

Work Design and Personality with Their Influence on Improving Employee Performance with a Congruence Theory Perspective

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Abstract

The research to be conducted is to examine the performance of organizational human resources, which are influenced by Work Design using the job characteristics model (JCM) and Personality using the Big five model (Big Five), as well as by using the perspective of Congruency Theory. This research is based on the issue of economic recovery after the COVID pandemic from a management perspective. The object of research is 53 State Civil Apparatus. at the Regional Business Management & Investment Unit (PUDPM) in West Java. An organization that functions in economic recovery through the arrangement of existing businesses, as well as management related to investment in regional areas in West Java province, post-pandemic COVID. The research methods used is a verificative qualitative method, with data collection techniques using questionnaires. The tests used for instrument testing are validity tests and reliability tests. In data analysis, multiple linear regression analysis is used, correlation coefficient analysis and determination and hypothesis testing using T test (partial) and F test (simultaneous). The results of the correlation coefficient analysis show that 68% of employee performance is influenced by personality and work design, while the rest is influenced by other variables. While the results of the coefficient of determination were 46.2% and the rest were influenced by other variables that were not studied by researchers.

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1. INTRODUCTION

Good worker performance is a good way of working and work results in achieving organizational goals, in line with this statement according to research by Aroosiya & Ali (2014) employee performance is assessed by how well employees perform their duties and responsibilities. Employee performance is an important thing that must be considered organizational goals can be achieved properly.

Likewise, in government organizations/institutions, the performance of employees or known as the State Civil Apparatus (ASN), in carrying out work activities will produce good output if it supports towards the achievement of the goals of its organization. According to research (Simanullang, 2021)), many factors influence ASN performance such as management, environmental, and resource factors. From this management factor, the management of human resource performance can be done through job design, according to research (Ali & Zia-your-Rehman, 2014)).

According to (Hamed, 2016)) in his research it was found that, in the work environment is the most important function of managing work content, work methods, and job functions. In this study, it is also stated that job design, consisting of (skill variation, task identity, task significance, autonomy, and feedback) that directly affects employee performance. According to (Peiró, 2020)) in his research found that work characteristics consisting of skill variations, task identity, task

significance, autonomy, and feedback will affect employee performance.

Meanwhile, from the resource factor as quoted from Simanullang's research (2021) above, in the human resource factor, there are various personality elements in each ASN. According to research by Pelt et al., (2017) states that there is a relationship between personality factor and some work-related outcomes such as performance.

This research is based on the issue of economic recovery after the COVID pandemic from a management perspective. The object of research is human resources at the Regional Business Management and Investment Unit (PUDPM) in West Java. An organization that functions in economic recovery through the structuring of existing businesses, as well as management related to domestic investment and foreign capital in regional areas in West Java province, after the COVID pandemic.

Similarly, for the Regional Business Management & Investment Unit (PUDPM) in West Java. Where this unit is an organization that functions in economic recovery through the arrangement of existing businesses, as well as management related to domestic investment and foreign capital in regional areas in West Java province. Bank Indonesia reported that West Java's economic growth in the first quarter of 2022 was 5.61% (YoY). In line with positive economic growth but not as high as in the fourth quarter of 2021, the performance of major business fields in West Java was also observed to be slightly sloping, including the manufacturing industry sector, large trade & retail sector, construction sector, and agricultural sector (Harwanto, 2022).

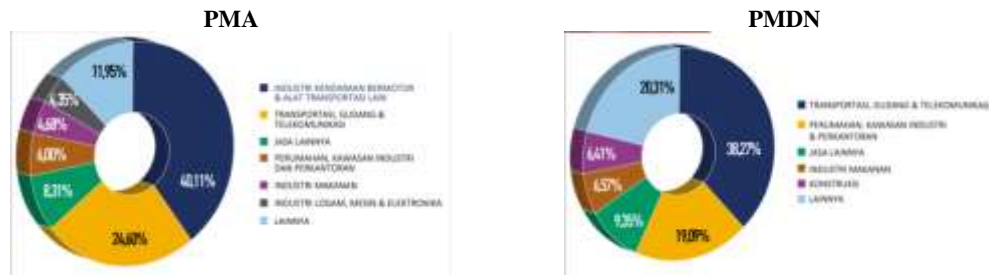


Figure 1. Proportion of Sectoral Realization in West Java
Source: DPMPSTP West Java (2022)

In this study, ASN in the PUDPM JABAR Unit is an analysis unit that will be investigated related to performance factors and their causes consisting of job design and personality. Based on an initial survey that has been conducted at the West Java Regional Business Management & Investment Unit (PUDPM JABAR), there is an indication of phenomena related to employee performance that causes the lack of optimal employee performance in the unit. The data regarding employee performance obtained are attached to Table 1.1 as follows:

Table 1. Employee Performance West Java PUDPM Unit

Quarter	2020	2021	2022
Quarter 1	69%	72%	84%
Quarter 2	67%	72%	85%
Quarter 3	68%	71%	83%
Quarter 4	67%	85%	85%

Source: West Java PUDPM Unit (2022)

Based on research by Díeza et al., (2022), Banerjee et al., (2020), Bhatti et al., (2019), it shows that there is a significant impact of job characteristics and all their dimensions, namely: job autonomy, skill variation, task identity, task significance, and feedback on performance. According to the research of Shang et al. (2016), Yang & Hwang (2014), Bertolino et al. (2013) the results of his research showed that various skills, task identity, autonomy and feedback were found to affect employee performance.

Based on two previous studies and representatives of the unit at PUDPM JABAR, that one of the causes of not maximizing performance is caused by work design that has not been optimal from unit, quoted from the interview of the Head of PUDPM. The following is in table 1.2, attached pre-survey data related to job design.

Table 2. Results of Presurvey Design Work Unit PUDPM Jabar

Dimension	Actual Score
Skill variety	58%
Significance of the task	68%
Self-government	55%

Source: Author's Pre-Survey Results Data (2022)

Table 1.2 above is the result of a pre-survey on job design based on the 'Job Characteristics Model (JCM)' Work Design indicator. The results of the pre-survey show that employee performance cannot be improved through aspects of job design.

Based on the findings of Nurcahyono et al. (2020), Mekel & Tumbuan (2016), Hamed, (2016), stated that personality is positively correlated with job performance, personality is also one of the main psychological factors that influence human behavior. The findings of Aroosiya & Ali (2014), Ali & Zia-your-Rehman (2014), Rudito (2012), show that among the Big Five personality dimensions, openness to experience, prudence, and friendliness have a positive and significant influence on employee performance.

Based on the results of a pre-survey on personality conducted at the West Java Regional Business Management & Investment Unit, below, in table 1.3, data on personality variables were obtained as follows:

Table 3. Presurvey Personality Results Unit PUDPM

Dimension	Actual Score
Neurotisme	64%
Ekstraversi	58%
Withdrawn	54%

Source: Author's Pre-Survey Results Data (2022)

Based on the description above, referring to the positive phenomena that occur, then based on variable which is indicated to be the dominant keyword, the author concludes the relevant title, namely:

Work Design and Personality with its influence on improving Employee Performance with the perspective of Congruence Theory at PUDPM JABAR after the COVID pandemic in an effort to restore Regional Business & Investment in West Java. Based on the literature study above and the pre-survey results, the authors need to study, how the Influence of Work Design and Work Personality on Employee Performance both partially and simultaneously with the perspective of Congruency Theory in the PUDPM JABAR Unit with the Special Purpose to find out how the influence of work design and work personality on employee performance both partially and simultaneously with the perspective of Congruency Theory in the West Java PUDPM Unit. And The Urgency of Research are, to inform on test results and suggestions for empirical needs and to inform about the HR Model and behavior that can be used as a reference for future research.

Literature Review

Work Design

According to Robbins & Judge, (2019) work science is a way of elements in an organized job. According to Griffin et al., (2020), job science is an important thing that managers can use to improve employee performance. Based on the opinions of experts who express opinions on the definition of work design, it can be concluded that work design is an organized method to develop, motivate, and improve performance.

(Hamed, 2016) Job design is a process of work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. According to (Noe, 2020: 114) job design is the process of defining how work will be done and what tasks will be needed in a particular job, or job redesign, a similar process that involves changing the design of an existing job.

According to Luthans et al., (2021) Work design can be defined as the method that management uses to develop work content, including all relevant tasks, as well as the process by which the work is built and revised. According to (Robbins & Judge, 2019), work design is a way of elements in an organized work.

Through job design, organizations try to increase productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal accomplishment in meeting the challenges and increased responsibilities of one's job, (Hamed, 2016). Indicators of job design based on research (Oldham, 2016), can use the characteristics of the job model. According to (Robbins & Judge, 2019) the characteristics of the job model (The Job Characteristics Model (JCM)) are described in five core dimensions, namely: skills variation, task identity, task significance, autonomy, input.

Personality

According to Kinicki & Fugate, (2018) it is a combination of stable physical, behavioral, and mental characteristics that give individuals their unique identity. Luthans et al., (2021) personality is how a person influences others and how they understand and see themselves, as well as patterns of measured traits from outside and inside and situations of interaction with others. According to (Griffin et al., 2020) there is a fundamental set of traits relevant to organizations called 'The Big Five Personality', namely: Conscientiousness, Neuroticism, Extraversion, Introversion, Openness.

Congruence Theory

The direction of employee behavior will be based on belief in the values they follow. This also applies to one's attitude in determining other objects. According to Osgood, Charles E. et al., (1967), Congruence Theory, is a model of attitude change that states when our crush agrees to the same thing with the same being liked so that harmony occurs. This was conveyed by Longwell, Gareth J., (1994) with the basic argument that the role of self-expression is also capable of influencing objects or treatment with a series of complexities of employee personality. Treatment is believed to be able to provide expression for someone. From here, the relationship between treatment and employees is formed through the theory of self-adjustment.

When treatment is considered to have an expression, management can use it to influence employees Plewa & Palmer, (2014). From the individual condition of the employee, there are personality factors able to reflect choices. When personality meets matched treatment, then there is individual alignment. In general, this theory implies the suitability of individuals with managers as representatives of the organization. Alignment between individual tasks, employee structure, or perhaps values that the organization has. This suitability gives birth to employee job satisfaction which then increases the effectiveness of the company Gonzalez-Jimenez et al., (2019).

Compatibility between individuals and superiors or managers is also a determinant. Through the leader, it can cause someone to voluntarily make adjustments to the leader in the form of loyalty and support (Meeprom & Fakfare, 2021). Manager leadership is applied by managing it in the form of a method or way of managing employees.

Performance

Performance according to Dessler (2020) performance is the willingness of a person or group of people to carry out activities in accordance with responsibilities and perfect them in a certain period. According to Mangkunegara (2019) Performance is the achievement of work results both in quality and quantity carried out by someone in carrying out the tasks given by superiors. Based on the opinions of experts regarding the understanding of performance, it can be concluded that performance is the result of processes and responsibilities regarding the work done by a person. According to Dessler (2020) the dimensions and indicators of employee performance are, as follows: quality, quantity, punctuality, initiative, teamwork.

2. METHOD

In this research, there is testing of personality variables and work design on employee performance at PUDPM. If employees have the appropriate personality and job design, it can improve employee performance. Based on these conditions, a framework can be described that describes the relationship between personality and work design to employee performance Employee performance unit at PUDPM. This the frame of thought is described as follows:

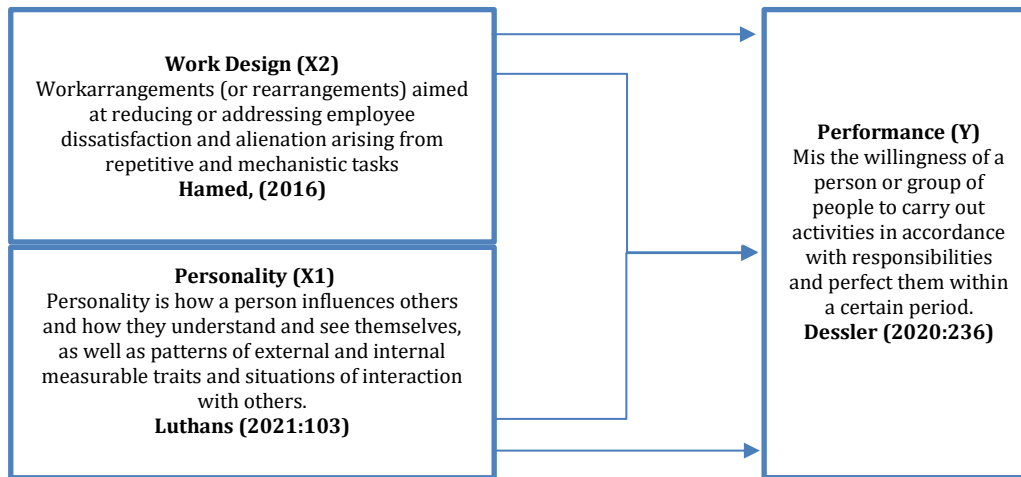


Figure 2. Research Paradigm

Based on the theory and framework above, the hypothesis proposed is as follows:

- H1: $\beta = 0$, There is a significant influence between Personality variables (X1) on Employee Performance (Y)
- H1: $\beta = 0$, There is a significant influence between Work Design variables (X2) on Employee Performance (Y)
- H1: $\beta = 0$, There is a significant influence between the variables Personality (X1) and Work Design (X2) on Employee Performance (Y)

In this study the author used quantitative and descriptive research methods. In this study there are three operational variables that become studies in the study, which are as follows:

1. Work Design (X1) as an independent variable (Independent Variable).
2. Personality (X2) as an independent variable.
3. Employee Performance (Y) as a Dependent Variable.

Table 4. Operationalization

Variable	Dimension	Indicator	Scale	
Design Work (X1) Job design is a process of work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Hamed, (2016)	Skill variety	Activity Variety	Ordinal	
	Task identity	Overall involvement of the work		
	Significance of the task	Organizational interests <i>The effect of the work on others</i>		
	Self-government	Self-regulation		
	Input	Freedom of time and work procedures		Freedom of thought and action
		Suitability of work targets		<i>Information about the job</i>
		Accountability		Suitability of work quality
Suitability of work quality				
Personality (X2) Personality is how a person influences others and how they understand and see themselves, as well as patterns of measurable traits from the outside and inside and situations of interaction with others. Luthans (2021)	Awareness	Regularity <i>Orientation to the small</i>	Ordinal	
	Neuroticism	Responsible		
		Emotional Anxiety		
	Extraversion	Easy to get along with		
		Easy to communicate Resolute		
Withdrawn	Difficult to open new relationships			
Openness	Embrace new thinking			

Performance (Y) Performance is the willingness of a person or group to carry out activities in accordance with responsibilities and perfect them within a certain period of time. Dessler (2020)	Quality Quantity Timeliness Initiative Teamwork	Accuracy Neatness Suitability of work targets Capability compatibility Completing on time Effectiveness of working hours Suggest creative ideas <i>Take proactive measures</i> Follow the goals of superiors Cooperation with colleagues	Ordinal
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Source: Author (2023)

The population in this research object ASN employees in the PUDPM JABAR Unit is 5.3 people. This research uses saturated samples. In order to analyze the proof of the hypothesis of the problem, the researcher conducts data collection techniques by: literature review, field research. The sources of data obtained by researchers in this study are primary and secondary data. The scale used in this study used the Likert scale. Testing of research instruments is carried out with Linear Regression Analysis, Correlation Coefficient Test, Determination Coefficient Test, the variables to be tested are independent variables (Independent Variable) Work Design (X_1) and Personality (X_2) against the dependent variable (Dependent Variable) Employee Performance (Y). Testing is carried out to determine whether or not there is an influence between the independent variable and the dependent variable.

3. RESULTS AND DISCUSSION

3.1. Result

Validity Test

The validity test can be done by correlating the item score with the total score (Y). If the correlation coefficient (r count) is greater than or equal to r table (r count $>$ r table) with degree of freedom (df) $N-2$ ($53-2=51$) and with α (0.05) then the number 0.2706 is obtained (see r table at df = two-way test) then the statement is valid. The method used Pearson correlation with the help of Microsoft Excel. The results of the validity test to measure each variable are shown in the following table:

Table 5. Variable Validity Test Results X_2 (Working Design)

Statement	r calculate	r table	Information
Statement 1	0.7761017	0.2706	Valid
Statement 2	0.7936008	0.2706	Valid
Statement 3	0.7621639	0.2706	Valid
Statement 4	0.7358314	0.2706	Valid
Statement 5	0.8106342	0.2706	Valid
Statement 6	0.827358	0.2706	Valid
Statement 7	0.7938134	0.2706	Valid
Statement 8	0.8512062	0.2706	Valid
Statement 9	0.735338	0.2706	Valid
Statement 10	0.749974	0.2706	Valid
Statement 11	0.8426433	0.2706	Valid

Source: Data Processed (2023)

Based on the table above, it can be seen that the calculated r value of 11 statements derived from the working design indicator is greater than the table r (0.2706). The results of this test show that all these statements are valid and worthy of being used as a research measurement tool.

Table 6. Validity Test Results Variable X1 (Personality)

Statement	r calculate	r table	Information
Statement 1	0.6882475	0.2706	Valid
Statement 2	0.4024205	0.2706	Valid
Statement 3	0.7318425	0.2706	Valid
Statement 4	0.6110363	0.2706	Valid
Statement 5	0.6270451	0.2706	Valid
Statement 6	0.7416908	0.2706	Valid
Statement 7	0.6743271	0.2706	Valid
Statement 8	0.6874013	0.2706	Valid
Statement 9	0.6479997	0.2706	Valid
Statement 10	0.6215216	0.2706	Valid

Source: Data Processed (2023)

Based on the table above, it can be seen that the calculated r value of 10 statements derived from personality indicators is greater than the table r (0.2706). The results of this test show that all these statements are valid and worthy of being used as a research measurement tool.

Table 7. Test Results Validity Variable Y (Employee Performance)

Statement	r calculate	r table	Information
Statement 1	0.7561719	0.2706	Valid
Statement 2	0.755334	0.2706	Valid
Statement 3	0.7952279	0.2706	Valid
Statement 4	0.7905514	0.2706	Valid
Statement 5	0.7483954	0.2706	Valid
Statement 6	0.8003526	0.2706	Valid
Statement 7	0.732833	0.2706	Valid
Statement 8	0.7216309	0.2706	Valid
Statement 9	0.7308564	0.2706	Valid
Statement 10	0.4829007	0.2706	Valid

Source: Data Processed (2023)

Based on the table above, that can be seen that the calculated r value of 10 statements derived from employee performance indicators is greater than the table r (0.2706). The results of this test show that all these statements are valid and suitable for use as a research measurement tool,

Reliability Test

Reliability tests were performed using Microsoft Excel with statistical tests of Cronbach's Alpha. A variable can be declared reliable if the value of Cronbach's Alpha is greater than the reference value (0.60). The results of the reliability test to measure each variable are shown in the following table:

Table 8. Research Variable Reliability Test Results

Variable	Reference Value	Cronbach's alfa	Information
Work Design	0.6	0.939104323	Reliable
Personality	0.6	0.842022694	Reliable
Employee Performance	0.6	0.904258048	Reliable

Source: Data Processed (2023)

Based on the table above, it can be seen that the value of Cronbach's alpha in each variable is greater than the reference value of 0.60. The results of this test show that the statement items used in each variable are reliable so that they can be used for research and provide consistent or reliable results.

Classical Assumption Test

a. Normality Test

The approach used to test the normality of the data is the one-sample test method kolmogorov-smirnov. The residual is normally distributed if the significance value is more than 0.05 ($\text{Sig} > 0.05$). Then the normality test results can be obtained as follows:

Table 9. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		53
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	6.37098866
Most Extreme Differences	Absolute	.100
	Positive	.100
	Negative	-.085
Test Statistic		.100
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 d. This is a lower bound of the true significance.
 Source: Data Processed (2023)

Based on the picture, the normality test results show a *colmogrov smirnov test statistical* value of 0.100 with a significance level of 0.200. In the figure the significance value is $0.200 > 0.05$, so it can be concluded that the data is normally distributed.

b. Heteroscedasticity Test

The method used by researchers to test heteroscedasticity is using the graph method (*scatter plot*). The following are the test results with the *scatter plot* method:

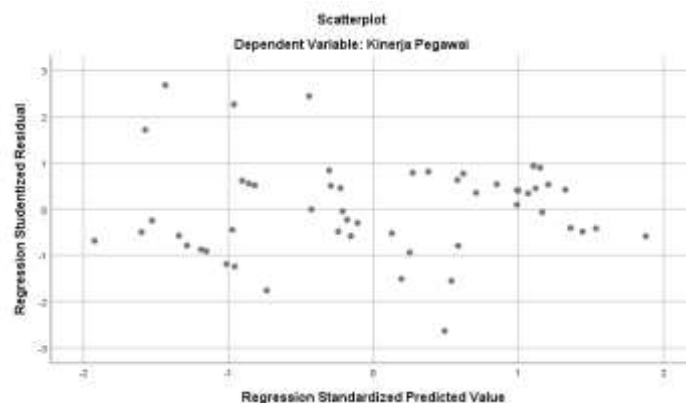


Figure 3. Heteroscedasticity Test Results
 Source: Data Processed (2023)

Based on the figure above, it can be seen that the points do not form a clear pattern and the dots spread above and below the number 0 on the Y axis. This shows that there is no heteroscedasticity problem in the regression model and is feasible to be used to predict the dependent variable with the influence of the independent variable.

c. Multicollinearity Test

A regression model experiencing symptoms of multicollinearity can be seen from the *value of variance inflation factor (VIF)*. The result of calculating the VIF value < 10 , then the regression model is said to be good and there are no symptoms of multicollinearity. The following are the results of the multicollinearity test:

Table 10. Multicollinearity Test Results

Variable	Tolerance	VIF
Work Design	.923	1.084
Personality	.923	1.084

Source: Data Processed (2023)

In the figure above, the coefficients show that the VIF value of personality is 1.084 and the work design variable is 1.084. The VIF value of the two variables is less than 10 or there is no independent variable that has a variance inflation factor (VIF) above 10 So it can be concluded that it does not occur Multicollinearity between independent variables in the regression model used.

Multiple Linear Regression Test

With the help of statistical data processing program (SPSS) applications, the output of Multiple Linear Regression calculation results is obtained as follows:

Table 11. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	7.853	4.379		1.794	0.079
	Work Design	0.485	0.090	0.580	5.368	0.000
	Personality	0.273	0.129	0.229	2.116	0.039

a. Dependent Variable: Employee Performance

Source: Data Processed (2023)

Based on the picture related to the results of the multiple linear regression test, it can be seen that there are results of constant values and regression coefficients so that a multiple linear regression equation can be formed as follows:

$$Y = 7.853 + (0.273) X_1 + (0.485) X_2$$

The equation can be interpreted that:

- The constant value of 7.853 with a positive sign (unidirectional relationship), means that if the independent variables, namely personality by 0.273 and work design by 0.485, will increase employee performance by 7.853.
- Personality (X1) of 0.273 is a positive sign (unidirectional relationship), meaning that if personality increases by one unit then employee performance will increase by 0.273 and if personality experiences a decrease of one unit then the performance of employees decreases.
- Work Design (X2) of 0.485 is a positive sign (unidirectional relationship), meaning that if the work design increases by one unit, employee performance will increase by 0.485 and if the work design decreases by one unit, employee performance also decreases.

Correlation Coefficient

Here is the result of the correlation coefficient:

Table 12. Correlation Coefficient

Model	R	R Square	Model Summary ^b	
			Adjusted R Square	Std. Error of the Estimate
1	0.680 ^a	0.462	0.440	6.49716

a. Predictors: (Constant), Work Design, Personality

b. Dependent Variable: Employee Performance

Source: Data Processed (2023)

Based on the table above regarding the results of the correlation coefficient test, and R value of 0.680 was obtained. This means that the relationship between work design variables and personality on employee performance is 0.680. The value is based on the level of the relationship is at the level of strong relationship.

R-square or the square of the multiple R value shows the coefficient of determination. The

calculation results in the figure below show that the magnitude of the R-square value is 0.462 or 46.2%. This shows that the two independent variables, namely Personality and Work Design, contribute 46.2% influence on employee performance and the rest are influenced by other variables that not researched by researchers.

t Test

Based on the table 11 above related to the results of the t test, it can be seen that the personality variable t-value is calculated at 2,116 with a significance level of 0.039, while the work design variable has a t-value calculated at 5,368 with a significance level of 0.000. So the conclusion of the t-test results is:

- a. Working design variables: $t_{\text{count}} (5.368) > t_{\text{table}} (2.00758)$ and with significance level $(0.000) < \alpha (0.05)$, mean H_0 rejected and H_1 accepted. The independent variable (work design) has a positive and significant effect on the dependent variable (employee performance).
- b. Personality variables: $t_{\text{count}} (2.116) > t_{\text{table}} (2.00758)$ and with significance level $(0.039) < \alpha (0.05)$, mean H_0 rejected and H_1 accepted. The independent variable (personality) has a positive and significant effect on the dependent variable (employee performance). This is in line with research (Longwell, Gareth J., 1994) that the basic argument that the role of self-expression is also capable of influencing objects or treatments with a series of complexity of employee personality.

4. CONCLUSION

Based on the research that has been done, the test results show that work design and personality have a significant effect either partially or simultaneously, on performance employee at PDUPM Unit West Java. From this reason, it can be concluded that work design and personality are related to the results of employee performance achieved.

Based on the results of data processing regarding employee work design in the PUDPM JABAR Unit, especially on *the influence of work on other parties* and *information about work both indicators*, a figure of 73.5% was obtained so it is advisable to conduct more in-depth socialization about the emphasis on achievement standards. More measurable performance, as well as feedback from employee performance results from managers as job designers, in order to achieve more productive performance by employees. This is in line with research from (Hamed, 2016) which states that job design and overall job design will improve employee performance. Based on the *orientation indicator on small things* in the personality variable obtained a figure of 40%, the aesthetic performance variable is recommended to be an emphasis in the implementation of employee performance, so that the employee's personality becomes in accordance with the demands of his work. This can be done with coaching by his superiors. This is in line with research (Longwell, Gareth J., 1994) that the basic argument that the role of self-expression is also capable of influencing objects or treatments with a series of complexity of employee personality. While related to *taking proactive actions* indicator obtained a figure of 40%, on performance variables, training related to work attitudes can be an alternative that can be used to improve proactive attitudes that are expected to support employee performance improvement in the future. This is in line with research (Gonzalez-Jimenez et al., 2019) that the alignment between individual tasks, employee structure, or maybe the values of the organization. This conformity increases the effectiveness of the company.

Based on the results of research, and testing survey data, as well as literature reviews related to the level of determination, it is expected that other determinants of 53.8% that have not been tested, and can be used as an alternative to further research. Based on empirical suggestions, it is related to socialization, communication and training.

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