



Personality Contribution to Employees Performance at Dinas Lingkungan Hidup dan Kebersihan Kota Kupang

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ABSTRACT

Keywords:

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This research aimed to analyze and prove the influence and contribution of personality on employee performance using the dimensions of neuroticism, extroversion, and conscientiousness. This research was conducted in April 2022 at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang. This research is classified as quantitative research. The research population was 172 employees whose sample was determined by simple random sampling using the probability sampling technique with the Slovin method at a probability of 5% so that the sample of respondents was as many as 120 employees. The types of data used are primary and secondary data obtained by questionnaire, observation, and documentation techniques. Data analysis used multiple linear regression analysis. The results showed that the neuroticism variable had a negative and significant effect on employee performance because it had a t-count < t-table (-3.670 < 1.98027) on sig. 0.000 < 0.05. The extroversion variable positively and significantly affect employee performance because the t-count > t-table (3.781 > 1.98027) on sig. 0.000 < 0.05 and the conscientiousness variable has a positive and significant effect on employee performance because the t-count > t-table (9.226 > 1.98027) on sig. 0.000 < 0.05. Simultaneously, the variables neuroticism, extroversion, and conscientiousness have a positive and significant effect on employee performance because of the F-count > F-table (64.957 > 2.68) at sig. 0.000 < 0.05. The contribution of the independent variables to the dependent variable sequentially from the highest to the lowest, namely conscientiousness of 0.433 units, extroversion of 0.205 units, and neuroticism of -0.187 units. The managerial implication of the research shows that the implementation of the personality of the employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang affects employee performance positively and significantly.

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1. Introduction

Public perception regarding the work performance of government employees in Indonesia is still relatively bad. The public is still disappointed with the public services provided by government employees, due to unfriendly employees, convoluted bureaucracy, and high illegal fees in the bureaucracy. This is the public spotlight today.

The poor performance of government employees (in Indonesia: ASN), as reported by several competent institutions. The Badan Kepegawaian Nasional Republik Indonesia in Riwukore et al. (2022) that only 20% of ASN in Indonesia are classified as performing well. Kementerian Pendayagunaan

Aparatur Sipil Negara and Reformasi Birokrasi Republik Indonesia in Riwukore et al. (2021) stated that there were \pm 1.35 million (30%) ASN from the performance aspect in the category of poor assessment. This poor performance of government employees has been reported by several international institutions, including the Political and Economic Risk Consultancy survey (Alie et al., 2022), International Finance Corporation (IFC): Doing Business Report (Riwukore, Marnisah, et al., 2022), and Institute for Management of Development at Swiss: World Competitiveness Book (Riwukore, Alie, et al., 2021) that the performance of government employees in Indonesia is the worst in the world.

The poor performance of government employees from time to time has decreased in quality during the Covid-19 pandemic. Kompas Research and Development Survey (in Indonesia: Litbang Kompas), Survey of the National Ombudsman Commission of the Republic of Indonesia (in Indonesia: KON RI), and the Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia (in Indonesia: KemenPAN & RB) in Riwukore, Alie, et al. (2022) that during the Covid-19 pandemic, the performance of government employees or ASN decreased from the aspect of professionalism, public services, and bureaucracy that were getting worse. During the Covid-19 pandemic, public satisfaction with the performance of the bureaucracy and government employees was low, which was caused by low employee discipline, decreased morale, complicated bureaucracy, and lack of organizational climate support. All of these factors are related to the personality of the employee at work.

Based on the description above, it can be explained that the performance of government employees, in general, can be categorized as bad. Of course, this will interfere with the performance of government organizations. Therefore, it is very important to improve the performance of public management. Riwukore, Habaora, et al. (2022) explains that performance in public insight is carried out to fulfill three objectives, namely: (1) to improve government performance, (2) to allocate resources and decision-makers, and (3) to realize accountability. public and institutional communication improvements. Thus the performance of the institution is a manifestation of accountability and transparency to the public as the holder of sovereignty as well as encouraging the creation of good governance.

To examine the factors that influence the poor performance of government employees, a phenomenon study was carried out in one of the regional apparatus organizations in the Kupang City Government, namely the Dinas Lingkungan Hidup and Kebersihan Kota Kupang (DLHK). This choice was influenced by several reasons, including (1) poor employee performance at the DLHK Kota Kupang caused Kota Kupang to be named the dirtiest city in Indonesia by the Kementerian Lingkungan Hidup and Kehutanan Republik Indonesia (Riwukore & Habaora, 2019a); (2) the issue of cleanliness has become an important public problem but has not been taken seriously and responded to intensively by the Kupang City Government (Sayrani & Tamunu, 2020); and (3) public awareness regarding household waste management is still low in Kupang City (Riwukore & Habaora, 2019b).

Personality is the main predictor that affects the performance of an employee (Indrastuti, 2021). Batilmurik (2021) explains that various issues regarding employee performance are strongly influenced by personality factors. Likewise, explained by Widyasari et al. (2017) that personality is the best factor to be used to predict employee performance. This variable can be used to predict employee performance contextually even though it does not support employee performance technically (Susiani & Suyuthie, 2019). The relationship between personality and a person's performance is influenced by the circumstances and tendencies of individuals to behave differently and deviate from their characteristics when outside the work environment.

Rondo et al. (2018) stated that personality is one of the important factors for an agency to see the performance of its employees because a person's personality will determine the results of his work. Personality is the background of a person's behavior. This means that personality shows the behavior of an individual's attitudes to be able to do, know, and think in an organization.

The concept of personality from many experts follows the concept of the big five personality model proposed by Costa & McCrae (1992), Feldman (2003), McCrae et al. (2004), Aluja et al. (2005) in Hastuti et al. (2017) that the big five personality model is consistent when used for different populations including the population of children, students, and adults, and can even be used across cultures. The five

main dimensions of personality are neuroticism, extroversion, openness to experience, agreeableness, and conscientiousness. This study only uses 3 dimensions, namely neuroticism, extroversion, and conscientiousness because the empirical basis shows these three dimensions have a positive and significant effect (Fiernaningsih, 2017; Nasyroh & Wikansari, 2017), while previous studies related to openness to experience and agreeableness showed a significant effect. not significant to employee performance (Rustiarini, 2013; Wicaksono & Surjanti, 2018).

Research that uses personality variables on employee performance, especially those related to the state civil apparatus, has not been widely carried out. Simanullang (2021) reports the relationship between personality and ASN performance from the aspect of literature review without being empirically proven. Furthermore, Haris (2017) reports on personality from a general aspect without specifically explaining the dimensions and indicators of personality. Therefore, it is very necessary to conduct research related to the contribution of personality to the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang.

Based on the description of the existing background, the purpose of this study is to analyze and prove the influence of personality on employee performance so that it can be seen the contribution of personality to employee performance at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang. The benefit of this research is for a more comprehensive scientific development, especially from the aspect of management science, including as a form of policy recommendations to stakeholders, especially the Dinas Lingkungan Hidup and Kebersihan Kota Kupang.

2. Methods

Human resource management is the scientific discipline of this research. The focus of the research was carried out at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang for \pm 1 month, namely April 2022. The endogenous or dependent variable of this research is performance, which is influenced by exogenous or independent personality variables either simultaneously or partially consisting of neuroticism, extroversion, and conscientiousness. This research is classified as quantitative research and uses the survey-confirmative-verification method. This is related to the research objectives to test and prove hypotheses, variable descriptions (verificative), test the influence or contribution of variables (confirmatory explanatory), and this study uses a sample of the population as the primary data source.

The design of this research consists of the framework of thinking that neuroticism, extroversion, and conscientiousness affect employee performance. In the following, the research framework is presented as shown in Figure 1.

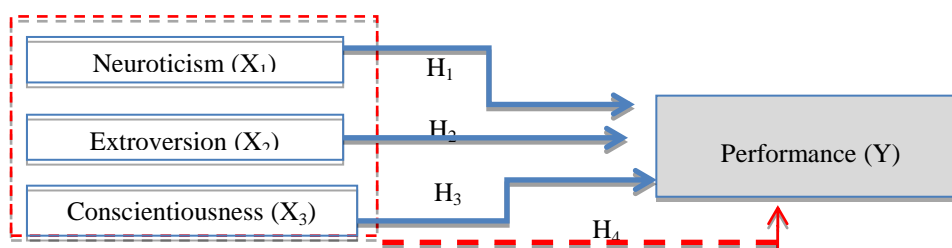


Figure 1. Framework flow chart

Moving on from the formulation of the research problem and the research framework as well as the flow of thought, the research hypotheses to be tested can be formulated as follows:

- H₁ : It is suspected that there is an influence of neuroticism to the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang
- H₂ : It is suspected that there is an influence of extroversion to the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang
- H₃ : It is suspected that there is an influence of conscientiousness to the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang

H₄ : It is suspected that there is an influence of neuroticism, extroversion, and conscientiousness to the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang

In this research, the population is ASN status employees who work at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang, totaling 172 employees. Arikunto (2019) explains that if the population is less than 100 it is better to take all and if it is greater than 100 it can be taken between 10%-15% or greater than 100 can be taken from the total population.

The type of data used in this research consisted of primary data and secondary data. The primary data of this study were obtained from survey results through questionnaires to respondents. The questionnaire used in this study is a closed questionnaire using a Likert scale with the type of interval measurement scale, namely: 1 (strongly disagree); 2 (disagree); 3 (neutral); 4 (agree); and 5 (strongly agree). While secondary data comes from previous research that is relevant to the substance of the research, data on employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang, and other data that has been processed previously. Data collection techniques in this study used field research, namely by directing to the object of research to obtain data using questionnaire techniques, interview techniques, and documentation techniques. The conceptual and operational definitions of the research variables can be seen in Table 1 below.

Table 1.
The concept of research variables

Variables	Variable Concepts	Indicators	Items	Scale
Neuroticism (X ₁)	The personality which of anxious, angry, and depressed	1. Restless 2. Frustration. 3. Depression 4. Discomfort 5. Impulsivity 6. Fragility	1. I get depressed easily 2. I am not a relaxed person and can't handle stress easily. 3. I am often tense at work 4. I worry easily 5. My emotions are often unstable 6. My feelings are often mixed 7. I am not calm in stressful situations. 8. I get nervous easily	Interval. Source: John et al. (2008) in Hastuti et al. (2017)
Extroversion (X ₂)	Positive personality, energetic, happy, sociable, interested in many things, and friendly towards others	1. Sociable. 2. Likes to interact. 3. Assertive 4. Likes to be active. 5. Likes to seek sensation 6. Have positive emotions.	1. I like to talk 2. I don't like to harbor feelings or ideas 3. I am full of energy 4. I have high enthusiasm 5. I tend to be not restless 6. I have self-confidence 7. I'm not the shy and introverted type 8. I am sociable and super	Interval. Source: John et al. (2008) in Desmaryani (2018)
Conscientiousness (X ₃)	Individuals who are in control of their social environment, who think before they act, delay gratification, follow rules and regulations, and plan and prioritize tasks	1. Have competence in work 2. Have organizational skills 3. Hold fast to the principle of life 4. Have the ability to excel 5. Can self-regulate	1. I like getting things done 2. I am always careful 3. I am a reliable worker 4. I am an organized person 5. I'm diligent 6. I work diligently until the job is finished 7. I do my job efficiently 8. I plan accordingly and follow the plan 9. I focus on work	Interval. Source: John et al. (2008) in Nasyroh & Wikansari (2017)
Performance (Y)	The ability of employees to perform all the tasks that are their responsibility	1. Work quantity 2. Work quality 3. Timeliness	1. I always finish the assigned work on time 2. I am always responsible for my work 3. The quality of my work is as expected 4. The quality of my work meets the required requirements	Interval. Source: Riwukore & Habaora (2021)

This research uses a questionnaire as a research instrument. To find out whether the questionnaire used can truly describe the research objectives (valid) and is consistent (reliable), it is necessary to test the reliability and validation of the instrument measurements that have been compiled. Then, the classical assumption test was carried out which consisted of a normality test, multicollinearity test, and heteroscedasticity test. Furthermore, the regression analysis test was carried out both partially (t-test) and simultaneously test (F-test) and at the same time looked for the coefficient of determination of the research variables.

3. Results and Discussion

3.1 Result

a. Validity Test

The instrument validity test was conducted on 120 sample member respondents, namely all respondent employees at Dinas Lingkungan Hidup and Kebersihan Kota Kupang. The results of the correlation value (r_{count}) are then compared with the Pearson product moment table (r_{table}). Testing using a two-sided test at a significance level of 0.05 and the amount of data (n) = 120 or df = 118, then the r_{table} is 0.1793. The results of the validity test of each statement item on the variables of neuroticism, extroversion, dan conscientiousness, and performance are presented in Table 2.

Table 2.
Result of validity test

Index r_{table}	Variables								Results
	Neuroticism		Extroversion		Conscientiousness		Performance		
	Item	r_{count}	Item	r_{count}	Item	r_{count}	Item	r_{count}	
0.17	X1.1	0.82	X2.1	0.72	X3.1	0,73	Y1	0,82	Valid
0.17	X1.2	0.83	X2.2	0.78	X3.2	0,42	Y2	0,83	Valid
0.17	X1.3	0.86	X2.3	0.85	X3.3	0,73	Y3	0,85	Valid
0.17	X1.4	0.73	X2.4	0.66	X3.4	0,64	Y4	0,86	Valid
0.17	X1.5	0.72	X2.5	0.75	X3.5	0,75			Valid
0.17	X1.6	0.67	X2.6	0.84	X3.6	0,74			Valid
0.17	X1.7	0.63	X2.7	0.78	X3.7	0,63			Valid
0.17	X1.8	0.50	X2.8	0.83	X3.8	0,42			Valid
0.17					X3.9	0,56			Valid

Source: SPSS output processed by researchers, 2022

The results of the validity test on this research variable are known to be the correlation used by product moment correlation. Furthermore, the value of r_{count} is consulted with the critical price of r_{table} with a significance level of 5% with the test criteria, namely: if the value of $r_{\text{count}} > r_{\text{table}}$ then it is declared valid and vice versa if the value of $r_{\text{count}} < r_{\text{table}}$ is declared invalid. Based on the results of the validity test that all statement items in each research variable showed valid results.

b. Reliability Test

According to Bahri & Zamzam (2015), certain limits can also be used as a reference to determine the level of reliability, namely: not strong reliability (<0.50), less strong reliability (0.50-0.59), moderate reliability (0.60-0.69), strong reliability (0.70-0.79), very strong reliability (0.80-0.89), and perfect reliability (0.90-0.10). The results of the questionnaire reliability test of the variables of discipline, workload, and emotional intelligence, and performance are presented in Table 3.

Table 3.
Result of reliability test

Variables	Cronbach's Alpha	Criteria	Results
Neuroticism	0.89	0.60	Very Strong Reliability
Extroversion	0.90	0.60	Perfect Reliability
Conscientiousness	0.93	0.60	Perfect Reliability
Performance	0.87	0.60	Very Strong Reliability

Source: SPSS output processed by researchers, 2022

Based on the results of the reliability test, it is known that the value of Cronbach's Alpha neuroticism variable (X_1) is 0.89, extroversion variable (X_2) is 0.90, conscientiousness variable is 0.93, and performance variable (Y) is 0.87. This means the results of the calculations of the four variables all obtained the Cronbach's Alpha value > 0.60 . Thus it can be concluded that the questionnaire in this study is reliable.

c. Normality Test

Uji normalitas dalam penelitian ini menggunakan uji Kolmogorov-Smirnov, dimana kriteria pengambilan keputusan adalah jika nilai signifikansi $> 0,05$ maka data dianggap berdistribusi normal, dan sebaliknya, jika nilai signifikansi $< 0,05$ maka distribusinya tidak normal. Hasil uji normalitas tersaji pada Tabel 4.

Tabel 4.
Uji Normalitas

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		120
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.49462634
Most Extreme Differences	Absolute	.066
	Positive	.047
	Negative	-.066
Test Statistic		.066
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Nilai signifikansi di atas menunjukkan nilai 0,200, sehingga dapat disimpulkan data berdistribusi normal karena nilai signifikansi lebih besar daripada 0,05.

d. Multicollinearity Test

Multicollinearity can be identified in several ways, one of which is by looking at the tolerance and variance inflation factor (VIF) values generated by the independent variables. If the tolerance value is > 0.10 and $VIF < 10$, it can be interpreted that there is no multicollinearity in the study. On the other hand, if tolerance is < 0.10 and $VIF > 10$, there is a multicollinearity disorder in this study. Hasil uji multikolinearitas dari penelitian ini tersaji pada Tabel 5.

Table 5.
Results of multicollinearity test

Variables	Tolerance	VIF	Results
Neuroticism	0.825	1.212	Multicollinearity does not occur
Extroversion	0.760	1.316	Multicollinearity does not occur
Conscientiousness	0.870	1.149	Multicollinearity does not occur

Source: SPSS output processed by researchers, 2022

From the results of the multicollinearity test, it is known that none of the independent variables has a tolerance value less than 0.10. Likewise, the VIF value of each variable is not greater than 10. Thus, it can be concluded that there is no perfect correlation between the independent variables so this regression model does not have multicollinearity problems.

e. Heteroscedasticity Test

Sekaran & Bougie (2020) explained that heteroscedasticity testing aims to test whether in the regression model there is a constant inequality of variables from one observation residual to another. If the residual variable from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. A good regression model is one with homoscedasticity or no heteroscedasticity. The statistical method that can be used to test heteroscedasticity is the Glejser test. The decision-making criteria are if the value of Sig. (significance) of all explanatory variables are not statistically significant ($p > 0.05$), so it can be said that the regression equation does not experience heteroscedasticity.

Tabel 6.

Uji heteroskedastisitas

Variables	Sig.	Criteria	Results
Neuroticism	0.316	> 0.050	Tidak Terjadi Heteroskedastisitas
Extroversion	0.930	> 0.050	Tidak Terjadi Heteroskedastisitas
Conscientiousness	0.360	> 0.050	Tidak Terjadi Heteroskedastisitas

Source: SPSS output processed by researchers, 2022

Based on the results of the heteroscedasticity test in the table above, it is known that the value of Sig. of each variable is 0.316 for the neuroticism variable, 0.930 for the extroversion variable, and 0.360 for the conscientiousness variable. Based on these results, it can be concluded that the regression equation model does not experience heteroscedasticity. This is because the value of each variable is not significant or the value of Sig. greater than 0.050. Thus, it can be ascertained that the research data does not occur heteroscedasticity in other words the distribution of the data is the same (homoscedasticity).

3.2 Hypothesis Test

a. Multivariate Analysis

The results of the multiple regression test from this study are presented in Table 7. Based on the SPSS output in Table 7, the regression equation of this study is $Y = 2,070 - 0,187X_1 + 0,205X_2 + 0,433X_3$

Table 7.

Multiple Regression Analysis

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.070	.288		7.179	.000
	Neuroticism	-.187	.051	-.229	-3.670	.000
	Extroversion	.205	.054	.246	3.781	.000
	Conscientiousness	.433	.047	.561	9.226	.000

a. Dependent Variable: Performance

Based on the regression equation in the study, it can be explained that (1) if neuroticism, extroversion, and conscientiousness are 0, then the employee's performance is 2,070; (2) if the neuroticism increases by one unit, the employee's performance will decrease by 0.187 units; (3) if the extroversion increases by one unit, then the employee's performance will increase by 0.205 units; and (4) if conscientiousness increases by one unit, then employee performance will increase by 0.433 units.

The t-table value of the number of samples $N=120$, $df=118$ is 1.98027 at alpha (α) = 0.05. If t-count > t-table on sig. 0.05 indicates a positive and significant effect of the independent variable on the dependent variable. On the other hand, if t-count < t-table in sig. > 0.05 then the independent variable has no effect and is not significant on the dependent variable. This hypothesis test is called a partial test.

Based on the t-count value and significance in Table 7, it shows that (1) the neuroticism variable has a t-count < t-table ($-3.670 < 1.98027$) in sig. $p 0.000 < \alpha 0.05$ which indicates that partially, the neuroticism variable has a negative and significant effect on employee performance; (2) the extroversion variable has a value of t-count > t-table ($3.781 > 1.98027$) in sig. $p 0.000 < \alpha 0.05$ which indicates that partially, the extroversion variable has a positive and significant effect on employee performance; and (3) the conscientiousness variable has a t-count > t-table ($9.226 > 1.98027$) at sig. $p 0.000 < \alpha 0.05$ which indicates that partially, the conscientiousness variable has a positive and significant effect on employee performance.

The simultaneous test (F-test) of this study is presented in Table 8. The F-table value of the number of samples $N=120$, $df=117$ is 2.68. Based on the simultaneous hypothesis testing in this study, the F-count value was 64,957 with a significant value of 0.000. Simultaneous test (F-test), if the value of F-count > F-table at sig. $p < \alpha 0.05$ then the independent variable simultaneously has a positive and significant effect on performance, on the contrary, if the value of F-count < F-table on sig. $p > \alpha 0.05$

indicates that the independent variables simultaneously have no influence and are not significant on employee performance.

Based on Table 8, the F-count > F-table ($64.957 > 2.68$) at sig. $p < 0.000 < \alpha < 0.05$ which indicates that the independent variables consisting of neuroticism, extroversion, and conscientiousness simultaneously have a positive and significant effect on employee performance.

Table 8.
Simultaneous hypothesis test results (Test F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.909	3	16.303	64.957	.000 ^b
	Residual	29.114	116	.251		
	Total	78.023	119			

a. Dependent Variable: Performance

b. Predictors: (Constant), Conscientiousness, Neuroticism, Extroversion

Source: SPSS output processed by researchers, 2022

b. Coefficients Determinant (R^2)

The value of the regression coefficient in this study is 0.792 which indicates the attachment between the independent variable and the dependent is in a strong category. The contribution of neuroticism, extroversion and conscientiousness variables to performance was 0.627 units or 62.7%. While 37.3% is influenced by other factors outside of the independent variables in this study. The results of the coefficient of determination in this study are presented in Table 9.

Table 9.
Coefficients determinant

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.792 ^a	.627	.617	.50098

a. Predictors: (Constant), Conscientiousness, Neuroticism, Extroversion

b. Dependent Variable: Performance

Source: SPSS output processed by researchers, 2022

3.3 Discussions

a. The Influence of Neuroticism on Employee Performance

The relationship between the independent variable neuroticism and the dependent variable of employee performance in this research showed a negative and significant influence on employee performance at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang. The results of this research are the same as those reported by Suhandiah et al. (2017) that there is no relationship between neuroticism variables on employee performance. Arianto et al. (2021) reported that there was a negative and significant relationship between neuroticism and employee performance. Poniasih (2019) explains that there is a negative and insignificant effect on the performance of the neuroticism variable.

Neuroticism hurts employee performance because employees assume that someone who has a neurotic personality will have bad implications. According to Desmaryani (2018), a person with a neuroticism personality will have (1) anxiety, namely worry, fear, anxiety, tension, and nervousness; (2) angry hostility which shows a tendency to be angry, frustrated, and resentful; (3) feeling inferior or worthless (depression), namely the tendency to experience depression; (4) self-consciousness, namely the emotional form of shame and feeling of shyness, sensitive to ridicule, and easy to feel inferior; (5) follow one's conscience (impulsiveness), namely the inability to control one's desires and interests such as eating, smoking, choosing items that are perceived as very strong and cannot be appeased, although later feelings of regret arise; and (6) irritability (vulnerability), namely the ease with which a person experiences stress, describes feelings of inability to cope with stress, becomes dependent, easily discouraged, or panics in emergencies.

Meanwhile, the results of this study differ from those reported by Djula (2021) that there is a positive and significant influence between neuroticism on employee performance at the Mappi District

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Education Office. Meanwhile, Poniarsih (2019) explained that there was an insignificant relationship between neuroticism and employee performance.

Based on the variable contribution, the neuroticism variable has the lowest contribution to performance with a value of -0.187 units. This shows that if there is an increase in neuroticism in employees, it will reduce the performance of employees by 0.187 units. The results of this study indicate that neuroticism is a personality type that employees need to avoid in carrying out their work. Poniarsih (2019) explains that employees who have a neuroticism personality type have low levels of performance because of the tendency to easily experience unpleasant situations such as anger, anxiety, stress, and sadness, which makes the employee unmotivated and tends to be lazy at work. While Hastuti et al. (2017) explained that the behavioral deviation factor in the workplace is because employees have a high neuroticism personality.

b. The Influence of Extroversion on Employee Performance

The relationship between the independent variable extroversion and the dependent variable of employee performance in this study showed a positive and significant influence on the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang. The results of this research are by what was reported by Poniarsih (2019) that there is a positive and significant effect between extroversion variables on employee performance. The results of this research are also to those reported by Hastuti et al. (2017) that there is a strong and mutually influencing relationship between extroversion on improving employee performance.

The results of this study indicate that it is very important for organizations to have employees with extroversion personalities because they are very synonymous with energetic, positive emotions, passionate or enthusiastic, and like to be in groups. According to Poniarsih (2019), the extroversion personality dimension includes a person's level of pleasure in interacting. Extroverted people tend to like groups and can socialize in groups like talk, standing out, and seek attention for themselves, and being assertive. Simanullang (2021) states that an organization needs employees who are active in interacting with other employees to facilitate coordination with fellow employees in completing a job and a feeling of enthusiasm at work because the extroversion personality type is easy to adapt and get along with anyone. This can make employees not lazy and have high-quality performance.

Meanwhile, the results of this study differ from those reported by Poniarsih (2019) that there is no effect of the extroversion personality dimension on employee performance. This is because most types of work at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang are closely related to physical activity, especially in the fieldwork section, where a person's personality does not have a significant influence on this type of work. So even though someone has a high extraversion personality, it does not significantly affect the level of employee performance at DLHK. This research is in line with Jun Surjanti in Poniarsih (2019) that extroversion has no significant effect on employee performance. This is because every month every employee has a target that has been determined by the organization so that employees will try to achieve their own targets, and in their work employees are more individual.

Based on the variable contribution, the extroversion variable has the second largest contribution to performance with a value of 0.205 units. This shows that if there is an increase in the extroversion personality of the employee, it will increase the performance of the employee by 0.205 units. The results of this study indicate that extroversion is the type of personality that employees need in carrying out their work. Desmaryani (2018) explains that organizations that have employees with extroversion personalities will have high employee performance to achieve organizational goals. Employees will actively try to fulfill all assigned tasks, and employees have high motivation to increase morale in the organization. Simanullang (2021) explains that the extraversion personality dimension affects groups of individuals who are always comfortable when interacting with other people. The advantages of this dimension are easy to get along with, easy to socialize, live in groups, and are assertive.

c. The Influence of Conscientiousness on Employee Performance

The relationship between the independent variable conscientiousness and the dependent variable of employee performance in this research showed a positive and significant influence on

employee performance at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang. The results of this research are by what was reported by Poniarsih (2019) that one of the predictors of employee performance that has a positive and significant influence is the conscientiousness personality type.

The results of this study indicate that it is very important for organizations to have employees with conscientious personalities. Conscientious individuals are productive and high-performance workers because someone who has conscientious nature tends to have strong direction and work hard to achieve goals. Conscientiousness individuals are goal and detail-oriented, they tend to be actively involved in management, they are reliable and unlikely to shirk job responsibilities, they are also unlikely to exhibit passive leadership behaviors which include a lack of self-discipline and standards of leadership responsibility. This is in line with Hastuti et al. (2017), whose conscientiousness personality has a significant positive effect on performance. Poniarsih (2019) reports that the conscientiousness variable has a significant effect on the performance variable because the conscientiousness personality is characterized by regularity, responsibility, and reliability.

Meanwhile, the results of this study are different from those reported by Nasyroh & Wikansari (2017) that the conscientiousness personality dimension has no significant relationship to performance. Differences in research results occur because employees who work at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang have the skills and discipline to complete work on time, are thorough, and careful in their work, in doing work they rarely make mistakes, can complete the assigned tasks consistently, determine and manage work priorities effectively and efficiently. The results of this study are consistent with the research of Poniarsih (2019) which shows that conscientiousness personality is the best predictor.

Based on the variable contribution, the conscientiousness variable has the greatest contribution to performance with a value of 0.433 units. This shows that if there is an increase in conscientiousness personality in employees, it will increase the performance of employees by 0.433 units. The results of this study indicate that conscientiousness is the type of personality that employees need in carrying out their work. Simanullang (2021) explains that the conscientiousness personality dimension is individuals who are full of prudence in carrying out an action or full consideration in making a decision, they also have high self-discipline and can be trusted. The advantages of this dimension are reliability, responsible, diligence, and achievement-oriented. The opposite of conscientiousness are individuals who tend to be less responsible, rushed, disorganized, and less reliable in doing a job.

d. The Influence of Neuroticism, Extroversion, and Conscientiousness on Employee Performance

The relationship between the independent variables of neuroticism, extroversion, and conscientiousness simultaneously on the dependent variable of employee performance in this study shows a positive and significant influence on the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang. The results of this study are in accordance with those reported by several researchers that personality variables consisting of neuroticism, extroversion, and conscientiousness have a strong relationship, positive and significant influence on employee performance (Hastuti et al., 2017; Nasyroh & Wikansari, 2017; Desmaryani, 2018; Poniarsih, 2019).

The results of this research also show that the contribution of neuroticism, extroversion, and conscientiousness variables is 62.7% to the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang with a regression coefficient of 0.792 which indicates that the bond between the variables is in a strong category. Chin (1998) and Alie et al. (2022) stated that the R-Square value was categorized as strong if it was more than 0.67, moderate if it was more than 0.33 but lower than 0.67, and weak if it was more than 0.19 but lower than 0.33. The results of this study indicate that personality can be an organizational strategy to improve employee performance.

Personality is an important part of an employee because personality can reflect how a person behaves, generally in everyday life and especially in the world of work. Based on this behavior, a pattern of action will emerge, as explained by Wicaksono & Surjanti (2018) that personality affects a person's thoughts, feelings, and behavior. This indicates that a job or position must be assigned to a worker with an ideal personality so that the job can be completed satisfactorily.

4. Conclusion

The results of this study indicate that the extroversion and conscientiousness variables have a positive and significant effect on the performance of employees at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang. While the neuroticism variable has a negative and significant effect on employee performance. The contribution of each independent variable (neuroticism, extroversion, and conscientiousness) sequentially from the highest to the lowest on the dependent variable (performance) is conscientiousness, followed by extroversion, and neuroticism. The managerial implication that can be done is to maintain the implementation of the personality that has been formed into the organizational climate at the Dinas Lingkungan Hidup and Kebersihan Kota Kupang because it has implications for influencing employee performance, where the three dimensions of personality (neuroticism, extroversion, and conscientiousness) have ties between variables in the category strong. Suggestions/recommendations from this study are that stakeholders need to consider the implications of the influence of the openness to experience and agreeableness variables which in this study were not included as the variables studied.

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