

Assessing The Effects of Personality and Work Ability on Employee Performance at The General Bureau Office of The Regional Secretariat of West Sulawesi Province

Aisyah Aisyah^{1*}, Andi Indra Martini², & Roshita Amalyah Rasyid³

^{1, 2, 3} Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Mamuju

Email: aisyahafid06@gmail.com; ecce.aim79@gmail.com; rhs.rasyid@gmail.com

* Corresponding Author: aisyahafid06@gmail.com

Received : 30 Oktober 2025

Revised form : 12 November 2025

Accepted : 21 November 2025

Available Online : 30 November 2025

ABSTRACT

This study aims to analyze the influence of personality and work ability on employee performance (EP) at the General Bureau Office of the Regional Secretariat of West Sulawesi Province (GBORS-WSP). A quantitative approach using an associative design was applied to analyze the causal relationships among the study variables. The population consisted of all 76 employees, and using the total sampling as the sampling technique. Data collection procedures involved direct observation, structured interviews, and questionnaires measured using a Likert-type scale. The data were processed through multiple linear regression analysis with the statistical support from SPSS version 26. The results revealed that both personality and work ability have a positive and significant effect on EP, both partially and simultaneously. The coefficient of determination also indicates that personality and work ability explain a substantial portion of the variation in EP, while more than half is influenced by other factors. Therefore, enhancing positive personality traits and improving work ability are key factors in increasing EP within the government bureaucracy environment.

Keywords: Employee Performance; Personality; Work Ability.



INTRODUCTION

Human resources serve as a vital organizational asset, as the success of any institution is largely shaped by the quality, competence, and productivity of its employees, all of which significantly contribute to the achievement of organizational objectives [1]. Human resource management (HRM) focuses on managing and developing employee potential through enhancing abilities, motivation, and professionalism so that the organization can operate effectively and sustainably [2].

In the context of government institutions, Law Number 20 of 2023 emphasizes that the State Civil Apparatus (ASN) is a profession required to work professionally and competently. Employee-performance becomes a key indicator of organizational success in public organizations, as it influences effectiveness, efficiency, and service quality [3]. Therefore, objective and accountable performance appraisal is crucial, as regulated in Government Regulation Number 30 of 2019. This principle aligns with Islamic values that emphasize responsibility and professionalism in work [4].

EP is affected by various factors, including personality and work ability. Personality determines employees' mindset, attitude, and adaptability in facing job dynamics [5]. Previous research indicates that personality has a positive and significant role on performance achievement, as it shapes disciplined, resilient, and responsible work behavior [6].

In addition, work ability is also known as a crucial factor reflecting mastery of knowledge, technical skills, and accuracy in performing tasks [7]. Employees with high work ability tend to be more effective in completing their responsibilities and contributing to the achievement of organizational goals [8][9].

The General Bureau Office of the Regional Secretariat of West Sulawesi Province was chosen as the research location because of its strategic role in administrative services and technical coordination within the provincial government. Based on observations, it was found that some employees faced difficulties adapting to work dynamics, showed a lack of discipline, and had limited technical skills, which affected work effectiveness.

This situation highlights the importance of conducting a scientific investigation into how personality and work ability contribute to EP. Such research is needed to generate strategic recommendations for strengthening human resource development and enhancing bureaucratic effectiveness. Therefore, examining the impact of personality and work ability on EP at the GBORS-WSP becomes essential.

Formulation of the Problem

Based on the phenomena described earlier, this research formulates several main research problems as the focus of analysis. These problems are focus on how personality and work ability contribute to variations in EP within the GBORS-WSP. Accordingly, this study aims:

1. To determine the impact of personality on EP within the General Bureau.
2. To analyze the impact of work ability on EP in the same institutional context.
3. To identify the simultaneous impact of personality and work ability on EP at the GBORS-WSP.

Writing Purpose

In accordance with the formulated research problems, this study seeks to explore and examine how personality and work ability influence EP within the GBORS-WSP. Specifically, the objectives of this research are to determine and analyze the effect of personality on EP, to determine and analyze the effect of work ability on employee performance, and to determine and analyze the simultaneous influence of personality and work ability on EP at the GBORS-WSP.

LITERATURE REVIEW

Human Resource Managements

Human Resource Management (HRM) serves as the fundamental foundation in realizing a productive and sustainable organization [10]. emphasizes that human resources hold a strategic position in achieving organizational success because humans possess the ability to think, create, and adapt. The management of human resources aims to optimize employee potential, build synergy, and place individuals according to their expertise so that the organization can operate effectively and efficiently.

According to [1], human resources are the workforce that plays a central role in achieving organizational goals, especially in the government sector, which requires competent, professional, and accountable civil servants. [11]. adds that HR management is a combination of science and art in managing the workforce to create a harmonious relationship between worker and the organization [3]. asserts that HRM is a process of managing and developing personnel to work efficiently, productively, and in alignment with the institution's vision and mission. Thus, HRM is a strategic process in managing personnel in a planned manner to enhance capacity, professionalism, and an integrity-based work culture.

According to [2], HRM functions are divided into two categories: operational and managerial. The operational domain encompasses activities such as staffing, employee development, compensation administration. Integration, maintenance, and disciplinary management. Meanwhile, the managerial domain covers the processes of planning, organizing, directing, and controlling. Together, these functions

serve as a comprehensive framework that enables worker to perform their tasks efficiently and effectively, thereby contributing to the attainment of organizational objectives in the public sector.

Personality

Personality influences the way individuals think, behave, and interact, including within the work environment. [5] state that personality is a factor that shapes a person's mindset, attitude, and emotions in facing various conditions.

According to [13], personality reflects character, thinking patterns, and behavior formed through a combination of genetic and social environmental factors. [14] add that personality is the result of the interaction between physical, genetic, emotional, and cognitive factors that continuously develop through life experiences. [15] define personality as a set of relatively stable characteristics that form the foundation of individual behavior. Therefore, personality is the result of the interaction between innate and environmental factors that shape one's identity and work patterns.

[16] identifies two main factors that shape personality: internal factors (temperament, emotion, and talent) and external factors (family, social environment, work culture, and leadership). The combination of these factors produces a unique personality that affects employee professionalism and performance. According to Costa & McCrae in [6], personality can be measured through five major indicators known as the Big Five Personality Traits, includes Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism, which represent variations in individual behavior and tendencies in the workplace.

Work Ability

Work ability reflects the capacity of employees to perform tasks effectively. [16] states that work ability indicates the extent to which individuals can perform their duties in accordance with job requirements and professional standards. According to [9], work ability is the synergy of physical and non-physical potential, including intelligence, skills, and work attitude. [8] describe work ability as the success of individuals in completing responsibilities based on experience and time efficiency, while [7] emphasize technical capacity, accuracy, and employee adaptability.

[16] divides the factors influencing work ability into two categories: physical ability (stamina, strength, body coordination) and intellectual ability (analysis, problem-solving, and decision-making). Both factors form the foundation of employee productivity and professionalism.

According to [17], indicators of work ability include aptitude/potential, work capacity, education, and work experience, which collectively reflect an employee's competence and readiness to perform assigned responsibilities.

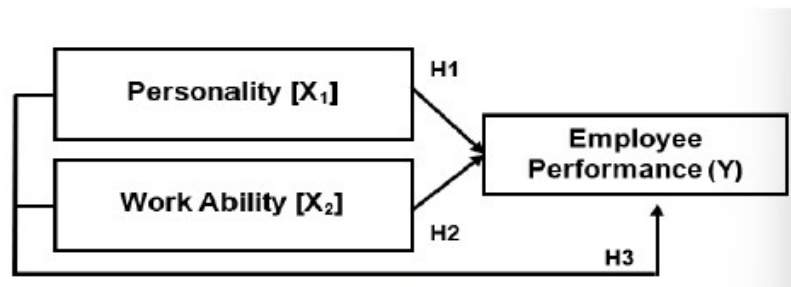
Employee- Performance

[1] defines performance as measurable and assessable work outcomes, not merely a reflection of personality. [18] defines performance as evaluative individual behavior formed from ability, personality, and work experience. [19] add that EP serves as a key indicator of organizational success. [10] describes performance as the work results of individuals or groups within a specific period, while [20] view performance as the achievement of work quality based on responsibility and knowledge. [3] highlights that performance reflects sustainable achievement grounded in ethics and accountability.

[21] identify several factors affecting performance, including ability, knowledge, work planning, personality, motivation, leadership, work culture, discipline, loyalty, and commitment. Internal factors (motivation, ability, and commitment) and external factors (environment and leadership) interact to create productive employees oriented toward organizational goals.

Based on the Regulation of the Ministry of Administrative and Bureaucratic Reform (PERMEN PAN-RB) Number 6 of 2022, the indicators of EP include quality of work, quantity of work, timeliness, efficiency, service, commitment, collaboration, and integrity as objective benchmarks for assessing the performance of civil servants (ASN).

Hypothesis



Source: Processed Primary Data, 2025

Figure 1. Frame of Mind

A hypothesis is a temporary statement proposed by the researcher as an answer to the research problem, the validity of which still needs to be verified through empirical data collection and analysis. Based on the problem formulation and the literature review previously described, the hypotheses in this study are as follows:

H₁: There is a significant partial effect of personality on EP at the GBORS-WSP.

H₂: There is a significant partial effect of work ability on EP at the GBORS-WSP.

H₃: There is a significant simultaneous effect of personality and work ability on EP at the GBORS-WSP.

RESEARCH METHODS

Research Design

This study employs a quantitative approach with an associative method, aiming to examine how personality and work ability relate to EP. The study integrates two forms of data: primary and secondary. Primary data were sourced from respondents through questionnaire administration and direct interviews, whereas secondary data were gathered from a range of supporting materials, including scholarly literature, institutional records, and other pertinent academic documents.

Research Limit

This research was focused on employees working at the GBORS-WSP. The research scope includes two independent variables, namely personality (X₁) and work ability (X₂), and one dependent variable, employee performance (Y). This study does not examine other factors beyond these variables, such as motivation, leadership, or work environment, which may also influence performance. Variable Identification:

1. Independent Variable (X₁): Personality
2. Independent Variable (X₂): Work Ability
3. Dependent Variable (Y): Employee Performance

Participants and Setting

The research was conducted at the GBORS-WSP, located in the Governor's Office Complex, Jalan H. Abdul Malik Pattana Endeng, Mamuju Regency. The study was carried out over a period of four months, from July to October 2025, encompassing the full sequence of activities from proposal preparation and data collection to data processing, and the completion of the final research report.

The population of this study consisted of all personnel working in the GBORS-WSP, totalling 76 individuals, comprising Civil Servants (ASN) and Government Employees with Work Agreements (PPPK). Considering the relatively small and homogeneous population size, this study employed a total sampling technique, allowing every member of the population to be directly included as respondents.

Measurement

Personality (X_1) is defined as a reflection of an individual's character, mindset, and behavior, formed through interactions between innate factors and the work or social environment. The measurement indicators of personality refer to the five major dimensions proposed by Costa and McCrae in [6], namely openness to experience (creativity and adaptability), conscientiousness (discipline and accuracy), extraversion (enthusiasm and sociability), agreeableness (cooperativeness and tolerance), and neuroticism (emotional stability and resistance to stress).

Work ability (X_2) is understood as a combination of potential, competence, and individual professionalism in performing tasks. The measurement indicators of work ability refer to proficiency, work capability, education, and years of service, as stated by Robbins (2022).

Employee performance (Y) is conceptualized as the result of work achieved by employees responsibly in carrying out their assigned duties and functions, taking into account aspects of quality, quantity, timeliness, efficiency, service, commitment, collaboration, and integrity. The measurement indicators of EP refer to the Regulation of the Minister for Administrative and Bureaucratic Reform (Permenpan RB) Number 6 of 2022.

Data Collection

Data were collected using several methods, namely observation to examine employee behavior and work conditions, interviews to gain deeper insights from the results of observations and questionnaires, and documentation to obtain historical and administrative data. The main research instrument was a questionnaire developed using a Likert scales (1–5), ranging from strongly disagree to strongly agree, to measure all research variables.

Data Analysis

The quantitative data analysis employed in this research utilized multiple linear regression with the support of statistical software. Prior to running the regression model, the research instrument underwent validity and reliability testing to confirm that each item measured the intended construct consistently. Following this step, partial (t-test) and simultaneous (F-test) analyses were carried out to identify the individual effect of each independent variable as well as their combined influence on the dependent variable. Furthermore, the coefficient of determinations (R^2) was applied to assess how much variation in EP can be explained by personality and work ability within the regression model.

RESULTS

Validity Test

The validity test is a “method for evaluating whether the collected data accurately reflects the actual condition of the research object,” meaning that it is considered valid if it is capable of measuring the aspect that is truly intended to be measured [22] The testing procedure is carried out by comparing the calculated correlation coefficient (*r*-count) with the critical value listed in the *r*-table, based on the following criteria:

1. The statement item is valid if, $r \text{ count} > r \text{ table}$.
2. The statement item is not valid if, $r \text{ count} < r \text{ table}$.

The *r* count value is obtained from the SPSS program (using Pearson Correlation), while the *r* table value is determined based on the critical point ($\alpha = 0.05$) in combination with the degree of freedom (DF) in the Product Moment distribution table.

1. The degree of freedom (DF) is calculated as follows: $DF = N - 2 = 76 - 2 = 74$
2. The *r*-table value at a significant level of 0.05 with $DF = 74$ is 0.226.

Table 1. Results of Data Validity Test for Personality (X_1)

Variable	Statement	<i>r</i> count	<i>r</i> table	Decision
Personality [X_1]	Item $X_1 - 1$	0,824	0,226	Valid
	Item $X_1 - 2$	0,727	0,226	Valid
	Item $X_1 - 3$	0,704	0,226	Valid
	Item $X_1 - 4$	0,826	0,226	Valid
	Item $X_1 - 5$	0,822	0,226	Valid
	Item $X_1 - 6$	0,800	0,226	Valid
	Item $X_1 - 7$	0,553	0,226	Valid
	Item $X_1 - 8$	0,618	0,226	Valid

Source: Processed Primary Data, 2025

The validity result displayed in Table 1 show that all eight statement items proposed for the personality (X_1) produced r_{count} values greater than r_{table} . This result indicates that each questionnaire item is perceived as valid, as it is statistically capable of measuring the intended variable indicators. Therefore, all questionnaire items for the personality are considered appropriate to be used as measurement instruments in this study, as they meet the validity criteria and accurately reflect the construct being measured.

Table 2. Results of Data Validity Test for Work Ability (X₂)

Variable	Statement	<i>r count</i>	<i>r table</i>	Decision
Work Ability [X ₂]	Item X ₂ – 1	0,767	0,226	Valid
	Item X ₂ – 2	0,825	0,226	Valid
	Item X ₂ – 3	0,765	0,226	Valid
	Item X ₂ – 4	0,683	0,226	Valid
	Item X ₂ – 5	0,837	0,226	Valid
	Item X ₂ – 6	0,766	0,226	Valid
	Item X ₂ – 7	0,742	0,226	Valid
	Item X ₂ – 8	0,611	0,226	Valid

Source: Processed Primary Data, 2025

The validity test presented in Table 2 show that all eight statement items proposed for the work ability (X₂) produced r_{count} values greater than r_{table} . This finding indicates that each questionnaire item is perceived as valid, as it is statistically capable of measuring the intended variable indicators. Therefore, all questionnaire items for the work ability are considered appropriate to be used as measurement instruments in this study, as they meet the validity criteria and accurately reflect the construct being measured.

Table 3. Results of Data Validity Test for Employee Performance (Y)

Variable	Statement	<i>r count</i>	<i>r table</i>	Decision
Kinerja Pegawai [Y]	Item Y – 1	0,469	0,226	Valid
	Item Y – 2	0,638	0,226	Valid
	Item Y – 3	0,759	0,226	Valid
	Item Y – 4	0,662	0,226	Valid
	Item Y – 5	0,612	0,226	Valid
	Item Y – 6	0,292	0,226	Valid
	Item Y – 7	0,312	0,226	Valid
	Item Y – 8	0,608	0,226	Valid

Source: Processed Primary Data, 2025

The validity test result displayed in Table 3 show that all eight statement items proposed for the employee performance (Y) produced r_{count} values greater than r_{table} . This finding indicates that each questionnaire item is perceived as valid, as it is statistically capable of measuring the intended variable indicators. Therefore, all questionnaire items for the EP variable are considered appropriate to be used as measurement instruments in this study, as they meet the validity criteria and accurately reflect the construct being measured.

Reliability Test

Reliability testing was carried out to assess whether the research instrument consistently produces stable data when used repeatedly under the same conditions (Sembiring et al., 2024:85). The test employed the Cronbach's Alpha method.

1. The instrument is considered reliable, if Cronbach's Alpha > 0.60
2. The instrument is considered not reliable, if Cronbach's Alpha < 0.60

Table 4. Reliability Test Results for the Personality (X_1)

Reliability Statistics			
<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Standard</i>	<i>N of Items</i>
Personality	0,874	0,60	8

Source: Processed Primary Data, 2025

According to the reliability statistics in Table 4, it is known that the Personality (X_1) has a Cronbach's Alpha value of 0.874, which is well above the threshold standard of 0.60. This value indicates that the research instrument for this variable demonstrate strong internal coherence among its items.. Accordingly, it can be affirmed that the personality instrument is reliable and appropriate to be used as a measurement tool in data analysis.

Table 5. Reliability Test Results for the Works Ability (X_2)

Reliability Statistics			
<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Standard</i>	<i>N of Items</i>
Work ability	0,869	0,60	8

Source: Processed Primary Data, 2025

Based on the reliability statistics in Table 5, it is known that the Work Ability (X_2) has a Cronbach's Alpha value of 0.869, exceeding the minimum standard of 0.60. It indicates that the instrument for this variable has a high level of internal consistency, thus it can be concluded that the work ability instrument is reliable and suitable to be used as a measurement tool in data analysis.

Table 6. Reliability Test Results for the Employee Performance (Y)

Reliability Statistics			
<i>Variable</i>	<i>Cronbach's Alpha</i>	<i>Standard</i>	<i>N of Items</i>
Employee Performance	0,650	0,60	8

Source: Processed Primary Data, 2025

Based on the reliability statistics in Table 6, it is known that the Employee Performance (Y) has a Cronbach's Alpha value of 0.650, which is above the threshold standard of 0.60. This value indicates that the instrument for this variable has a high level of internal consistency. Accordingly, the instrument to measure the work ability can be regarded as reliable and suitable to be used as a measurement tool in data analysis.

Multiple Linear Regression Test

Multiple Linear Regression Test Based on the output generated through the multiple linear regression procedure in SPSS version 26, the analysis produced the following statistical results:

Table 7. Results of Multiple Linear Regression Analysis

Model		Coefficients ^a		Standardized Coefficients Beta	t	Sig.
		Unstandardized Coefficients B	Std. Error			
1	(Constant)	16,062	2,568		6,255	0,000
	Kepribadian	0,248	0,049	0,457	5,085	0,000
	Kemampuan Kerja	0,293	0,064	0,414	4,599	0,000

a. Dependent Variable: Kinerja Pegawai

Source: Processed Primary Data, 2025

Referring to the coefficient analysis in Table 7, the multiple linear regression model generated from the analysis can be expressed in the following equation:

$$Y = 16.062 + 0.248 [X_1] + 0.293 [X_2] + e$$

The interpretation of the equation is as follows:

1. Constant ($\alpha = 16.062$) indicates that when the Personality (X_1) and the Work Ability (X_2) make no contribution or have a value of zero, the EP at the GBORS-WSP is predicted to remain at 16.062.
2. The regression coefficient of the Personality (B_1X_1) is 0.248, signifying that personality has a positive correlation with EP. This means that every improvement in personality is expected to raise the EP score by 0.248, provided that the other variables included in the model are held constant or unchanged.
3. The regression coefficient of the Work Ability (B_2X_2) is 0.293, indicating a positive correlation between work ability and EP. In practical terms, an increase in work corresponds to an improvement of 0.293 in EP, provided that the influence of other variables remains unchanged throughout the model.

Partial Test Results (t-test)

The t-statistical test is used to evaluate the capability of predictor variables independently in explaining the dependent variable. The test is conducted by comparing the obtained t-value (t-count) with the t-table (t-table) value, as well as by evaluating the significance level (Sig.) with the p-value (0.05). The t-count value is obtained from the coefficients t-analysis, while the t-table value is derived from the critical limit (α) in combination with the degree of freedom (DF) in the Student's t-distribution table, one-tailed test. Formulation of t-table: $\alpha = a/2$; DF = N – K $\alpha = 0.05/2$; DF = 76 – 3 $\alpha = 0.025$; DF = 73 and The t-student one-tailed test value at t-table (0.025; 73) = 1.993. Criteria for determining the partial effect decision:

1. Considered Influential, if t-count > t-table
2. Considered Not Influential, if t-count < t-table

Criteria for determining significance:

1. Considered Significant, if Sig. < 0.05
2. Considered Not Significant, if Sig. > 0.05

Table 8. Results of Partial Analysis (t-test Statistics)

		Coefficients^a		
<i>Model</i>		<i>t_{hitung}</i>	<i>t_{tabel}</i>	<i>Sig.</i>
X ₁	Personality	5,085	1,993	0,000
X ₂	Work ability	4,599	1,993	0,000

a. Dependent Variable: Employee Performance

Source: Processed Primary Data, 2025

First Hypothesis Testing

Referring to the t-statistics coefficients analysis presented in Table 8, the Personality (X₁) obtained a t-count value of 5.085, which is greater than t-table 1.993. This condition confirms that personality is partially perceived to have an influence on EP. In addition, sig. 0.000 is far below the critical p-value of 0.05, further emphasizing that the correlation is significant by statistic. Thus, the first hypothesis, stating that “there is a significant partial effect between personality and EP at the General Bureau of the Regional Secretariat of West Sulawesi Province”, is scientifically proven and empirically accepted.

Second Hypothesis Testing

Referring to the t-statistics coefficients analysis presented in Table 8, the Work Ability (X_2) obtained a t-count value of 4.599, which is greater than t-table 1.993. This confirms that work ability is partially perceived to have an influence on EP. Moreover, the significance value (Sig.) of 0.000 is far below the critical p-value of 0.05, demonstrating that the correlation is statistically significant.

Thus, the second hypothesis, stating that “there is a significant partial effect between work ability and employee performance within the General Bureau of the Regional. Secretariat” of West Sulawesi Province”, is scientifically proven and empirically accepted.

Simultaneous Test Results (F-test)

According to [23], the F-statistical test is designed to evaluate the extent to which the regression model is capable of simultaneously predicting the predictor variables in explaining the dependent variable. This test is conducted by comparing the F-count value with the corresponding F-table value, as well as comparing the significance level with the p-value (0.05). The F-count value is obtained from the Analysis of Variance (ANOVA) analysis. The results are presented as follows:

Table 9. Simultaneous Testing (F-statistics Test)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	293,726	2	146,863	25,817	0,000 ^b
	Residual	415,261	73	5,689		
	Total	708,987	75			
a. Dependent Variable: Kinerja Pegawai						
b. Predictors: (Constant), Kemampuan Kerja, Kepribadian Pegawai						

Source: Processed Primary Data, 2025

Next, to determine the F-table value, the significance probability (0.05) must first be established, followed by determining the degrees of freedom (DF) and combining DF1 with DF2 in the F-distribution table. F-table value calculation: $DF_1 = K - 1$; $DF_2 = N - K = 3 - 1$; $= 76 - 3 = 2$; $= 73$.

Based on the F-distribution table at a probability level of 0.05, the F-table value is 3.122. Decision-making criteria:

1. Considered Influential, if F-count > F-table
2. Considered Not Influential, if F-count < F-table

Criteria for significance decision:

1. Considered Significant, if Sig. < 0.05
2. Considered Not Significant, if Sig. > 0.05

Third Hypothesis Testing

Referring to the data processing results presented in the Analysis of Variance (ANOVA) in Table 9, the simultaneous testing between predictor variables and the dependent variable produced an F-count value of 25.817, which is much greater than the F-table value of 3.122. This confirms that personality and work ability simultaneously influence EP.

In addition, the sig. of 0.000 is far below the critical p-value of 0.05, emphasizing that the correlation is significant by statistic. Therefore, the third hypothesis, stating that “there is a significant simultaneous effect between personality and work ability on EP at the General Bureau of the Regional Secretariat of West Sulawesi Province,” is scientifically proven and empirically accepted.

Coefficient of Determination (R^2) Analysis Results

According to [23], the analysis of the coefficient of determination is applied to assess the proportion of variance in the dependent variable that is simultaneously accounted for the predictor variables. The value of the coefficient of determination ranges from 0 (zero) to 1 (one) and can be observed in the Model Summary output under R Square.

The interpretation of the contribution level is determined based on the following intervals:

1. Range 0,000 to 0,199 category Very weak
2. Range 0,200 to 0,399 category Weak
3. Range 0,400 to 0,599 category Moderate
4. Range 0,600 to 0,799 category Strong
5. Range 0,800 to 1,000 category Very Strong

Table 10. Results of the Coefficient of Determination (R^2) Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,644 ^a	0,414	0,398	2,385
a. Predictors: (Constant), Kemampuan Kerja, Kepribadian Pegawai				

Source: Processed Primary Data, 2025.

Based on the model summary analysis presented in Table 10, the R Square value obtained is 0.414. This value lies within the interval range of 0.400–0.599, which, according to the interpretation criteria, falls into the “moderate” category of correlation contribution. This means that the variables Personality and Work Ability, when combined, are able to predict 41.4% of the variation occurring in the

Employee Performance at GBORS-WSP. The remaining 58.6% is attributed to the determinants not included in the current regression model and therefore not explored in this study.

DISCUSSION

The Effect of Personality' on EP

Based on the data analysis using the t-test statistic, it was found that “partially, personality has a significant effect on EP at the General Bureau of the Regional Secretariat of West Sulawesi Province.” This description is identified through the obtained tcount value of 5.085, which is greater than ttable 1.993. In addition, the significance value of 0.000 is far below the tolerance limit of p-value 0.05. The positive value of 0.248 reflects that higher-quality personality. Thus, an improvement in personality aspects contributes significantly to enhancing employees' ability to perform tasks effectively, efficiently, and punctually. A good personality becomes an essential factor in encouraging optimal performance within the bureaucratic environment.

This result aligns with the patterns reported in earlier empirical studies. Research by [13] showed that personality has a significant effect on EP within the Regional Financial and Asset Agency (BPKD) of Ciamis Regency, with a strong level of influence. The results confirm that the improvement of employee personality quality is directly proportional to the increase in achieved performance. Similarly, [24] also found that personality serves as a critical determinant of performance outcomes of executive-level staff working within Sri Lankan financial institutions. A similar finding was reported by [6], who proved that personality exert a positive and statistically significant impact on EP at the Land Affairs Office of Palopo City. Overall, these findings strengthen the evidence that personality is a determinant factor in improving EP across various organizational contexts.

Therefore, this study reinforces that personality development is a strategic aspect that must be a primary focus in human resource management. A positive personality—reflected through responsibility, discipline, integrity, and a high work ethic—forms the fundamental basis for building productive work behavior oriented toward achievement. Furthermore, strengthening personality dimensions not only impacts individual performance improvement but also contributes to building an organizational culture that is professional, adaptive to change, and focused on improving the quality of public services.

The Effect of Work Ability on EP

Based on the results of the t-test analysis, the study reveals that “partially, work ability has a significant effect on EP at the General Bureau of the Regional Secretariat of West Sulawesi Province.” This finding is identified through the obtained t-count value of 4.599, which is greater than t-table 1.993. Moreover, the significance value of 0.000 is far below the tolerance limit of p-value 0.05. The positive

regression coefficient value of 0.293 indicates that the higher the employee's work ability, the more optimal the resulting performance. Improving work ability not only impacts better work outcomes but also strengthens accuracy, speed, and quality in task implementation. Employees with strong work abilities can adapt to job dynamics, take initiative in problem-solving, and demonstrate professional performance in carrying out bureaucratic responsibilities.

This finding aligns with previous empirical research. [20] proved that work ability significantly affects EP at the Personnel and HRD Agency of East Kolaka Regency. Similarly, [25] confirmed that work ability exerts a positive and statistically significant effect on EP at the Regional Financial and Asset Agency (BPKD) of Bireuen Regency. Meanwhile, [26] emphasized that work ability plays a crucial factor enhancing EP at the Organization and Human Resources Bureau of the National Research and Innovation Agency (BRIN). Collectively, these findings strengthen the evidence that work ability is a key factor determining EP levels in various government institutions.

Therefore, the findings of this study assert that strengthening work ability is a crucial strategy for elevating the overall quality of human resources. Employees with good capabilities, through aspects of knowledge, skills, and professional attitudes, will be better prepared to face the complexity of tasks and organizational challenges. Hence, developing work ability through targeted training, competency enhancement, and continuous coaching becomes a strategic step to build productive, adaptive, and high-integrity public servants focused on delivering excellent public service.

The Effect of Personality and Work Ability on EP

The results of data processing using the F-test statistic concluded that "personality and work ability have a significant simultaneous effect on EP at the General Bureau of the Regional Secretariat of West Sulawesi Province." This is identified through the analysis of variance, which shows an F-count value of 25.817, greater than the F-table value of 3.122, along with a significance value (Sig.) of 0.000, which is far below the error tolerance level of 0.05. These results confirm that both variables jointly contribute significantly to improving EP.

This results align with prior empirical studies by [27], Gabriel (2023), and [16] all of which consistently show that the combination of good personality traits and high work ability enhances productivity, effectiveness, and the quality of civil servant performance as drivers of organizational operations.

These findings indicate that achieving optimal performance does not rely solely on technical ability but is also influenced by individual personality as the foundation of work behavior. Personality serves as a psychological factor shaping attitudes, ethics, and motivation at work, while work ability

represents a competency factor determining task effectiveness, problem-solving capacity, and performance outcomes. The synergy between a positive personality and superior work ability produces employees who can adapt to organizational dynamics, work professionally, and contribute maximally to achieving institutional goals.

Nevertheless, the results of the determination coefficient analysis indicate that personality and work ability can only explain 41.4% of EP variation, classified as moderate, while the remaining 58.6% is shaped by other variables that were not included within the scope of this research. This finding indicates that EP is a multidimensional phenomenon influenced by various individual and work environment aspects such as motivation, leadership, job satisfaction, organizational culture, discipline, loyalty, commitment, and conducive working conditions.

Therefore, future research needs to examine these factors using a more comprehensive approach to gain a holistic understanding of the determinants of civil servant performance. These results also reaffirm the importance of strengthening personality and work ability as the core foundation for developing professional, high-integrity employees oriented toward high-quality public service.

CONCLUSION

Based on the analysis and the relevance of the empirical studies presented in the previous discussion, the principal conclusion drawn from this study can be summarized as follows:

1. Personality has a significant partial effect on EP at the GBORS-WSP. Employees with positive personalities, such as being disciplined, responsible, cooperative, and emotionally stable, tend to demonstrate more optimal performance. Thus, the first hypothesis is accepted.
2. Work ability has a significant partial effect on EP at the GBORS-WSP. Proficiency, physical and mental readiness, education, and work experience contribute to the effectiveness of optimal performance implementation. Therefore, the second hypothesis is accepted.
3. Personality and work ability simultaneously have a significant effect on EP at the GBORS-WSP. This means that the combination of positive character and high competence is the key to achieving professional and productive EP. Hence, the third hypothesis is accepted.

SUGGESTION

Based on the findings of this research, several suggestions are formulated for relevant stakeholders as follows:

1. For the GBORS-WSP, it is recommended to continuously improve the quality of human resource management through strengthening employee personality and developing work ability—particularly

in aspects of emotional control, work resilience, and commitment in dealing with job-related pressures. This can be achieved through stress management training, mental work coaching, team-building activities, and implementing a balanced work pattern to help employees maintain performance stability under various conditions. In addition, it is important to apply a performance- and behavior-based appraisal and reward system to foster employee motivation and loyalty.

2. For Employees, it is expected that they optimize their potential by strengthening emotional management skills, developing empathy, and enhancing physical and mental endurance in performing their duties. Employees should also cultivate mutual support and teamwork to create a harmonious and productive work environment. Furthermore, continuous improvement of technical competence, task commitment, and adaptability to technological changes and bureaucratic dynamics is necessary to ensure the provision of fast, accurate, and high-quality public services.
3. For Future Researchers, it is suggested to examine other factors that may influence EP, considering that personality and work ability only explain 41.4% of its variation. Several factors such as motivation, leadership, job satisfaction, organizational culture, discipline, loyalty, commitment, and conducive work environment conditions should be further explored using diverse methodological approaches across institutions. Such approaches are expected to yield a more holistic overview of the determinants of EP and reaffirm the importance of strengthening personality and work ability as the foundation for developing professional employees oriented toward high-quality public service.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

The first author (Aisyah) is designated as the main author because she was directly involved in conducting the research, collecting and analyzing data, as well as writing the manuscript. The second author (Andi Indra Martini) and the third author (Roshita Amalyah Rasyid) acted as supervisors who provided scientific guidance, methodological validation, and academic supervision.

DECLARATION OF COMPETING INTEREST

The authors declare that there are no conflicts of interest associated with the publication of this research. All authors have contributed to this work based on academic integrity and professional ethics without any financial, commercial, or personal influence that could affect the objectivity of the study.

ACKNOWLEDGMENTS

The authors would like to express their sincere gratitude to the General Bureau of the Regional Secretariat of West Sulawesi Province and Universitas Muhammadiyah Mamuju for their support and cooperation during this research. Appreciation is also extended to the supervisors, Andi Indra Martini and Roshita Amalyah Rasyid, for their valuable guidance and suggestions.

DATA AVAILABILITY

The data that form the basis of this study's conclusion can be obtained from the corresponding author upon submission of an appropriate request. All relevant information used in this research has been properly documented and can be accessed for academic purposes.

FUNDING

This research was self-funded by the authors. No funding or financial assistance from external institutions was involved in the design of the research, the collection of data, the analytical procedures, or the preparation of the final manuscript.

ETHICAL APPROVAL

This study adhered strictly to ethical research principles and received formal approval from, the Ethical Review Board of Universitas Muhammadiyah Mamuju. The approval ensured that all research procedures, including data collection and handling of participants' information, adhered to principles of confidentiality, voluntary participation, and academic integrity.

REFERENCES

- [1] Akbar, A. Y., Darna, N., & Kasman. (2023). Pengaruh Kompetensi Dan Kepribadian Pegawai Terhadap Kinerja Pegawai (Studi Kasus pada Badan Pengelolaan Keuangan Daerah Kabupaten Ciamis). *Business Management and Entrepreneurship Journal*, 2(2), 252–257. <https://jurnal.unigal.ac.id/bmej/article/view/6982>
- [2] Ilham. (2024). *Manajemen Sumber Daya Manusia*. Buku Digital. Penerbit: Widina Media Utama.
- [3] Kasmir. (2023). *Manajemen Sumber Daya Manusia Teori dan Praktik*. PT. Rajagrafindo Persada.
- [4] Khairunnisah, & Mukhlis. (2023). Pengaruh Kepribadian Dan Kemampuan Kerja Terhadap Kinerja Pegawai Pada Kantor Kejaksaan Negeri Raba Bima. *Jurma: Jurnal Riset Manajemen*, 1(4), 163–179. <https://jurnal.itbsemarang.ac.id/index.php/jurma/article/view/1034>
- [5] Kurniawanto, H. (2025). *Manajemen Sumber Daya Manusia*. In *Books For A Better World*. Penerbit: Global Researcher Network.
- [6] Al Qur'an Surah At-Taubah Ayat 105. Kementerian Agama Republik Indonesia.
- [7] Eman, F. M., Nelwan, O. S., & Lintong, D. C. A. (2025). Pengaruh Kecerdasan Emosional, Kepercayaan Diri, Dan Kepribadian Terhadap Peningkatan Produktivitas Kerja Pegawai Di Dinas Tenaga Kerja Dan Transmigrasi Provinsi Sulawesi Utara. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 13(1), 584–595. <https://ejournal.unsrat.ac.id/index.php/emba/article/view/59966>

- [8] Asdar, M., Kasran, M., & Dewi, S. R. (2025). Pengaruh Kepribadian dan Organizational Citizenship Behavior Terhadap Kinerja Pegawai Dinas Pertanahan Kota Palopo. *Jurnal Ilmiah Edunomika*, 9(2), 1–17. <https://jurnal.stie-aas.ac.id/index.php/jie/article/view/16825>
- [9] Lesmana, P., Kosasih, Kadarisman, S., Paramarta, V., & Yuliaty, F. (2024). Pengaruh Kemampuan Kerja, Motivasi Kerja, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pada PT Vio Resources. *Jurnal Media Bina Ilmiah*, 18(7), 1705–1716. <https://doi.org/10.33758/mbi.v18i7.696>
- [10] Agustin, V., Susanti, N., & Damarsiwi, E. P. M. (2023). Pengaruh Kemampuan Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Dinas Ketenagakerjaan Dan Transmigrasi Provinsi Bengkulu. *Ekombis Review: Jurnal Ilmiah Ekonomi Dan Bisnis*, 11(1), 199–204. <https://doi.org/10.37676/ekombis.v11i1.3020>
- [11] Maharani, A., Tanjung, H., & Pasaribu, F. (2022). Pengaruh Kemampuan Kerja, Motivasi Dan Disiplin Kerja Terhadap Kinerja Pegawai Badan Pendapatan Daerah Kabupaten Deli Serdang. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 5(1), 30–41. <https://jurnal.umsu.ac.id/index.php/maneggio/article/view/10195>
- [12] Hasibuan, M. S. P. (2023). Manajemen Sumber Daya Manusia. In Buku Cetak (Edisi Revisi). Penerbit: PT. Bumi Aksara.
- [13] Setyanti, S. W. L. H. (2025). Strategi Manajemen Sumber Daya Manusia : Meningkatkan Daya Saing Organisasi. In Buku Digital. Penerbit: Takaza Innovatix Labs.
- [14] Kasmir. (2023). Manajemen Sumber Daya Manusia Teori dan Praktik. PT. Rajagrafindo Persada.
- [15] Akbar, A. Y., Darna, N., & Kasman. (2023). Pengaruh Kompetensi Dan Kepribadian Pegawai Terhadap Kinerja Pegawai (Studi Kasus pada Badan Pengelolaan Keuangan Daerah Kabupaten Ciamis). *Business Management and Entrepreneurship Journal*, 2(2), 252–257. <https://jurnal.unigal.ac.id/bmej/article/view/6982>
- [16] Sudirman, Seswandi, A., & Hadiyati, H. (2024). Pengaruh Kepribadian Pegawai terhadap Kebosanan Kerja dengan Job Crafting sebagai Pemediasi di PT. PLN Bengkalis. *South East Asian Management Concern*, 1(2), 60–65. <https://doi.org/10.61761/seamac.1.2.60-65>
- [17] Fathurrahman, R. M. S., Sundari, S., & Pakpahan, M. (2024). Hubungan Antara Kepemimpinan Melayani Dan Kepribadian Dengan Kinerja Pegawai. *Journal of Management and Social Sciences*, 3(1), 205–215. <https://doi.org/10.55606/jimas.v3i1.1006>
- [18] Rahayu, I. (2024). Pengaruh Kepribadian Dan Kemampuan Kerja Terhadap Kinerja Pegawai Pada Puskesmas Lubuk Buaya Kota Padang [Universitas Muhammadiyah Sumatera Barat]. In Repository Skripsi. <http://eprints.umsb.ac.id/2624/>
- [19] Elsa, F. N. (2024). Pengaruh Kemampuan Kerja, Pelatihan Kerja, Dan Kerjasama Tim Terhadap Kinerja Karyawan Pada PT. Semen Tonasa Kabupaten Pangkep [Universitas

- Muhammadiyah Makassar]. In Repository Tesis. <https://digilib.unismuh.ac.id/dokumen/detail/41232/>
- [20] Ahmad. (2022). Pengaruh Pelatihan, Kepribadian dan Motivasi Kerja Terhadap Kinerja Pegawai LPMP Banten. *Formosa Journal of Multidisciplinary Research*, 1(2), 343–366. <https://doi.org/10.55927/fjmr.v1i2.425>
- [21] Masoko, S. Y. J., Sendow, G. M., & Lumintang, G. G. (2022). Pengaruh Efikasi Diri, Pemberdayaan Dan Budaya Organisasi Terhadap Kinerja Pegawai Pada Kantor Dinas Pekerjaan Umum Dan Penataan Ruang Daerah Sulawesi Utara. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(2), 186–195. <https://doi.org/10.35794/emba.v10i2.40001>
- [22] Runda, R., Muthalib, A. A., & Sabilalo, M. A. (2024). Pengaruh Karakteristik Pekerjaan, Semangat Kerja, Dan Kemampuan Kerja Terhadap Kinerja Pegawai Badan Kepegawaian Dan Pemberdayaan Sumberdaya Manusia Kabupaten Kolaka Timur. *Journal of International Syaria Economics and Financial*, 3(1), 1–21. <https://azramedia-indonesia.azramediaindonesia.com/index.php/jisef/article/view/1014>
- [23] Zulkarnaen, R., Aqil, M., Rasyid, R. A., & Dahri, N. W. (2025). Pengaruh Penempatan Kerja, Kompetensi, dan Pengembangan Karir Terhadap Kinerja Pegawai ASN Pada Kantor Dinas Perhubungan Kabupaten Mamuju. *Journal Of Management Branding*, 2(1), 26–39. <https://doi.org/10.71326/jmb.v2i1.64>
- [24] Sembiring, T. B., Irmawati, Sabir, M., & Tjahyadi, I. (2024). Buku Ajar Metodologi Penelitian (Teori dan Praktik). In Buku Digital. Penerbit: CV. Saba Jaya Publisher.
- [25] Narimawati, U., Sarwono, J., Munandar, D., & Winanti, M. B. (2023). Metode Penelitian Dalam Implementasi Ragam Analisis: Untuk Penulisan Skripsi, Tesis, dan Disertasi. Penerbit Andi.
- [26] Weerasekara, W. M. S. K., & Perera, G. D. N. (2024). The Impact of Big Five Personality on Executive Employees' Job Performance: Mediating Role of Job Satisfaction in a Selected Public Financial Institution in Sri Lanka. *International Journal of Governance and Public Policy Analysis*, 6(1), 1–29.
- [27] Sahputro, M., Syahriani, E., & Mangkuwimata, D. S. (2025). Pengaruh Beban Kerja, Kemampuan Kerja, dan Lingkungan Kerja terhadap Kinerja Pegawai BPKD Kabupaten Bireuen. *Sing Kite Jurnal*, 4(2), 54–62. <https://doi.org/10.63855/skt.v4i2.75>
- [28] Mirdhatillah, M., Sebayang, S. A. M., & Wahyono, T. (2025). Analisis Kemampuan Kerja, Disiplin Kerja, dan Motivasi Kerja terhadap Kinerja Pegawai pada Biro Organisasi dan Sumber Daya Manusia Badan Riset dan Inovasi Nasional. *Jurnal Penelitian Inovatif*, 5(2), 2153–2164. <https://doi.org/10.54082/jupin.1425>
- [29] Khairunnisah, & Mukhlis. (2023). Pengaruh Kepribadian Dan Kemampuan Kerja Terhadap Kinerja Pegawai Pada Kantor Kejaksaan Negeri Raba Bima. *Jurma: Jurnal Riset Manajemen*, 1(4), 163–179. <https://jurnal.itbsemarang.ac.id/index.php/jurma/article/view/1034>

