



The Influence of Big Five Personality on Job Involvement Through Public Service Motivation

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ABSTRACT

This research aims to determine the influence of the Big Five Personalities on Job Involvement through Public Service Motivation. This research uses a quantitative type of research using a population of 387 people with a sample of 197 employees of the Central Indonesian Ombudsman. Data collection techniques use questionnaires, observation and literature study. Data analysis uses Partial Least Square (PLS) with the SMARPLS 4.0 application. The research results show that; 1. Big Five Personality has a positive and significant effect on Public Service Motivation, 2. Big Five Personality has a positive and significant effect on Job Involvement, 3. Public Service Motivation has a positive and significant effect on Job Involvement, 4. Big Five Personality has a positive and significant effect on Job Involvement. Limitations of this study involve the relatively small sample size, time constraints for completing the questionnaire, and the limited number of variables. As for recommendations, further researchers can expand the sample size, expand the scope of time for collecting questionnaire data and expand the number of research variables.

INTRODUCTION

HR management is known within the scope of organizations/businesses/companies, its development is currently very rapid with the increase in educational knowledge and responsibility for achieving goals. An organization has a central focus in the form of human resources. It is human interests that can realize these goals through management efforts to achieve the organization's vision and mission. All organizational activities become strategic factors that can be realized by the people who work in them. In other words, HR management can be interpreted as a form of processing of human resources based on the vision and mission of the organization in order to achieve predetermined goals. For organizations, the existence of human resources is quite vital because their functions and roles cannot be replaced by other resources. No matter how sophisticated the technology is, no matter how much funds are provided, it does not have any meaning if it is not accompanied by professionalism in human resources (Mazayed et al., 2014).

Employees as individuals who have dual roles (social beings and individuals) certainly have desires, feelings and thoughts that can influence daily behavior in the workplace. The main activity carried out by employees is work. Efforts to increase employee work involvement are a big task for companies, and one of them is the Central Indonesian Ombudsman. The importance of efforts to increase work involvement is based on interviews with the leadership of the Central Indonesian Ombudsman who stated that there are several general problems that are still being faced, namely employees who are not yet fully involved in every agency activity, and a lack of interest in forming solid teamwork.

LITERATURE REVIEW

Job Involvement

Job involvement according to Kanungo (1982) namely the individual's psychological state which reflects the individual's active participation in their work. Then, according to Mazayed et al., (2014) Job involvement is an employee's perception of the ongoing process of work in daily life. Meanwhile, Job involvement is defined by Lodahl & Kejner (1965) namely the process of the extent to which individuals psychologically identify with their work, or the importance of work to themhis whole image. There are many Job Involvement Indicators put forward by researchers, here are some of the Job Involvement indicators put forward by Kanungo (1982) namely as follows.

- a. Work involvement is an important thing in life.
- b. Work becomes self-identity.
- c. The attachment between self and work.

Big Five Personalities

According to McCrae et al., (1996) Big Five personality is an individual's personality which is arranged in five personality domains which have been formed using factor analysis. Then, according to Feist (2018) The Big Five personality is a personality that can predict and explain behavior. An approach used in psychology to view human personality through traits. Meanwhile,

according to John & Srivastava (1999) defines the Big Five personality as a popular personality approach in personality research. The big five personality traits include extraversion, agreeableness neuroticism, conscientiousness, and openness to experience. There are many Big Five Personality indicators put forward by researchers, here are some of the Big Five Personality indicators put forward by McCrae et al., (1996) namely as follows.

- a. Extraversion.
- b. agreeableness.
- c. Neuroticism.
- d. Conscientiousness
- e. Openness to experience.

Public Service Motivation

Perry and Wise (1990) defines Public Service Motivation as an individual's tendency to respond to unique basic motives in public organizations. Meanwhile, Vandenberg (2007) defines Public Service Motivation as beliefs, values and attitudes to motivate individuals to serve the interests of the organization beyond personal interests. Then, according to Kim et al., (2013) Public Service Motivation is an intrinsic drive that makes individuals feel called to provide services that are beneficial to society and meet public needs. The Public Service Motivation indicators according to Perry et al., (2010) namely as follows.

- a. Attachment to making public policy
- b. Responsibility for the public interest
- c. Sympathy
- d. Self-sacrificial attitude

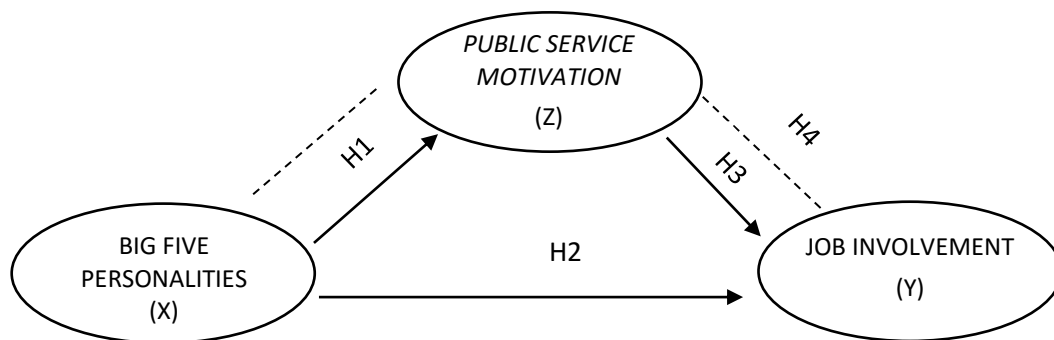


Figure 1. Conceptual Framework

Hypothesis

Big five personalities have long been associated with several organizational variables such as job performance and training ability (Barrick & Mount, 1991). Big five personality has a positive influence on public service motivation because there is a personal attitude to serve the community by handling various complex problems (Wright & Grant, 2010; Hamidullah et al., 2016). Therefore, Big five personality traits can explain some individuals displaying attitudes that support society and work for the benefit of others in a

way that requires dedication and perseverance. Additionally, Big five personality has been found to be a strong predictor of organizational volunteerism behavior in the public sector, both towards other individuals and towards the organization as a whole (Cooper et al., 2013).

The similarity of the goals of public service motivation with many prosocial attitudes and behaviors shows a positive relationship between Big Five personality and public service motivation. Several studies have identified that individuals who have a Big Five personality will increase public service motivation (Barrick & Mount, 1991; Rahat-ul-Ain et al., 2015; Callen et al., 2015; Hamidullah et al., 2016; Setianingsih & Wulansari, 2017; Van Witteloostuijn et al., 2017).

H1: Big Five Personalities influence Public Service Motivation

Part of their success comes from their ability in good organization and high orderliness. Big five personality makes them work efficiently as individuals who stick to their tasks, have a need for high achievement (achievement striving), and achieve perfection in everything they do for the sake of achieving achievement, have high self-discipline so they are able to achieve their goals (self-discipline), generally showing characteristics of consideration (deliberation), thinking carefully before acting and making plans in advance rather than suddenly (McCrae & Costa, 1987).

Research examining the influence of the Big five personality on Job Involvement has been proven by (Grant, 2012; Setianingsih & Wulansari, 2017; Wright & Grant, 2010), with the results showing that there is an influence between the Big five personality on Job Involvement which is important in increasing the tendency to become an effective team member, motivated to display the best performance and will show a high level of work involvement.

H2: The influence of the Big Five Personalities on Job Involvement.

Every organization requires job involvement from every employee to achieve the set goals. The importance of work for employees will determine the employee's level of interest in providing all their abilities in completing the tasks they receive. Employees who are involved in completing work seem to enjoy the process, giving rise to the satisfaction that can be obtained from carrying out work effectively. In this way, employees will place their work as the most important part of their life. Every employee has the desire to achieve maximum work results. This desire will influence the intensity of job involvement in the process of carrying out the task. Employees who have high motivation will increase job involvement which will increase trust (Liao & Lee, 2009).

Research examining the effect of PSM on work engagement has been proven by (T. Kim et al., 2015; Setianingsih & Wulansari, 2017; Van Witteloostuijn et al., 2017), with the results showing that there is an influence between work involvement being an important thing in life, work becoming self-identity and the attachment between self and work and public policy making, responsibility for the public interest, sympathy and an attitude of self-sacrifice.

H3: Public Service Motivation influences Job Involvement

The big five personalities have been linked to important work-related variables. Research from Barrick & Mount (1991) revealed that the Big five personality is related to job performance, and also strongly predicts training ability. Individuals who are open to new ideas generate greater profits by participating in various activities in the organization. Individuals with a high level of openness to experience attend such training with the mind that they are always ready to absorb new information (Salgado, 1997).

This is also associated with an orientation towards acting to support society. Ashton & Lee (2001) shows that individuals who get the Big five personality are very interested in contributing to solving society's problems. Individuals high in openness to experience are also interested in artistic activities, travel, and intellectual pursuits (McCRAE, 2000). Big five personality experiences give an impression to individuals regarding their attractiveness in creating new ideas (Niehoff, 2006). Employees with the Big Five personality trait regarding experience will differentiate work that they consider important to be able to find work completion methods that can maximize performance effectiveness and efficiency (Liao & Lee, 2009). This is supported by (Callen et al., 2015; Hamidullah et al., 2016; Rahat-ul-Ain et al., 2015) which shows that Big five personality has a significant effect on job involvement through public service motivation.

H4: Big Five Personality influences Job Involvement through Public Service Motivation.

METHODOLOGY

This research is quantitative research using the Structural Equation Modeling (SEM-PLS) approach. The population is 387 with the sample taken using the Random Sampling technique, The Taro Yamane formula is used to calculate the number of samples a total of 197. The independent variables in this research are Big Five Personality, the dependent variables are Job Involvement and Public Service Motivation as a mediating variable. There are three data collection techniques used, namely questionnaires, observation and literature study. This research was conducted on employees of the Central Indonesian Ombudsman, Jakarta. The data analysis test uses the Partial Least Square approach, which is carried out with SmartPLS 4.0 software (currently the latest version) on the researcher's device. There are two types of model measurements in this analysis test, namely the outer model and the inner model.

RESEARCH RESULTS

Outer Model

This model specifically explains causality or the relationship between endogenous and exogenous latent variables and existing variable measurements or indicators. Exogenous variables, which are also referred to as determining or independent variables, are variables whose variability is determined through the assumption of causes that are outside the model. Outer Model analysis is very necessary to evaluate the validity and reliability of the measurement tools used in research. This method allows research to make a

more substantial contribution to our understanding of how these variables are related.

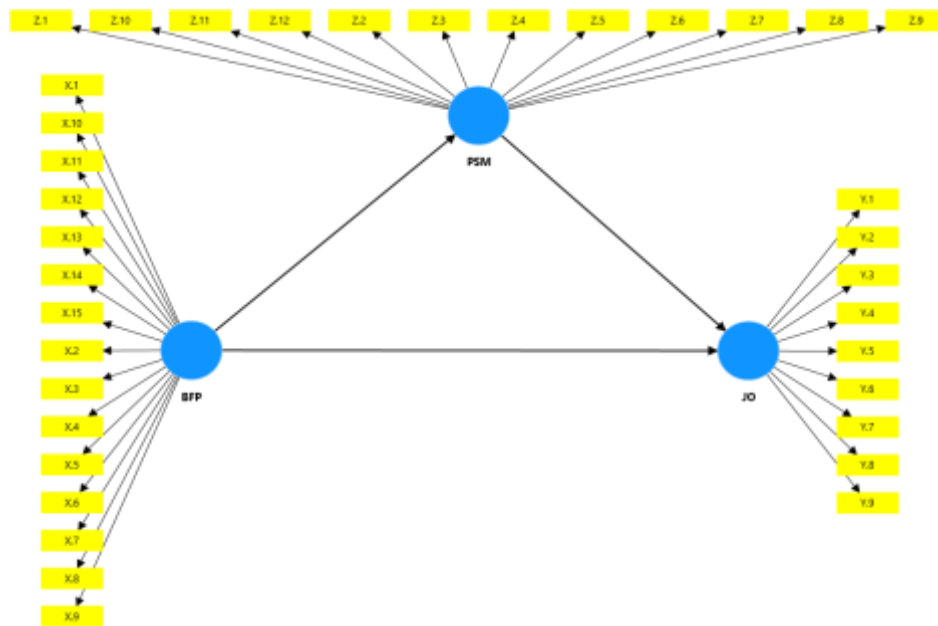


Figure 2. Graphical Output of PLS-Algorithm
 Source: SmartPLS 4.0 analyzed at 2024

1. Convergent Validity

Convergent Validity shows the extent to which the indicators used to measure a construct are empirically correlated with each other. Convergent Validity in a structural model shows that the indicators used to evaluate a construct are in accordance with the proposed ideas and reflect the same dimensions or aspects of construct validity. . There are several methods that can be used to test Convergent Validity, namely loading factors. A high factor loading value indicates that the measurement of the proposed construct is greatly assisted by indicators. To find a significant loading factor value, namely more than 0.7, usually a certain threshold value is considered (Hair et al., 2019; Russo & Stol, 2021).

	Big Five Personalities	Job Involvement	Public Service Motivation
X.1	0.743		
X.10	0.746		
X.11	0.776		
X.12	0.782		
X.13	0.703		
X.14	0.722		
X.15	0.761		
X.2	0.739		
X.3	0.708		
X.4	0.732		
X.5	0.756		
X.6	0.792		

X.7	0.766		
X.8	0.782		
X.9	0.737		
Y.1		0.731	
Y.2		0.742	
Y.3		0.755	
Y.4		0.804	
Y.5		0.771	
Y.6		0.765	
Y.7		0.754	
Y.8		0.718	
Y.9		0.772	
Z.1			0.725
Z.10			0.792
Z.11			0.773
Z.12			0.723
Z.2			0.776
Z.3			0.774
Z.4			0.757
Z.5			0.712
Z.6			0.765
Z.7			0.764
Z.8			0.792
Z.9			0.771

Table 1. Outer Loading as Convergent Validity Test Results

Source: SmartPLS 4.0 analyzed at 2024

2. Discriminant Validity

Discriminant Validity Value is a cross-loading factor value which aims to determine whether there is discrimination in the research construct. The method to find out whether the construction has sufficient discrimination is to compare the load value of the targeted construction with the load values of other constructions. In SmartPLS 4.0 software, three matrices are used to measure discriminant validity: Heterotrait-Monotrait Ratio (HTMT), Fornell-Larcker criterion, and cross loading. Because the HTMT matrix is better and more accurate than the others, the HTMT matrix was used to test discriminant validity in this study. As for The standard HTMT value is below 0.9, so it can be said that the construct has a good discriminant (Hair et al., 2019; Russo & Stol, 2021).

Table 3. Heterotrait-Monotrait Ratio (HTMT) as Discriminant Validity Test Result

	Heterotrait-monotrait ratio (HTMT)
Job Involvement <-> Big Five Personalities	0.810
Public Service Motivation <-> Big Five Personalities	0.701

Public Service Motivation <-> Job Involvement	0.683
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Source: SmartPLS 4.0 analyzed at 2024

3. Reliability Test

Reliability testing in SEM-PLS can be done using several techniques, such as composite reliability and Cronbach's alpha. These techniques allow researchers to ensure that the constructs used in the PLS-SEM model are reliable and valid. This is important because the results of the analysis and conclusions from the model will only be useful if the construct has sufficient reliability. The composite reliability component is expected to have a minimum value of 0.7. Meanwhile, if the value is above 0.8, then the existing data is considered to have a high level of reliability, while the standard AVE value is above 0.5, so it can be said that the construct has good convergent validity. (Hair et al., 2019; Russo & Stol, 2021).

Table 4. Composite Reliability Validity Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BFP	0.944	0.945	0.951	0.563
JO	0.907	0.908	0.924	0.574
PSM	0.934	0.935	0.943	0.579

Source: SmartPLS 4.0 analyzed at 2024

Inner Model

The inner model as an internal relationship or structural model, shows the relationship between latent variables which are exogenous or independent variables and endogenous or dependent variables. Internal model analysis or structural model analysis is carried out to ensure that the structural model built is strong and accurate. Coefficient of determination (R-square/ R²), estimates for path coefficients, effect size (F-square), and Goodness of Fit are some metrics that can be used to evaluate the internals of a model (Hair et al., 2019; Russo & Stol, 2021).

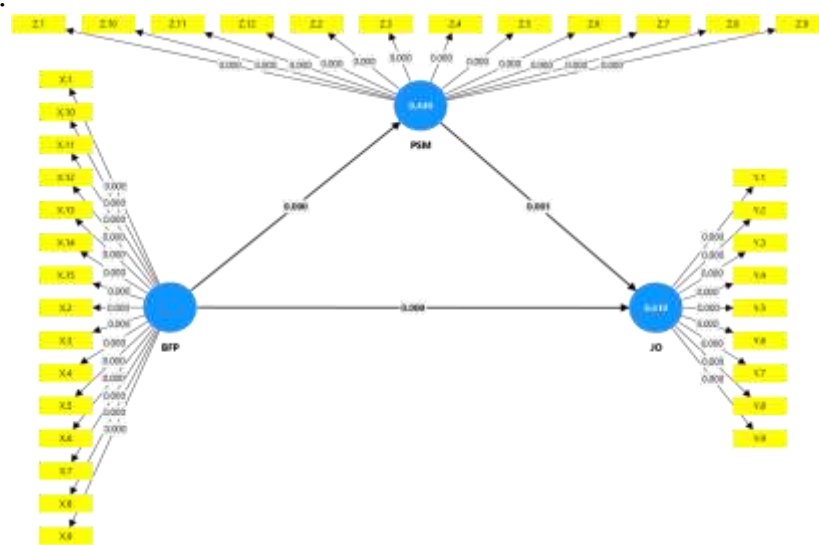


Figure 3. Graphical Output of Bootstrapping

Source: SmartPLS 4.0 analyzed at 2024

1. R-Square

R Square for endogenous variables is the coefficient of determination for an endogenous construct. The R Square value also explains how the exogenous variable differs from the endogenous variable. There are several forces that can be used to explain these variations. The criteria indicate an R Square of 0.75 as strong, 0.50 as moderate, and 0.25 as weak (Hair et al., 2019; Russo & Stol, 2021).

Table 5.R-SquareTest Results

	R-square	R-square adjusted
JO	0.610	0.605
PSM	0.449	0.446

Source: SmartPLS 4.0 analyzed at 2024

2. F-Square

Effect Size (F Square) is used to determine changes in R Square in endogenous constructs. Changes in the R Square value show the influence of exogenous constructs on endogenous constructs and their relationship with substantive influences. The square f value is in the small category 0.02, the medium category 0.15 and the large category 0.35 (Hair et al., 2019; Russo & Stol, 2021).

Table 6.F-SquareTest Results

	f-square
<i>Big Five Personalities-> Job Involvement</i>	0.530
<i>Big Five Personalities-> Public Service Motivation</i>	0.815
<i>Public Service Motivation-> Job Involvement</i>	0.070

Source: SmartPLS 4.0 analyzed at 2024

3. Goodness of Fit

Goodness of Fit (GOF) is used in Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess how well a structural model fits the observed empirical data. One way is to use a saturated and estimated model. In path analysis with SmartPLS, the Goodness of Fit (GOF) for a saturated and estimated model shows how well the built model fits the observed data (Hair et al., 2019).

Specification model goodness-of-fit (SRMR) is a measure that measures the difference between empirical and theoretical covariance matrices. A lower SRMR value indicates that there is a better level of agreement between the model and the data. The condition is that if the result is <10 then the model is said to be fit or shows good suitability between the model and the data (Hair et al., 2019).

Table 7. Goodness of Fit

	Saturated models	Estimated model
SRMR	0.082	0.082

Source: SmartPLS 4.0 analyzed at 2024

Path Coefficient Direct and Specific Indirect Effect

Path coefficient, also known as path coefficient in direct effects, measures the strength and importance of the direct relationship between the independent variable and the dependent variable in the model. while Specific Indirect Influence refers to how the independent variable has an indirect impact on the dependent variable through certain mediating variables (Hair et al., 2019; Russo & Stol, 2021).

The main provisions are:

- P Values < 0.05 then the effect is significant
- P Values > 0.05 so it has no significant effect
- The sample mean has a negative or positive effect

Table 8. Path Coefficient Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
BFP -> JO	0.613	0.615	0.065	9,468	0,000
BFP -> PSM	0.670	0.674	0.048	14,085	0,000
PSM -> JO	0.224	0.225	0.071	3,144	0.001

Source: SmartPLS 4.0 analyzed at 2024

Table 9. Path Coefficient Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
BFP -> PSM -> JO	0.150	0.153	0.052	2,886	0.002

Source: SmartPLS 4.0 analyzed at 2024

DISCUSSION

Discussion is an in-depth explanation of the implications of statistical findings and their significance for the research question or hypothesis. Through discussion it is possible to understand the contribution of the data to existing literature, highlight interesting findings, and identify emerging patterns or trends. Thus, the following discussion will be a research window that allows readers to explore and understand the substantial meaning of each element of data that has been collected and processed, summarizing the analysis steps carried out through the interpretation of the results obtained.

The Influence of the Big Five Personalities on Public Service Motivation

Based on the results of the tests that have been carried out, a value was found in the direct effect results regarding The influence of the relationship between the Big Five Personality (BFP) variables on Public Service Motivation (PSM) has a significant and positive influence with a P-value of 0.000 or equal to <0.05. The direction of the positive influence can be seen from the original sample value (O) in the table. 8 of 0.670 (67%). The direction of influence is positive indicating that this indicates change. In the sense that when the original sample value increases, the influence on certain variables also increases. So, it can be concluded that hypothesis one (H1) in this study is accepted, and this means that the Big Five Personality (BFP) variable has a positive and significant effect on Public Service Motivation (PSM).

The Influence of the Big Five Personalities on Job Involvement

Based on the results of the tests that have been carried out, a value was found in the direct effect results regarding The influence of the relationship between the Big Five Personality (BFP) variables on Job Involvement (JO) has a significant and positive influence with a P-value of 0.000 or equal to <0.05 . The direction of the positive influence can be seen from the original sample value (O) in the table. 8 of 0.613 (61%). The direction of influence is positive indicating that this indicates change. In the sense that when the original sample value increases, the influence on certain variables also increases. So, it can be concluded that hypothesis two (H2) in this study is accepted, and this means that the Big Five Personality (BFP) variable has a positive and significant effect on Job Involvement (JO).

The Influence of Public Service Motivation on Job Involvement

Based on the results of the tests that have been carried out, a value was found in the direct effect results regarding The influence of the relationship between the Public Service Motivation (PSM) variable on Job Involvement (JO) has a significant and positive influence with a P-value of 0.001 or equal to <0.05 . The direction of the positive influence can be seen from the original sample value (O) in the table. 8 of 0.224 (24%). The direction of influence is positive indicating that this indicates change. In the sense that when the original sample value increases, the influence on certain variables also increases. So, it can be concluded that hypothesis three (H3) in this study is accepted, and this means that the Public Service Motivation (PSM) variable has a positive and significant effect on Job Involvement (JO).

The influence of the Big Five Personalities on Job Involvement through Public Service Motivation

Based on the results of the tests that have been carried out, a value was found in the direct effect results regarding The influence of the relationship between the Big Five Personality (BFP) variables on Job Involvement (JO) through Public Service Motivation (PSM) has a significant and positive influence with a P-value of 0.002 or equal to <0.05 . The direction of the positive influence can be seen from the original sample value (O) in the table. 9 of 0.150 (15%). The direction of influence is positive indicating that this indicates change. In the sense that when the original sample value increases, the influence on certain variables also increases. So, it can be concluded that hypothesis four (H4) in this study is accepted, and this means that the Big Five Personality (BFP) variable has a positive and significant effect on Job Involvement (JO) through Public Service Motivation (PSM).

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the research and discussion that have been explained, it can be concluded that Big Five Personality has a positive and significant influence on Public Service Motivation, Big Five Personality has a positive and significant influence on Job Involvement, Public Service Motivation has a positive and significant influence on Job Involvement, Big Five

Personality has a positive and significant influence on Job Involvement through Public Service Motivation.

The suggestion put forward by researchers to the Central Indonesian Ombudsman, Jakarta is to improve the Big Five Personality by holding training and development programs, personality assessments, public service motivation programs, and a supportive work environment as well as mentorship and coaching, and increasing Public Service Motivation by holding training and development programs, recognition and awards, involvement in decision making, communication of vision and mission, and a supportive work environment.

ADVANCED RESEARCH

Further research to examine how Public Service Motivation can strengthen or weaken the impact of Big Five Personality on Job Involvement. Future research could examine a broader agency environment. Besides that, Future researchers can make changes to variables over time and developments. Apart from that, future researchers can also use more representative sampling methods and expand geographical coverage so that research results can be better.

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