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Personality and Motivation toward Bureaucratic Performance: The Mediating Role of Organizational Citizenship Behavior at the Environmental Service of East Java Province

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Abstract

This study evaluates the influence of personality and motivation on bureaucratic performance by positioning Organizational Citizenship Behavior (OCB) as a mediating variable, including a reverse-scoring procedure for negatively worded personality items and a common method bias test. Data were collected from 91 civil servants at the East Java Province Environmental Office using a 1-5 Likert-scale questionnaire and analyzed using two-substructure path analysis, supplemented by the Sobel test and a 10,000-sample bootstrap. The results showed that motivation had a significant positive effect on OCB, while personality did not. Personality had a significant positive direct effect on performance, along with OCB, while motivation did not have a significant direct effect. The indirect effects of both personality and motivation on performance through OCB were not significant at α=0.05, although the motivation pathway showed a tendency toward partial mediation. The Harman test indicated no serious common method bias. The research model explained 25.7% of the variance in performance. Instrument reliability fell below the conventional threshold of 0.70, so the findings should be interpreted with caution. Personality, particularly emotional stability, was shown to contribute directly to bureaucratic performance independent of OCB, while OCB remained the main pathway through which work motivation contributed to performance.

Keywords personality, work motivation, organizational citizenship behavior, performance.

1. Introduction

Bureaucratic performance is a key indicator of the success of public sector organizations in achieving their service objectives for the community. At the Environmental Agency of East Java Province, an evaluation of the 2019–2023 Regional Medium-Term Development Plan (RPJMD) shows that several Main Performance Indicators (IKU) have not fully reached their targets; for example, the ASN Professionalism Index in 2019 only reached a score of 84 out of a target of 85. This gap highlights the necessity for an in-depth study of the determinants of employee performance within this bureaucracy, particularly from the standpoint of individual factors such as personality, work motivation, and Organizational Citizenship Behaviour (OCB).

The challenge of improving bureaucratic performance in the environmental sector is inseparable from the complexity faced by the Environmental Agency as an institution responsible for pollution control, waste management, and enforcement of environmental quality

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Vol. 4
20-22 Oktober 2026

standards in a region characterized by intense industrial activity and a dense population such as East Java Province. The bureaucratic reforms promoted by the government emphasize a shift in ASN performance orientation from merely fulfilling administrative procedures toward result-based accountability. This makes understanding the individual factors driving employees to work beyond the formal demands of their positions increasingly relevant. In the public sector, which is generally characterized by a relatively uniform rewards structure and limited extrinsic incentives compared to the private sector, employees' dispositional characteristics—such as personality and work motivation—are thought to play a proportionally greater role in explaining performance variation than in organizations employing more flexible, performance-based incentive schemes.

The organizational behavior literature has yet to reach consensus on the position of OCB in the causal chain toward performance. Some studies treat OCB as an antecedent alongside dispositional traits such as personality in influencing performance, while the more recent literature consistently positions OCB as a mediating variable that bridges the influence of individual characteristics on performance. Several studies indicate that work motivation encourages extra-role behaviors such as OCB, which in turn enhances both individual and organizational performance (Ingrams, 2020; Arifin et al., 2019). Similarly, Big Five personality traits are known to be related to the tendency to display OCB, which subsequently contributes to job effectiveness (Philip & Bharathi, 2024; Costantini et al., 2019). Podsakoff et al. (2000) also emphasized that extra-role behavior creates a more collaborative work climate and reduces the need for close supervision, making it conceptually more appropriate to view it as a connecting mechanism rather than as a mere stand-alone antecedent.

Personality traits within the Big Five framework developed by Costa and McCrae (1992) are among the most researched dispositional predictors in the organizational behavior literature, due to their relative stability across time and situations compared to attitudinal variables such as job satisfaction. The dimension of emotional stability, in particular, is theoretically closely related to an individual's capacity to regulate affective responses to work pressures, and thus potentially influences performance consistency in bureaucratic tasks that require accuracy and repeated public interaction. Work motivation, on the other hand, is explained through Alderfer's ERG theory, which is relevant for application to ASN contexts given that existence needs (job security, compensation) for civil servants are generally adequately met through the formal staffing system, making it more likely that variations in their work motivation are explained by fulfillment of relatedness and growth needs in day-to-day job activities.

This theoretical tension is compelling to test empirically in the Indonesian bureaucratic context, considering that most research on OCB in Indonesia's public sector has yet to consistently test its mediating role using path analysis complemented by formal mediation tests (Sobel and bootstrap tests), nor verify the quality of its measurement through tests for common method bias and item score direction checks. Accordingly, this research defines personality (X1) and motivation (X2) as independent variables, OCB as a mediating variable, and performance (Y) as a dependent variable. All path coefficients are tested using primary data from 91 respondents who are civil servants at the Environmental Agency of East Java Province, reinforced with

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

rigorous measurement verification procedures to ensure that conclusions are theoretically and statistically sound.

Studies on personality, motivation, and OCB in Indonesia's public sector have so far been mostly conducted in general government agencies or generic public services, while research in technical offices with more specialized task characteristics—such as environmental management, which demands a combination of technical competence, regulatory compliance, and cross-sector interaction with the public and business actors—remains relatively scarce. These differing task characteristics have the potential to produce patterns of relationships between variables that do not always match findings in generic bureaucratic contexts, so testing at the Environmental Agency of East Java Province provides contextual value added for the extant literature.

This study provides a methodological contribution in at least four aspects that are rarely found together in similar studies in Indonesia's public sector. First, the mediating role of OCB is formally tested using a combination of the Sobel test (Sobel, 1982) and percentile bootstrap confidence intervals (10,000 resamples), which are statistically more robust than partial tests alone (Preacher & Hayes, 2008). Second, the scoring direction of all personality items is explicitly examined before combining them into composite scores, following standard psychometric scale construction practices (DeVellis, 2016). Third, the potential for common method bias inherent in single-timepoint self-report designs is formally tested using Harman's single-factor test (Podsakoff et al., 2003). Fourth, instrument reliability is reported transparently along with its implications for interpreting results, rather than being assumed adequate without re-verification in the analyzed data.

The objectives of this study are: (1) to test the direct effects of personality and motivation on OCB; (2) to test the direct effects of personality, motivation, and OCB on performance; (3) to test the mediating role of OCB in explaining the influence of personality and motivation on bureaucratic performance; and (4) to verify the quality of measurement procedures through reliability testing, tests for common method bias, and checks of scoring direction in negatively worded personality items. The next section of this article details the theoretical framework and hypothesis development, research methods, results and discussion, as well as the conclusion.

2. Literature Review

Personality in this study refers to the Big Five model by Costa and McCrae (1992), which consists of five dimensions: emotional stability, extraversion, openness to experience, agreeableness, and conscientiousness. In data processing, items that substantively measure the negative pole of a dimension (for example, Neuroticism as the opposite of Emotional Stability) are reverse-scored beforehand so that the composite score consistently represents the intended construct direction (DeVellis, 2016); this procedure is explained in more detail in the Research Methods section. Work motivation is measured using Alderfer's ERG theory, which details existence, relatedness, and growth needs. OCB is defined as individual behavior that is voluntary, not directly acknowledged by a formal reward system, but in aggregate enhances the effectiveness of organizational functioning (Organ, 1988). In this study, OCB is measured

FMI Jawa Timur XVIII 2026
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Vol. 4
20-22 Oktober 2026

through Morrison's five dimensions (altruism, conscientiousness, sportsmanship, civic virtue, and courtesy). Employee performance is measured by quality, quantity, timeliness, effectiveness, independence, and work commitment. These six dimensions sequentially represent: quality (accuracy and alignment of work outcomes with established standards), quantity (volume of work completed by an employee within a certain period), timeliness (completion of tasks in accordance with established deadlines), effectiveness (optimal utilization of work resources), independence (ability to complete tasks without excessive supervision), and work commitment (psychological attachment of the employee to their tasks and the organization).

In more detail, the five Morrison OCB dimensions used in this study are: altruism (voluntarily assisting coworkers with tasks without being asked), conscientiousness (adherence to work rules and procedures beyond the minimum required standard), sportsmanship (willingness to tolerate work inconveniences without excessive complaints), civic virtue (constructive involvement in organizational life, such as attending meetings or providing policy input), and courtesy (taking preventive actions to avert interpersonal problems through proactive communication) (Organ, 1988). Meanwhile, the three needs in Alderfer's ERG theory, underlying the measurement of work motivation, include existence needs (existence, encompassing physical and material needs such as compensation and job security), relatedness (relatedness, encompassing meaningful interpersonal relationships in the workplace), and growth (growth, encompassing self-development and the actualization of potential).

The relationship between personality and OCB has been widely tested empirically. The conscientiousness dimension is consistently associated with individuals' tendencies to display extra-role behavior because it reflects self-discipline and an orientation to responsibility, whereas agreeableness is connected to prosocial tendencies and cooperative orientation among employees. Philip and Bharathi (2024), through a meta-analysis of related studies, found that both dimensions consistently correlate positively with OCB across cultural contexts and sectors. Costantini et al. (2019) also emphasized that combinations of particular personality traits—not just single dimensions—contribute to the complexity of the emergence of organizational citizenship behavior, indicating that personality's influence on OCB is likely multidimensional. Thus, it is hypothesized:

H1: Personality has a positive effect on OCB.

Work motivation, on the other hand, drives employees to contribute beyond the formal demands of their jobs. Within the ERG framework, fulfillment of relatedness and growth needs is believed to encourage employees to voluntarily engage in activities that exceed their formal job descriptions, as a form of psychological reciprocity toward the organization. Research by Saputro (2021) as well as Widyaningrum and Rachman (2019) found that work motivation significantly influences OCB, while Tiwari et al. (2019) reported that more than half of their respondents perceived OCB as behavior motivated intrinsically. Studies on the role of work motivation on performance via OCB in the service and government sectors also confirmed the same pattern of relationships (Ramadhan & Suryani, 2023; Putra et al., 2022). Thus, it is

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

hypothesized:

H2: Motivation has a positive effect on OCB.

OCB is theoretically believed to be positively related to both individual and organizational performance because extra-role behavior creates a more collaborative work climate and reduces the need for strict supervision (Podsakoff et al., 2000). Mechanistically, behaviors such as altruism and courtesy reduce coordination friction among employees, while civic virtue and sportsmanship contribute to a work climate that is more tolerant of incidental discomfort, thereby cumulatively creating work conditions that support the achievement of individual and work unit performance targets. A study in Indonesia's public sector by Arifin et al. (2019) highlighted OCB's mediating role in enhancing ASN performance, while Harmen et al. (2022) found a similar pattern among provincial government employees in Aceh. Thus, it is hypothesized:

H3: OCB has a positive effect on performance.

As structural control variables, personality and motivation are also tested for their direct effects on performance after accounting for the role of OCB. Testing these direct paths is methodologically important because without controlling for them, the mediation model is at risk of mistakenly concluding full mediation when in fact part of the influence continues through mechanisms outside OCB (Baron & Kenny, 1986). Personality, especially emotional stability, is theoretically related to performance consistency through self-regulation capacity that is not always manifested in extra-role behavior, and thus potentially has a direct effect path on performance independent of OCB. Work motivation, conversely, is conceptually more closely associated with the intensity and direction of effort, which tends to be manifested in observable behaviors such as OCB, so its direct effect on performance is estimated to be relatively weaker than its indirect effect through OCB. Thus, it is hypothesized:

H4: Personality has a positive effect on performance.

H5: Motivation has a positive effect on performance.

Based on this mediation framework, OCB is positioned as an intervening variable that bridges the effects of personality and motivation on performance. The classic framework of Baron and Kenny (1986) requires that mediation occurs if the independent variable significantly affects the mediator (path a), the mediator significantly affects the dependent variable (path b), and the indirect effect (a×b) is significantly different from zero, which in this study is further tested using the Sobel and bootstrap tests as described in the Research Methods section. Therefore, the mediation hypotheses are:

H6: Personality affects performance through OCB.

H7: Motivation affects performance through OCB.

H8: Personality and motivation simultaneously affect OCB.

H9: Personality, motivation, and OCB simultaneously affect performance.

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

The conceptual framework depicting all the above hypotheses is presented in Figure 1.

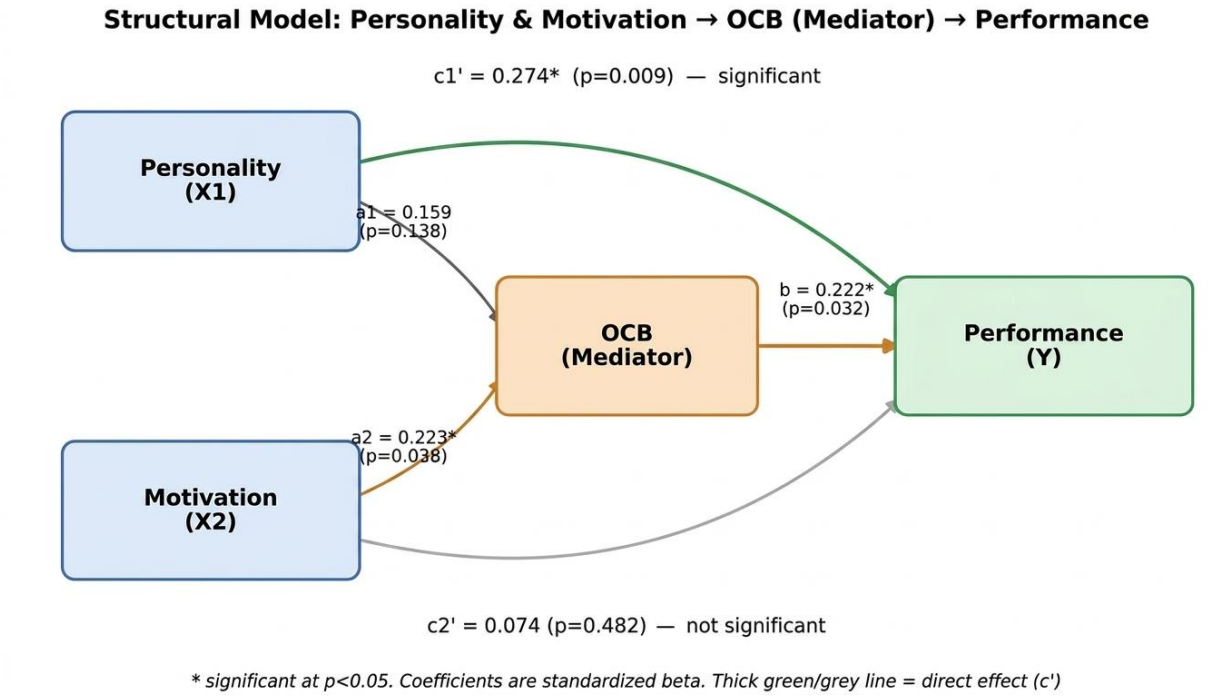

Figure 1. Research Model: Personality and Motivation toward Performance with OCB as Mediator

3. Research Method

This study uses a quantitative approach with a correlational (path analysis) cross-sectional design, in which all data were collected at a single measurement point. This design was chosen because the research objective is to test the pattern of causal relationships among variables based on the theoretical framework formulated in the previous section, not to inductively construct new theory.

The study population is all ASN members of the Environmental Agency of East Java Province (121 people), with a sample of 91 determined using the Isaac and Michael table at a 5% error level. The Isaac and Michael table provides the minimum sample size required for population parameter estimates to have a specific precision at the chosen error level, so the research sample of 91 respondents from a population of 121 employees (sample ratio 75.2%) meets the sufficiency requirements stipulated in that table.

All variables were measured using a Likert-scale questionnaire (1–5; 1=strongly disagree, 5=strongly agree) assessing personality (30 items, adaptation of International Personality Item Pool/IPIP from Costa & McCrae's model), work motivation (13 items, Alderfer's ERG theory), OCB (23 items, Morrison scale), and performance (19 items). Composite scores for each variable were calculated as the mean of item scores within the respective dimension, so

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

composite scores ranged from 1 to 5, with higher scores representing higher construct levels.

Three items from the Emotional Stability dimension (items 4–6, measuring tendencies toward introversion and impulsivity) were incomplete for 71 of 91 respondents. To maintain consistency of calculation across respondents, these three items were excluded from the personality composite score used in the path analysis stage (personality scores calculated from 27 items completed by all respondents); motivation, OCB, and performance variables had no missing data.

Examination of the content of the other three items in the Emotional Stability dimension used (items 1–3: “I get anxious easily,” “I get angry at others easily,” “I get excessively sad easily”) shows that all three items substantively measure Neuroticism, which is the opposite pole of Emotional Stability as intended by the dimension name in the Big Five framework (Costa & McCrae, 1992). Before being combined into the personality composite score, these three items were reverse-scored (new score = 6 − original score) following standard psychometric scale construction practice for negatively worded items (DeVellis, 2016). This procedure was consistently applied prior to all subsequent analysis stages.

Data collection was conducted by distributing questionnaires to employees of the Environmental Agency of East Java Province included in the sample. Completing the questionnaire was voluntary, with respondent identity confidentiality ensured through aggregate data management, in accordance with ethical guidelines for research involving human subjects. Each respondent filled in the questionnaire independently, without the presence of their immediate supervisor, in order to minimize potential social desirability bias, which commonly arises in self-report measurement in hierarchical work environments such as government bureaucracy.

Item validity was assessed using corrected item-total correlation (Pearson correlation between each item score and the total construct score with the item excluded), with a practical cut-off of $r \geq 0.30$ as the criterion for a valid item (Hair et al., 2019), while the reliability of all constructs was calculated using Cronbach's Alpha in these 91 research data (reported in Table 2).

The test results show that the majority of items in all four constructs were below the cut-off: 0 of 27 Personality items (mean r=0.089; range -0.081 to 0.220), 3 of 13 Motivation items (mean r=0.223; range 0.002 to 0.336), 3 of 23 OCB items (mean r=0.181; range 0.069 to 0.381), and 2 of 19 Performance items (mean r=0.193; range -0.029 to 0.314) met the $r \geq 0.30$ cut-off. This pattern is mathematically consistent with the low Cronbach's Alpha values in Table 2, as internal consistency reliability and item-total correlation are both derived from the inter-item covariance structure; these findings further underscore that the instrument used requires further pilot testing and psychometric refinement—ideally through confirmatory factor analysis—before use in future research. All items were retained in the path analysis stage (none were dropped based on these validity results) so that composite scores remained consistent with the content coverage of constructs designed at the questionnaire development stage; thus, the results of hypothesis testing in the following section should be read in light of these psychometric limitations.

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

Path analysis was conducted via two structural equations: Substructure 1 tests the effect of personality and motivation on OCB (mediator); Substructure 2 tests the effects of personality, motivation, and OCB on performance. Prior to estimation, classical assumption tests were carried out including residual normality (Shapiro-Wilk), multicollinearity (tolerance and VIF values, with a practical cut-off of 10 following Dillon and Goldstein (1984)), heteroscedasticity (correlation of absolute residual values with predictors), and autocorrelation (Durbin-Watson). Mediation effect testing used the Sobel test (Sobel, 1982), which calculates the z-ratio from the product of path coefficients a (independent variable to mediator) and b (mediator to dependent variable) over their combined standard error, and was complemented by a 95% confidence interval from percentile bootstrap methods (10,000 resamples) for the indirect effect (a×b), supplementing the Sobel test which is known to have limited power in moderate sample sizes (Preacher & Hayes, 2008). Since all variables were measured from the same source (self-report) at a single measurement point, the potential for common method bias was tested using Harman's single-factor test (Podsakoff et al., 2003): all 85 indicator items were entered into an unrotated principal components analysis, then the percentage of variance explained by the first component was checked against the practical 50% threshold. The total path model coefficient of determination (R^2m) was calculated using the formula $R^2m = 1-(1-R^2Substructure1)(1-R^2Substructure2)$, representing the total proportion of performance variance explained by the full model, covering both direct and indirect paths through the mediator.

A sample size of n=91 with three predictors in Substructure 2 is sufficient to detect effects of moderate size at the conventional significance level of 0.05, following general statistical power analysis guidelines for multiple regression (Cohen, 1988), but is insufficient to detect effects of small size. As a result, some effects that do not reach conventional significance in this study—in particular, the mediation effect in the motivation→OCB→performance pathway which approaches the significance threshold—can partly be explained by limited statistical power, and not solely by the absence of substantive relationships.

4. Finding and Discussion

Table 1 presents the characteristics of the 91 research respondents. Most respondents held a Bachelor's degree (S1), were married, and had 5–25 years of work experience, with a relatively balanced gender composition. The dominance of employees with bachelor's degrees and medium to long work tenure indicates that the study respondents were generally a professionally mature workforce, so that their observed personality and motivation patterns are likely to be relatively stable and not significantly influenced by the early-career transitional phase. The staffing group composition, which was dominated by Group III (52 out of 91 respondents), as well as the limited number of structural positions (only 6 Eselon IV officials), also indicates that the majority of respondents were technical and administrative staff, rather than managerial officeholders. Therefore, the findings of this study are more relevant to be interpreted as a reflection of performance at the staff/operational level rather than the managerial level of the bureaucracy.

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

Table 1. Respondent Characteristics (n=91)

Karakteristik	Kategori	n (%)
Usia	Rerata 40,4 th (SD=9,0)	
Jenis Kelamin	Laki-laki / Perempuan	46 (50,5%) / 45 (49,5%)
Golongan	II / III / IV / Non-gol.	16 / 52 / 9 / 14
Jabatan	Staf PNS / Staf PTT / Es. IV / Lain	69 / 14 / 6 / 2
Pendidikan	SMA / D3 / S1 / S2	19 / 1 / 58 / 13
Status	Menikah / Belum	81 (89,0%) / 10 (11,0%)
Masa Kerja	≤5 / 5-25 / ≥25 th	5 / 72 / 14

Source: Primary Data Processing.

Table 2 presents the descriptive statistics and reliability of the four constructs. Cronbach's Alpha values range from 0.370 (Personality) to 0.583 (OCB), all below the conventional 0.70 threshold (Nunnally, 1978; Hair et al., 2019). This low reliability is most likely due to the multidimensional nature of the constructs being combined into a single composite score, the relatively narrow range of response scores, as well as the possibility that the items have not undergone full psychometric validation (e.g., confirmatory factor analysis) in the ASN population. DeVellis (2016) emphasizes that combining conceptually heterogeneous sub-dimensions into a single composite score—as was done for the personality and OCB instruments in this study—tends to decrease internal consistency compared to analyzing each sub-dimension separately. This finding presents an important limitation in interpreting all subsequent hypothesis test results, because low reliability tends to attenuate the observed correlations from their true relationships; as partial mitigation, the bootstrap confidence intervals used in the mediation tests are non-parametric and do not assume normality or perfect reliability, so indirect effect interval estimates remain procedurally valid even though they do not fully correct for this attenuation bias. The corrected item-total correlation tests in the Research Methods section reinforce this picture: the majority of items in the four constructs fall below the practical threshold of $r \geq 0.30$, in line with the low reliability pattern in this table. Harman's single-factor test shows the unrotated single component accounts for only 5.6% of the total variance across the 85 indicator items, far below the 50% threshold indicating a common method bias problem (Podsakoff et al., 2003), so common method bias does not pose a serious threat to the validity of this study's findings—nevertheless, low common method bias does not automatically compensate for the issues of item reliability and validity described above, since these issues arise from different psychometric mechanisms.

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

Table 2. Descriptive Statistics and Instrument Reliability (n=91)

Konstruk	Jml Item	Mean	SD	Cronbach's α
Kepribadian	27	3,992	0,158	0,370
Motivasi	13	4,036	0,253	0,564
OCB	23	3,944	0,197	0,583
Kinerja	19	4,092	0,228	0,577

Note: All α values are below the conventional threshold of 0.70. Source: Primary Data Processing.

Classical assumption tests on both substructures indicated no issues with multicollinearity (VIF Substructure 1: 1.098; VIF Substructure 2: 1.106–1.153, well below the threshold of 10) or autocorrelation (Durbin-Watson 1.748 and 2.140, within the acceptable range). Residuals of Substructure 1 are normally distributed (Shapiro-Wilk W=0.996; p=0.998), while residuals of Substructure 2 exhibit deviations from normality (Shapiro-Wilk W=0.966; p=0.017). This deviation should be noted as a limitation, as it may affect the validity of normal distribution-based significance tests (t-tests) in Substructure 2; as a mitigation step, the indirect effect test in Table 5 utilizes the percentile bootstrap method, which does not assume normality of the sampling distribution, enabling statistically robust mediation conclusions even though the normality assumption for residuals in Substructure 2 is not fully met. Heteroscedasticity testing showed no significant indications in either model (all p>0.10).

Table 3. Path Analysis Results of Substructure 1 (OCB = f(Personality, Motivation))

Variabel	B	SE	Beta	t	p	Ket.
Konstanta	2,450	0,535	-	4,579	0,000	-
Kepribadian	0,199	0,133	0,159	1,498	0,138	Tdk Sig.
Motivasi	0,173	0,083	0,223	2,101	0,038	Signifikan

R=0,310; R^2=0,096; Adjusted R^2=0,076; F=4,685; Sig.F=0,012 (n=91). Source: Primary Data Processing.

Table 3 shows the structural equation OCB = 2.450 + 0.199 Personality + 0.173 Motivation. Simultaneously, personality and motivation have a significant effect on OCB (F=4.685; p=0.012), thus H8 is accepted. Partially, motivation has a significant positive effect on OCB (β=0.223; p=0.038), thus H2 is accepted, while personality does not have a significant effect (β=0.159; p=0.138), thus H1 is rejected. An adjusted R^2 of 0.076 indicates this model explains approximately 7.6–9.6% of the variation in OCB, suggesting there are other factors besides personality and motivation (for example, organizational culture, leadership, or job satisfaction) that also shape employee OCB. The non-significance of the personality path to OCB in this sample differs from several reference studies (Philip & Bharathi, 2024; Costantini et al., 2019) which generally used personality instruments that had been fully psychometrically validated; given the reliability of the personality instrument in this study is relatively low (α=0.370), this

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

non-significant result is likely partly influenced by statistical attenuation due to less reliable measurement, not solely by an absence of substantive association.

Table 4. Path Analysis Results for Substructure 2 (Performance = f(Personality, Motivation, OCB))

Variabel	B	SE	Beta	t	p	Ket.
Konstanta	1,224	0,662	-	1,848	0,068	-
Kepribadian	0,397	0,149	0,274	2,658	0,009	Signifikan
Motivasi	0,066	0,094	0,074	0,706	0,482	Tdk Sig.
OCB	0,258	0,119	0,222	2,173	0,032	Signifikan

R=0,422; R^2=0,178; Adjusted R^2=0,150; F=6,291; Sig.F=0,001 (n=91). Source: Primary Data Processing.

The structural equation for Substructure 2 is Performance = 1.224 + 0.397 Personality + 0.066 Motivation + 0.258 OCB. Simultaneously, all three variables have a significant effect on performance (F=6.291; p=0.001), thus H9 is accepted. Partially, personality (β=0.274; p=0.009) and OCB (β=0.222; p=0.032) have a significant positive effect on performance, so H3 and H4 are accepted, whereas motivation does not have a significant direct effect (β=0.074; p=0.482), so H5 is rejected. The findings for H4 indicate that personality—specifically emotional stability—has a direct and substantial contribution to bureaucratic performance, independent of its role in OCB. This pattern is consistent with the argument that emotional stability relates to self-regulation capacity, which can directly manifest in consistent work performance without necessarily being mediated through extra-role behavior such as OCB. The finding regarding the dominant contribution of personality compared to motivation and OCB also aligns with the classic meta-analysis by Barrick and Mount (1991), which found that among the Big Five dimensions, conscientiousness and emotional stability consistently serve as relatively strong predictors of job performance across occupations, providing broader theoretical support for the findings of H4 in this study.

Table 5. OCB Mediation Test Results (Sobel Test and Bootstrap 95% CI)

Jalur Tidak Langsung	a×b	SE	z	p	95% CI Bootstrap	Ket.
Kepribadian→OCB→Kinerja	0,051	0,042	1,234	0,217	[-0,030;0,155]	Tdk Sig.
Motivasi→OCB→Kinerja	0,045	0,030	1,511	0,131	[-0,006;0,122]	Marginal

Bootstrap based on 10,000 resamples using the percentile method. Source: Primary Data Analysis.

Table 5 shows that the indirect effect of personality on performance through OCB is not significant (a×b=0.051; z=1.234; p=0.217; 95% bootstrap CI [-0.030; 0.155] includes zero), thus H6 is rejected—in line with the non-significance of path a (personality→OCB, H1 is also

e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

rejected). This means that the contribution of personality to performance in Table 4 is direct, not via OCB. The indirect effect of motivation on performance through OCB is also not yet significant at α=0.05 (a×b=0.045; z=1.511; p=0.131; 95% bootstrap CI [-0.006; 0.122]), although the confidence interval barely includes zero, indicating a tendency toward partial mediation, so H7 is not fully supported but can still be interpreted as a preliminary indication that requires confirmation in a larger sample. Statistical power limitations in a moderate sample size (n=91) plausibly account for the lack of conventional significance in this path, as warned by Preacher and Hayes (2008) regarding the sensitivity of mediation tests to sample size.

Table 6. Total Effect (Direct + Indirect) on Performance

Variabel	Langsung (β)	Tdk Langsung (β)	Total
Kepribadian	0,274	0,035	0,309
Motivasi	0,074	0,050	0,123
OCB	0,222	-	0,222

Standardized coefficients. R^2m = 1-(1-0.096)(1-0.178) = 0.257 (25.7%). Source: Primary Data Analysis.

Table 6 shows that personality has the largest total standardized effect on performance (0.309), surpassing the total effects of OCB (0.222) and motivation (0.123). The total coefficient of determination for the path model of 25.7% indicates that personality, motivation, and OCB together account for a quarter of the variance in employee performance, with personality as the largest overall contributor. Emotional stability—as a component of the Big Five personality traits—was found to contribute directly and substantially to bureaucratic performance, consistent with the prevailing view in the personality literature that emotional stability is associated with self-regulation and resilience to job stress (Costa & McCrae, 1992). Meanwhile, OCB remains a relevant mediating pathway particularly for work motivation, although its mediating effect did not reach conventional significance in formal testing, in line with patterns observed in studies of ASN in Aceh and West Kalimantan (Harmen et al., 2022; Yuliana & Effendi, 2022). These findings highlight the importance of examining item score direction prior to conducting path analysis, especially for adapted instruments containing mixed-polarity items. Overall, this research shows that personality and motivation operate through different mechanisms in influencing bureaucratic performance—personality dominantly through a direct pathway, whereas motivation relies more heavily on OCB as a mediating route, even though this pathway has not reached full statistical significance—a nuance that might be overlooked if the mediating role of OCB is not tested separately from its direct effect. For academic forums and public sector human resource management practitioners, these findings offer the insight that investing in employee personality assessment and development—which has often received less attention than motivation programs and technical skill training—has the potential to yield contributions equal to or greater than those from such programs to environmental bureaucracy performance, particularly at the technical staff level that constitutes the majority of the workforce at the East Java Provincial Environmental Agency.

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

5. Conclusion

This study examined a model of the influence of personality and motivation on bureaucratic performance at the East Java Provincial Environmental Agency by positioning OCB as a mediating variable, supplemented by procedures for examining the direction of personality item scores and verifying common method bias as part of the analytical framework. Path analysis results on 91 respondents showed that motivation had a significant positive effect on OCB, whereas personality did not have a significant effect on OCB. Personality was found to have a significant direct positive effect on performance, as did OCB which also had a significant direct effect, while motivation did not have a significant direct effect on performance. The mediating effect of OCB in the paths from both personality and motivation to performance did not reach conventional significance, although the motivation pathway showed a tendency toward partial mediation. The Harman test indicated no serious indications of common method bias. This research model accounted for 25.7% (R^2m) of the variance in employee performance.

Theoretically, these findings indicate that personality—specifically emotional stability—contributes to bureaucratic performance through a direct, OCB-independent pathway, enriching the understanding that OCB is not always the sole linking mechanism between dispositional traits and performance as assumed by some previous literature. Conversely, work motivation appears more reliant on OCB as a channel to be translated into performance, although this mediating effect only reached a marginal level in this sample. This nuanced difference in mechanisms among independent variables underscores the importance of separately testing direct and indirect effects, rather than merely assuming OCB acts as the sole mediator for all dispositional antecedents of performance.

Practically, these findings offer several implications for human resource management within the East Java Provincial Environmental Agency and similar organizations. First, given the direct contribution of emotional stability to performance, this aspect can be considered as an additional criterion in recruitment, placement, or employee development processes, for instance through work stress management programs and psychological well-being support. Second, since work motivation contributes to performance mainly through OCB, agency leaders are advised to design work motivation enhancement programs (such as recognition of extra-role contributions, career development, and employee involvement in decision-making) that are specifically aimed at fostering OCB. These two strategic pathways—strengthening emotional stability and cultivating OCB-based motivation—are complementary and can be implemented in parallel to sustainably improve bureaucratic performance.

This study has several limitations that should be noted: instrument reliability (Cronbach's Alpha 0.370–0.583) and item validity (the majority of corrected item-total correlations below the $r \geq 0.30$ threshold) fell below conventional standards, so non-significant results (H1, H5, H6, H7) should be interpreted with caution; the cross-sectional design at a single agency with a moderate sample size (n=91) limits generalizability; three Emotional Stability items were incompletely filled out by some respondents; the residuals of Substructure 2 showed deviations from normality; and the model's coefficient of determination remains moderate (R^2m=25.7%).

FMI Jawa Timur XVIII 2026
e-ISSN: 3026-4499
Vol. 4
20-22 Oktober 2026

Future research is advised to conduct pilot testing and confirmatory factor analysis (CFA) of the instrument prior to main data collection to ensure adequate construct reliability and validity, broaden samples across organizations to increase generalizability of findings, consider additional variables such as organizational commitment, transformational leadership, or organizational culture that could further explain variations in OCB and performance, and use Structural Equation Modeling (SEM) or longitudinal designs to strengthen causal inferences regarding OCB's mediating role, especially in the motivation pathway which in this study showed a tendency for partial mediation but did not reach conventional significance. Additionally, given the finding that personality—but not motivation—directly contributes to performance, future research is also advised to examine the Big Five dimensions separately (rather than as a composite score), since the initial hypothesis in this study was that emotional stability is the most influential dimension, but this cannot be confirmed without sub-dimension level analysis supported by sufficiently reliable instruments.

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