test the hypothesis in this study using SEM-PLS. The results showed that big five personality has a significant positive effect on organizational culture. Big Five personality has a negative and insignificant effect on employee performance. Organizational culture has a significant positive effect on performance. Big five personality through organizational culture indirectly has a significant positive effect on performance.

KEYWORDS: *Big Five Personality, Organizational Culture, Performance*

I. INTRODUCTION

In a government organization, human resources (HR) is a vital element that cannot be separated from the organization. Therefore, HR management must be carried out to increase the organization's effectiveness and efficiency. Human resources are people an organization employs as planners and executors. Therefore, the role of HR in the organization is essential as a critical factor and controlling factor for organizational success. Therefore, human resource management is needed for good management, and it is imperative to prioritize human resources, both their availability and abilities.

Human resource management (HRM) is a process for obtaining, training, assessing and compensating employees as well as for controlling work relations, health and safety and other matters directly related to justice (Dessler, 2016: 34). The role of HRM in HR Management in an organization is an integral part in the development of an organization. It means that structuring the organization's HR management is a must to produce and improve performance.

Performance is a measure of an organization's success. Performance is the achievement or results of one's work from the goals that must be achieved or the tasks that must be carried out following their respective responsibilities within a certain period. (Davis & Newstrom, 2012) defines performance as the appearance of employees' work, quantity and quality in an organization. Performance can be the appearance of individual or group work of employees. The appearance of the work is not limited to employees who hold functional or structural positions but also to all levels of employees in the organization.

As with government organizations, the government is currently required to improve the performance of high employees to provide good performance. Performance is the ability of an individual or organization to maintain its objectives by using resources effectively and efficiently. This ability is a work achievement, and the accumulated work achievement affects the level of effectiveness of an organization or performance. The higher the effectiveness of its work, the higher its performance.

The role of ASN as the frontline in policy implementation and supervision is vital in realizing effective, efficient and accountable public services. ASN must get out of its comfort zone, and the paradigm shift of bureaucratic reform must be a benchmark in providing services to the community. The position and role of ASN in every government organization are decisive because ASN is the backbone of the Government in national development, as servants of the state and servants of the community who must serve their duties and provide the best possible service to the community.

The public perception of the Government's performance is quite good. Government performance is assessed in terms of budget absorption and, more importantly, the output produced. Every government agency must have an outcome target that has a real impact and is felt by the community. For this reason, it is necessary to ensure that every Government's performance can significantly benefit the community and the agency itself.

Improving employee performance is influenced by various aspects. The success or failure of an employee when working can be known from his performance. The effectiveness of organizational performance depends on the effectiveness of group performance, while the effectiveness of this group performance depends on the effectiveness of individual performance. Furthermore, several factors cause performance effectiveness at each of these levels. Personality factors and organizational culture can cause performance effectiveness.

Personality is a characteristic that results in consistency in feelings, thoughts, and actions. Personality is essential for employees because personality can reflect how a person acts in everyday life and in the work environment. Big five personality is another factor in influencing employee performance, and the big five personality was chosen because this personality approach is often used in organizational behaviour research and is often associated with achieving one's performance or achievement (Purnomo and Lestari, 2010). Big five personality has five main personality dimensions in individuals (Robbins & Judge, 2013). Employees with high characteristics in the significant five personality dimensions are gentle, conscientious, punctual, neat, responsible, like to live in groups, active, open, gregarious, helpful, relaxed, not easily emotional, creative, and curious. Meanwhile, employees with low characteristics are employees who are unfriendly, vindictive, negligent, weak, emotional, solitary, timid, quiet, depressed, and conventional.

Organizational culture is a system of spreading beliefs and values that develop in an organization and direct its members' behaviour, distinguishing it from other organizations. Organizational culture explains how to view the elements in the organization and how each of these elements behaves following organizational culture (Huda, 2020).

Every organization, including the government, has an organizational personality and culture. With the personality and culture of the organization, employees are expected to build confidence, morale and a supportive work environment. Appreciation of employee performance is evidence of good personal relationships in an organization. Furthermore, each employee will have confidence and feel that they have an essential role and have a natural effect on the organization's overall performance. This will make them work hard to achieve more significant achievements. Culture becomes an obstacle when shared values are outside those that can improve organizational effectiveness. This is most likely to happen when an organization's environment is dynamic.

The West Kutai Regency Agriculture Office is a regional apparatus organization of the East Kalimantan Provincial Government, which is responsible for government administration in agriculture and animal husbandry. In carrying out work tasks, organizational performance is needed, seen from structural and functional performance that work together so that the output produced can be maximized and used as a West Kutai Regency government policy to continue the development process.

Based on the initial survey results through interviews with one structural official and two functional officials, the implementation of activities has been running quite well. However, there is still inequality in producing work results. There are still employees who have not applied work discipline, and there are still employees who are often late and go home early. Some employees delay work and are late in completing the work, such as monthly reports and work reports within the West Kutai Agriculture Office. Some fields carry out their work on time, and some are not. This illustrates that each employee needs to work in a coordinated manner to produce performance following agreed commitments. The agency expects the personality possessed by employees, but there are still gaps because there is still inequality in behaviour between employees in terms of producing performance.

From the observation of the big five personality in the fields of the Agriculture Office, Employees in the General Secretariat, these employees must have extraversion, neuroticism and conscientiousness personalities where the field takes care of all household activities of the Agriculture Office, such as planning, implementing, coordinating and controlling general administrative activities, staffing, equipment, public relations, protocol, program preparation and finance so that employees must have the accuracy to work, emotional stability and broad insight into change. However, in reality, there are still employees who are easily stressed and angry, cannot make decisions and are less thorough in their work. Employees in the Plantation and Food Crops Horticulture fields must have agreeableness and openness to experience where the field organizes facilitation of plantation crop production, infrastructure facilities, and marketing processing of plantation products to increase plantation production so that employees in the Plantation and Food Crops and Horticulture fields must have agreeableness and openness to experience to provide understanding and training to farmer groups about the development of agricultural technology that changes following world developments. Employees of the Animal Husbandry Division must have conscientiousness or an extraversion personality when the field carries out guidance, disease control, circulation supervision, monitoring, evaluation and reporting in the field of animal husbandry so that employees must have accuracy in their work such as when vaccinating animals, so employees must have the nature of accuracy in doing their work such as when vaccinating animals or and socializing to the public about the dangers of FMD disease in animals so that employees must have extraversion. However, some employees are still careless about their work, such as not using a complete vaccine protocol. Extension staff must have extraversion, openness to experience and neuroticism because this extension field takes care of household activities in the scope of agricultural extension and provides learning to farmers so

that they know the latest information in agriculture. It requires broad-minded individuals who are firm in making decisions and have positive emotions when carrying out their duties. However, the reality in the field is that there are still employees who are rigid to change and easily emotional about their work.

Organizational culture regulates how members of the organization improve performance, for example, how to commit, coordinate, cooperate, communicate lines, and others. So that cooperation and coordination can be improved in the future. Employees who often come late and leave early, employees who delay work and are late in completing work and inequality in completing work are no longer found, even though there are sanctions for employees. To avoid this, strengthening personality through improving employee behaviour, which is reflected through the big five personality, must be considered and strengthened through the rules reflected in the organizational culture.

This research seeks to find that the influence of Big Five Personality on organizational culture; the influence of Organizational Culture on the performance; the influence of Big Five Personality on performance; the influence of Big Five Personality on performance through Organizational Culture.

II. LITERATURE REVIEW

Performance

According to Davis & Newstrom (2012), performance is the appearance, quantity and quality of work employees perform in an organization. Performance can be individual or group. The appearance of work is not limited to employees who hold functional or structural positions but also to all levels of employees in the organization. According to Gibson, quoted by Kasmir (2019:182), performance is divided into two types, namely individual performance and organizational performance. Individual performance is the performance produced by a person, while organizational performance is the performance of the company as a whole. Individual performance or employee performance that will support organizational performance.

Individual performance is the basis of organizational performance, which is strongly influenced by individual characteristics, individual motivation, expectations, and assessments made by management on the achievement of individual work results

Big Five Personality

There are many researches and theories put forward by experts, one of which is the Personality Trait Theory, which is most often used in the world of work, namely the "Big Five Model" Personality Traits Theory or "Big Five Personality Traits Model" proposed by a famous psychologist, Lewis Goldberg. According to Ivancevich et al., (2021), psychologists have identified hundreds of dimensions or personality traits over the past century. However, a consensus has emerged in the last 30 years that five dimensions or factors can explain most human personality. The Big Five personality dimensions include Openness to experience, Conscientiousness, Extraversion, Agreeableness and Neuroticism. According to Pervin et al., (2010) Big Five Personality in trait factor theory, the five major trait categories include emotionality, activity, and sociability factors. This means the big five personality is a trait factor theory with five general trait categories, including emotions, actions, and social factors.

Organizational Culture

According to Gibson et al., (2012: 31), Organizational culture is what employees feel and how these perceptions create a pattern of beliefs, values and expectations. Meanwhile, according to Robbins & Judge (2013: 512), Organizational culture shows a system of shared meanings owned by members that distinguish the organization from other organizations.

Relationship Between Variables

Big Five Personality to Organizational Culture

The research from Yusuf (2021) state that there is a significant influence of the Big Five Personality on organizational culture. The results of Pangastuti's research (2018) prove that the Big Five Personality can improve organizational culture by improving employee behaviour at work, including helping to achieve organizational goals by increasing responsibility at work and keeping up with changes and developments made by the organization. The better the Big Five Personality, the better the organizational culture that describes the employees' behaviour in the organization.

H₁ : Big five personality has a positive and significant effect on the organizational culture of civil servants of the West Kutai Regency Agriculture Office

Big Five Personality to Performance

Many other supporting variables, including personality, also influence performance. Personality is a pattern of relatively permanent characteristics and unique characteristics that can provide consistency and individuality to a person's behaviour (Feist, 2010). Furthermore (Gibson et al., 2012) suggest that research on

the dimensions of the Big Five Personality shows that personality does influence important work behaviours such as job performance, trainability and job satisfaction.

The higher the personality score of an individual, the more likely they are to produce high performance. Employees with personalities that suit their jobs tend to perform well because the different personalities of each employee will produce different performances (Mahlamaki et al., 2012).

This research is also supported by Arianto et al., (2021), Yusuf (2021), Darmawan (2017), and Nasyroh&Wikansari (2017), showing that the Big Five Personalities have a significant influence on performance.

H2 : Big five personality has a positive and significant effect on the performance of civil servants of the West Kutai Regency Agriculture Office

Organization Culture Personality to Performance

According to Triatna (2015), organizational culture is the fundamental values of an organization in the form of beliefs, norms, and ways of learning of people in an organization. These are the glue and characteristics of an organization that can differentiate it from other organizations. A strong culture is born from solid performance norms. Acceptable and reinforced behaviours must support high performance. Apart from that, a strong culture also develops the commitment of organizational members when they accept these values (Buhler, 2007).

This research is also supported by Yusuf (2021), Kawiana et al., (2018), Kuswati, (2020) dan Kenedi et al., (2022). The research results show that organizational culture has a positive effect on employee performance.

H3 : Organizational culture has a positive and significant effect on the performance of civil servants of the West Kutai Regency Agriculture Office

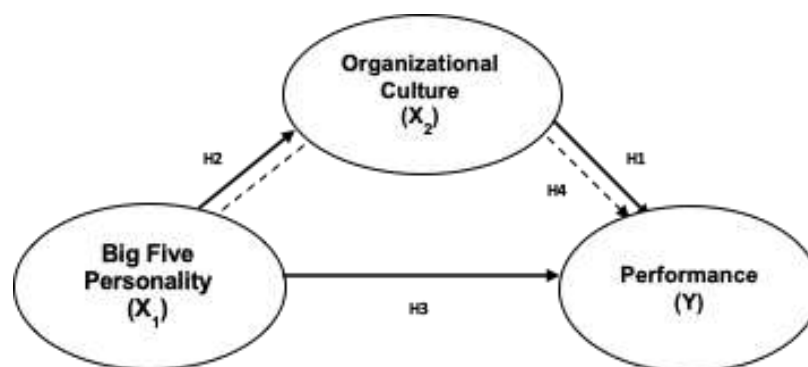
Big Five Personality to Performance through Organizational Culture

The research from Yusuf (2021) Organizational culture as a mediating variable significantly influences the relationship between the Big Five Personalities and organizational performance. The results obtained from the organizational culture variables, which describe the interaction between the Big Five personality variables, strengthen the influence of the Big Five personalities on performance. Just like the research conducted by Adawiyah et al., (2022) that the organizational culture is able to moderate the relationship between personality and employee performance with high personality enhancement moderated by organizational culture, it is able to improve employee performance

H4 : Big five personality has a positive and significant effect on the performance through organizational culture

Research Conceptual Framework

Figure 1. Research Conceptual Framework



III. RESEARCH METHOD

Operational of Definision

1. Big Five Personality (X₁)

Big five personality is the characteristic characteristic of of civil servants of the West Kutai Regency Agriculture Office to distinguish one person from the other in generating behavior. The big five personality measurement is adapted from (Ivancevich et al., 2021; Robbins & Judge, 2013) consisting of 5 statement indicators, namely:

- a. Openness to experience is the characteristic of civil servants of the West Kutai Regency Agriculture Office who are interested in finding out about new things and learning about them.
- b. Conscientiousness is the careful characteristic of civil servants of the West Kutai Regency Agriculture Office when carrying out their work.
- c. Extraversion is the characteristic of the West Kutai Regency Agriculture Office civil servants who like to socialize with other people.
- d. Agreeableness is the characteristic of the West Kutai Regency Agriculture Office civil servants who work efficiently with others.
- e. Neuroticism is a stable emotion in carrying out work owned by civil servants at the West Kutai Regency Agricultural Office.

2. Organizational Culture (X₂)

Organizational culture is everything that civil servants of the West Kutai Regency Agriculture Office bring to the organization ranging from behavior or attitudes, norms, values, to assumptions related to individual integration in carrying out their work. Measurement of organizational culture adapted from Robbins (2008) consists of 7 statement indicators, namely:

- a. Innovation and risk-taking are encouraged to create innovative ideas at work.
- b. Attention to detail is required to pay attention to detail in work.
- c. Outcome orientation is working by emphasizing optimal results.
- d. People orientation is trying to do the job seriously.
- e. Team orientation is trying to establish cooperation with other coworkers to improve the best results.
- f. Aggressiveness is required to work hard in carrying out tasks that have become a responsibility.
- g. Stability is feeling valued rather than being a tool to gain profit and realize a good work environment.

3. Performance (Y)

Performance is a result of work produced by civil servants of the West Kutai Regency Agriculture Office that can be measured in absolute terms and compared using predetermined standards. A person or group can achieve performance by following their respective authorities and responsibilities to achieve goals. Performance measurement is adapted from (Noe et al., 2016; Mathis & Jackson, 2016) consisting of 7 indicators consisting of:

- a. The quantity of work results is the work results in accordance with the quantity target set.
- b. Quality of work is the result of work in accordance with the quality targets set.
- c. Job knowledge is a sufficient level of knowledge about the main job.
- d. Working with a team is feeling comfortable working with a team in carrying out work.
- e. Initiative is initiative in the form of creativity in solving problems that arise in work.
- f. Mental skills are mental skills in the form of being responsible for work.
- g. Devotion to the agency is the determination to provide the best service for the agency.

Population and Sample

The population in this study is civil servants of the West Kutai Regency Agriculture Office, totaling 82 people. The sample of this study used non-probability sampling techniques with a total sampling approach, which means that the entire population consisted of 82 civil servants of the West Kutai Regency Agriculture Office.

Analysis Method

In this study, data analysis used the Partial Least Square (PLS) approach. Partial Least Square (PLS) analysis is a multivariate statistical technique that compares multiple dependent variables and multiple independent variables. PLS is one of the variant-based SEM statistical methods designed to solve multiple regression when specific problems occur in the data, such as small research sample sizes, missing values and multicollinearity.

IV. ANALYSIS AND DISCUSSION

Structural Equation Modelling (PLS-SEM)

Analysis Measurement Model Outer Model

Measurement Model Analysis (Outer Model) is an analysis that describes a relationship between indicators and variables by showing the level of significance that occurs in research. In the outer model testing using validity tests consisting of convergent validity, Average Variance Extracted (AVE), discriminant validity and reliability tests consisting of composite reliability and Cronbach alpha.

1. Convergent Validity

This test is done by looking at the standardized loading factor. This value describes the magnitude of the correlation between each indicator and its construct. The value of the loading factor that can be said to be valid is if it has a value greater than 0.7. However, there are some researchers who say if the loading factor value is greater than 0.5 it can mean that the item is valid. The output of the SmartPLS model for convergent validity testing is as follows:

Table 1. Outer Loading

	Big Five Personality (X1)	Organizational Culture (X2)	Performance (Y)
X1.1	0.735		
X1.2	0.739		
X1.3	0.790		
X1.4	0.822		
X1.5	0.762		
X2.1		0.773	
X2.2		0.726	
X2.3		0.739	
X2.4		0.660	
X2.5		0.669	
X2.6		0.809	
X2.7		0.828	
Y.1			0.825
Y.2			0.813
Y.3			0.840
Y.4			0.869
Y.5			0.843
Y.6			0.838
Y.7			0.807

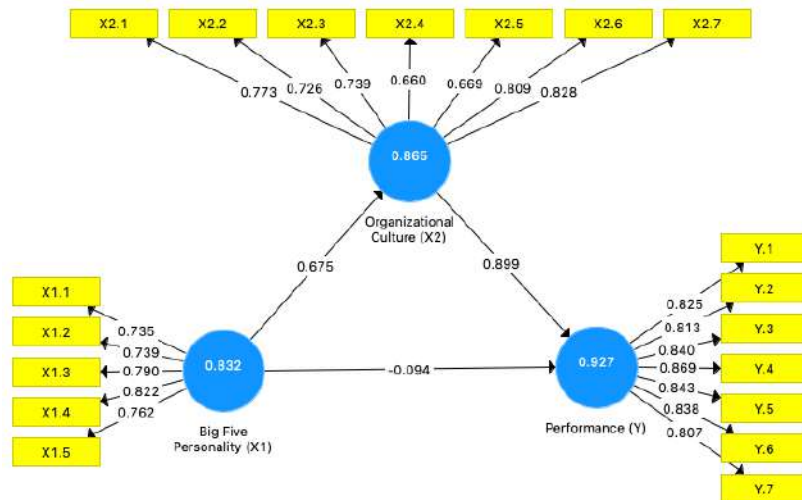
Source: Result research, 2024

Based on table 1, the results of data processing above show that the outer model value meets the requirements so that it shows good discriminate validity because the correlation value of each indicator shows a value above 0.5. The indicators of each variable that have the highest and lowest values will be explained as follows:

- Big Five personality (X1) is measured using five indicators. The indicator with the highest factor loading is agreeableness (X1.4) of 0.822, and the lowest is Openness to experience (X1.1) of 0.735. This result identifies that the agreeableness indicator is an essential or dominant factor in the Big Five personality (X1) of civil servants of the West Kutai Agriculture Office.
- Organizational culture (X2) is measured using seven indicators. The highest factor loading is Stability (X2.7), with a value of 0.828, and the lowest is people orientation (X2.4), with a value of 0.660. These results identify that the stability indicator is an important and dominant factor in the organizational culture variable (X2) of civil servants of the West Kutai Regency Agriculture Office.
- Employee performance (Y) is measured using seven indicators. The highest factor loading is working with the team (Y.4), with a value of 0.869, and the lowest is devotion to the agency (Y.7), with a value of 0.807. These results identify that working with a team is an important and dominant factor in the performance variable (Y) of civil servants of the West Kutai Regency Agriculture Office.

Based on the value of the loading factor listed in the table above, it can be described the loading factor diagrammodel of each indicator on the variables that have been studied, and the magnitude of the influence (R²) of the independent variable on the dependence of the research model by figure 2 below:

Figure 2. Loading Factor Partial Least Square Outer Model



Source: Result research, 2024

2. Discriminant Validity

This test was carried out by looking at the value of FornellLacker's cross loading between indicators and cross loading. Cross loading between indicators is used to compare correlations between indicators with their constructs and other block constructs. Meanwhile, Fornell Lacker's cross loading value looks at the AVE root value between constructs and other constructs. The value of cross loading between indicators must show that the correlation between indicators and their variables is higher when compared to other variables. In this study, the cross loading value for each indicator has met the existing requirements so that it can be used for this research. The value of cross loading between indicators can be seen in Table 2.

Tabel 2. Cross Loading Result

	Big Five Personality (X1)	Organizational Culture (X2)	Performance (Y)
X1.1	0.735	0.414	0.192
X1.2	0.739	0.438	0.383
X1.3	0.790	0.624	0.515
X1.4	0.822	0.559	0.468
X1.5	0.762	0.510	0.321
X2.1	0.718	0.773	0.483
X2.2	0.705	0.726	0.420
X2.3	0.703	0.739	0.461
X2.4	0.291	0.660	0.693
X2.5	0.245	0.669	0.746
X2.6	0.400	0.809	0.760
X2.7	0.444	0.828	0.795
Y.1	0.412	0.659	0.825
Y.2	0.415	0.683	0.813
Y.3	0.481	0.710	0.840
Y.4	0.402	0.686	0.869
Y.5	0.517	0.731	0.843
Y.6	0.408	0.689	0.838
Y.7	0.354	0.709	0.807

Source: Result research, 2024

In addition to using the Cross Loadings result value to see if it includes reliability, Fornell-Lacker's cross loading value can also be used, where the AVE root value between constructs must be greater when compared to values with other constructs. In this study, the AVE root value between constructs for each research variable has met the requirements so that it can be used in research. Fornell-Lacker's cross loading values can be seen in Table 3.

Tabel 3. Fornell-Lacker's Cross Loadings Results

	Big Five Personality	Organizational Culture	Performance
Big Five Personality	0.770		
Organizational Culture	0.675	0.746	
Performance	0.513	0.835	0.834

Source: Result research, 2024

The second assessment is Average Variance Extracted (AVE). AVE values of 0.50 and higher indicate an adequate level of convergent validity, which means that the latent variable explains more than half of the indicator variable. Average Variance Extracted (AVE) values can be seen in Table 4.

Table 4. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Information
Big Five Personality	0.593	Valid
Organizational Culture	0.556	Valid
Performance	0.695	Valid

Source: Result research, 2024

The test results show that the AVE value on all constructs is more significant than 0.50, which is adequate for convergent validity. Furthermore, based on the square root of average variance extracted (root AVE), all variables designed in this study are more significant than the correlation between latent variables, so it can be concluded that all indicators have good convergent validity.

3. Reliability

Composite reliability and Cronbach's alpha are used to test the reliability value or reliability between indicators of the constructs that form them. The value of composite reliability and Cronbach's alpha is said to be good if the value is above 0.70 recommended. In other words, good composite reliability and Cronbach's alpha values indicate that discriminant validity has been achieved.

Table 5. Reliability

	Cronbach's Alpha	Composite Reliability	Information
Big Five Personality	0.832	0.879	Reliable
Organizational Culture	0.865	0.897	Reliable
Performance	0.927	0.941	Reliable

Source: Result research, 2024

The composite reliability and Cronbach's alpha output results all have values above 0.60, indicating that discriminant validity has been achieved. Thus, all latent variables have a good level.

Structural Model Analysis (Inner Model)

Structural Model analysis (Inner Model) is tested to take into account the R-square value of each endogenous latent variable as the predictive power of the structural model. Changes in R-square values can be used to explain whether some exogenous latent variable has a major effect on endogenous variables as a goodness-fit model test. The R-square value is a value of 0.75 can be said to be strong, a value of 0.5 can be said

to be moderate and a value of 0.25 can be said to be weak. Based on the results of calculations using SmartPLS output, it can be seen in table 6 as follows:

Table 6. R square Coefficient

	R Square	R Square Adjusted
Y	0.702	0.695

The R square coefficient results show that the Performance variable (Y) R-value is 0.702, or 70.20%. This indicates that performance is included in the strong category in the formation of the research model.

Hypothesis Testing

Hypothesis testing in research can be seen in the calculation of path coefficient bootstrapping which shows the results of the t-statistical test of the construct relationship studied. Hypothesis testing is included in structural models and the designation of the relationship of hypotheses with simulation practice. This bootstrapping test is designed to determine the direction of the relationship and the importance of the relationship for each latent variable. Hypothesis testing is done by comparing t-statistics or t-counts that have been established. The t-count value generated in the bootstrapping test must be greater than the one-way t-table, which is 1.96 means a standard error of 5% or a p-value below 0.05. Based on the formulation of the research problem and the results of research conducted with the inner model, it can be explained as follows:

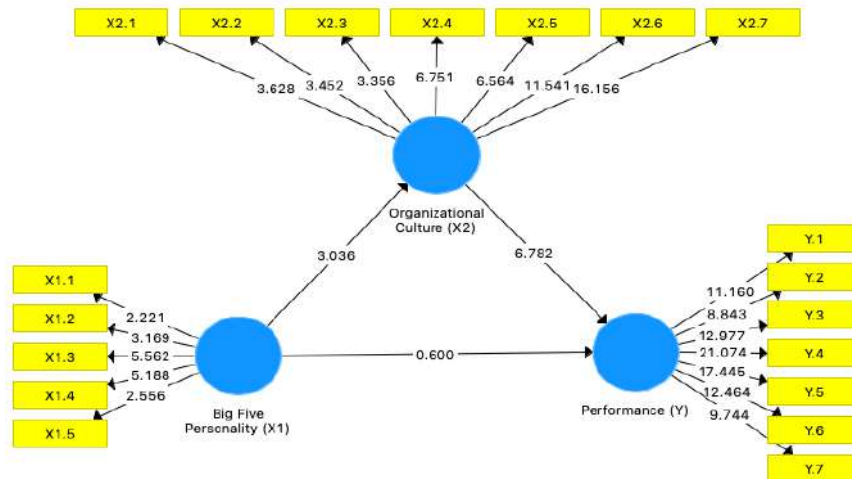
Table 7. Path Coefficients (Mean, STDEV, t-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Information
Big Five Personality (X1) -> Organizational Culture (X2)	0.675	0.645	0.197	3.424	0.001	Significant Positive
Big Five Personality (X1) -> Performance (Y)	-0.094	-0.051	0.143	0.658	0.511	Insignificant negative
Organizational Culture (X2) -> Performance (Y)	0.899	0.882	0.113	7.986	0.000	Significant Positive
Big Five Personality (X1) -> Organizational Culture (X2) -> Performance (Y)	0.607	0.569	0.198	3.067	0.002	Significant Positive

Source: Result research, 2024

Then it can also be described bootstrap calculation model on the inner model that connects the original value and t-statistic from the path analysis in this study which appears that there is a relationship between variables that obtain values below the terms of acceptance of the hypothesis or below 1.96, then the following picture can be produced:

Figure 3. Loading Factor Partial Least Square Bootstrap on Inner Model



Source: Result research, 2024

Based on the results of research using bootstrapping above in table 6 can be explained as follows:

- H1: Big five personality has a positive and significant effect on the organizational culture of civil servants of the West Kutai Regency Agriculture Office**

The effect of the big five personality on employee organizational culture through the path coefficient value is 0.675, the t count is 3.424, and the p-value is 0.001. This value meets the requirements for the acceptance of H1, namely the t-value greater than 1.96 and p-value <0.05. Thus, big five personality has a positive and significant influence on the organizational culture of civil servants of the West Kutai Regency Agriculture Office. This positive coefficient value indicates that the higher the big five personality, the higher the organizational culture of civil servants of the West Kutai Regency Agriculture Office.
- H2: Big five personality has a positive and significant effect on the performance of civil servants of the West Kutai Regency Agriculture Office**

The effect of big five personality on employee performance through the path coefficient value is -0.094, the t-count is 0.658, and the p-value is 0.511. This value does not meet the requirements for the acceptance of H1, namely the t-count value, which is smaller than 1.96 and p-value > 0.05. Thus, it is concluded that big five personality has a negative and insignificant influence on the performance of civil servants at the West Kutai Regency Agriculture Office. This negative coefficient value indicates that the higher the Big Five personality, the less impact it will have on increasing the performance culture of civil servants of the West Kutai Regency Agriculture Office.
- H3: Organizational culture has a positive and significant effect on the performance of civil servants of the West Kutai Regency Agriculture Office**

The effect of organizational culture on employee performance through the path coefficient value is 0.899, the t count is 7.986, and the p-value is 0.000. This value meets the requirements for the acceptance of H1, namely the t value, more significant than 1.96 and p-value <0.05. Thus, it is concluded that organizational culture has a positive and significant influence on the performance of civil servants at the West Kutai Regency Agriculture Office. This positive coefficient value indicates that the higher the organizational culture, the higher the performance of civil servants of the West Kutai Regency Agriculture Office.
- H4: Big five personality has a positive and significant effect on the performance through organizational culture**

The effect of the big five personality moderated by organizational culture on employee performance through the path coefficient value is 0.607, the t count is 3.067, and the p-value is 0.002. This value meets the requirements for the acceptance of H1: the t-value greater than 1.96 and the p-value <0.05. Thus, it is concluded that big five personality moderated by organizational culture indirectly has a positive and significant influence on the performance of civil servants at the West Kutai Regency Agriculture Office. This positive coefficient value indicates that the higher the big five personality moderated by organizational culture, it will indirectly have implications for the increasing performance of civil servants of the West Kutai Regency Agriculture Office.

Finding and Interpretation

1. The influence of Big Five Personality on Organizational Culture

Based on the results of testing the direct effect of the big five personality on organizational culture, the big five has a positive and significant effect on the organizational culture of civil servants of the West Kutai Regency Agriculture Office. The better the big five personality of employees, the more the organizational culture of civil servants of the West Kutai Regency Agriculture Office will increase. The increase in the big five

personality will lead to positive behaviour to work optimally and responsibly, establish cooperation with colleagues and feel valued and not as a tool to gain profit to realize a good work environment.

The research result from Yusuf (2021) state that there is a significant influence of the Big Five Personality on organizational culture. The results of Pangastuti's research (2018) prove that the Big Five Personality can improve organizational culture by improving employee behaviour at work, including helping to achieve organizational goals by increasing responsibility at work and keeping up with changes and developments made by the organization.

2. The influence of Big Five Personality on Performance

The analysis results show that the big five personality variables have a negative and insignificant effect on performance. This shows that the better the big five personality decreases the performance of civil servants of the West Kutai Regency Agriculture Office. Different employee personalities will produce different performances, so performance may not influence some traits. For example, individuals with low openness to experience scores tend to feel satisfied with their current situation and are reluctant to try new things in the external environment. However, some jobs need openness to new things to increase employees' broad insight, imagination, and creativity. The results show that big five personality has a negative and insignificant effect on the performance of civil servants at the West Kutai Regency Agriculture Office. This is because most of the work in the West Kutai Regency Agriculture Office already has patent standard operating procedures. The level of openness to experience of employees does not affect performance results; for example, field work such as conducting field check farmer check activities (CPCL) and Provisional Hand Over (PHO) already has rules that are standardized and must be implemented so that it does not require creativity or innovation from employees. This research is in line with research (Priscilla & Salim, 2023) (Darsana, 2014) (Poniarsih, 2019), which explains that the big five personality does not affect performance.

3. The influence of Organizational Culture on Performance

The test results show that organizational culture has a positive and significant effect on the performance of civil servants of the West Kutai Regency Agriculture Office. This shows that the better the organizational culture, the better the performance of civil servants of the West Kutai Regency Agriculture Office increases. Organizational culture with optimal work and creating innovative ideas, responsible personality, cooperation with colleagues, and feeling valued in the organization can improve employee performance in working according to the quality and quantity of the organization and create employee loyalty to the organization. The results of this study also support research conducted by (Kawina et al., 2018), (Kenedi et al., 2022) and research (Kuswati, 2020). Organizational culture affects the performance of bank employees. Organizational culture has a positive effect on employee performance. Organizational culture has a positive and significant effect on employee performance.

4. The influence of Big Five Personality on Employee Performance through Organizational Culture

The results of the hypothesis testing conducted show that the big five personality has a negative and insignificant effect on employee performance. Big five personality has no effect because different employee personalities will produce different performance, so there are traits that may not be influenced by performance, and this is because most of the work in the West Kutai Regency Agriculture Office already has patent standard operating procedures. However, the results showed that organizational culture can mediate the relationship between the big five personality and employee performance. This can be seen from the effect of the direct coefficient estimate and the effect of the indirect coefficient estimate. The direct effect value is -0.094, and the indirect effect is 0.607. these results show that the indirect effect is greater than the direct effect. The results of this study support several research results (Adawiyah et al., 2022) and (Yusuf, 2021). Organizational culture can mediate the relationship between personality and employee performance. There is an influence of the big five personality on employee performance through organizational culture.

V. CLOSING

Conclution and Reccomendation

Conclution

1. Big five personality has a positive and significant effect on the organizational culture of civil servants of the West Kutai Regency Agriculture Office. This shows that the higher the big five personality will have implications for increasing organizational culture.
2. Big five personality has a negative and insignificant effect on the performance of civil servants of the West Kutai Regency Agriculture Office. The results showed that the increase in big five personality will decrease employee performance.
3. Organizational culture has a significant effect on the performance of civil servants of the West Kutai Regency Agriculture Office. This shows that the better the organizational culture, the better the performance of civil servants of the West Kutai Regency Agriculture Office increases.
4. Big five personality has a positive and significant effect on employee performance through organizational culture at the West Kutai Regency Agriculture Office. The results showed that organizational culture can

mediate big five personality to the performance of civil servants at the West Kutai Regency Agriculture Office.

Reccomendation

1. For the Agriculture Office of West Kutai Regency:
 - a. Improve and develop training programs that focus on personality development, such as leadership training and self-development training.
 - b. Create and improve an organizational culture that supports performance by providing competency training, office gatherings and awards for employees to motivate them to improve performance and encourage cooperation between employees.
2. For future researchers interested in conducting this research, it is recommended to add research variables that may affect performance such as work motivation, OCB and leadership.

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