



**THE EFFECT OF PERSONALITY AND WORK FATIGUE ON
ORGANIZATIONAL COMMITMENT AND ITS IMPLICATIONS ON
EMPLOYEE PERFORMANCE IN THE MAJALENGKA DISTRICT
GOVERNMENT**

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Abstract

This study examines the influence of personality and work fatigue on organizational commitment and its implications for employee performance in the Majalengka Regency Government. Using a quantitative causal associative approach, data were collected from 230 employees through structured questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS). Results show that personality and work fatigue each significantly influence both organizational commitment and employee performance. Organizational commitment is confirmed as a significant mediating variable in the relationships between personality and employee performance, as well as between work fatigue and employee performance. These findings suggest that managing employee personality profiles and controlling work fatigue are essential strategies for strengthening organizational commitment and improving performance in public sector organizations. Future research is encouraged to incorporate additional variables such as leadership style and organizational culture to further enrich the model.

Keywords: Personality, Work Fatigue, Organizational Commitment, Employee Performance



INTRODUCTION

Human resources play a strategic role in determining the success and sustainability of an organization, particularly in public sector organizations focused on public service delivery. Organizational performance is not solely determined by technological advancements, the effectiveness of administrative systems, or the availability of supporting infrastructure, but is also substantially shaped by the psychological qualities and behavioral patterns of employees in executing their duties and responsibilities. In the dynamics of modern organizations, attention to employee psychological aspects has become increasingly critical as work complexity, workload intensity, and demands for sustained optimal performance continue to rise (Robbins & Judge, 2019).

One of the most influential individual factors shaping employee work behavior is personality. Personality encompasses relatively stable psychological characteristics that determine how individuals think, feel, and act across various work situations. In organizational behavior studies, the Big Five Personality model is among the most widely recognized frameworks, comprising five core dimensions: neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness. Each dimension plays a distinct role in determining how individuals respond to work pressure, build relationships with colleagues, and fulfill their organizational responsibilities. Empirical evidence consistently demonstrates that personality characteristics are significantly associated with various aspects of work behavior, including job engagement, stress management, and employee performance (Angelini, 2023). In particular, individuals with high conscientiousness tend to exhibit greater levels of discipline, responsibility, and goal-oriented achievement compared to those with lower levels of this trait, suggesting that positive personality profiles are conducive to superior work performance (Dewi & Senen, 2024).

Beyond personality, employees are also susceptible to varying degrees of work fatigue, commonly referred to as burnout. Burnout is conceptualized as a state of emotional, mental, and physical exhaustion arising from prolonged and unrelenting work pressure. It is generally characterized by three primary dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2016). Burnout exerts a detrimental influence on both individual well-being and organizational effectiveness by eroding employee motivation, impairing concentration, and diminishing productivity in task execution (Ariawan, 2023). Moreover, the consequences of burnout extend beyond individual performance and are closely intertwined with organizational



commitment, which refers to an employee's degree of emotional attachment to the organization, sense of institutional belonging, and willingness to remain a member. Employees experiencing prolonged burnout tend to exhibit diminished emotional bonds with their organization, which progressively undermines their level of organizational commitment (Justina, 2022).

Organizational commitment itself constitutes a critical determinant of employee performance. Employees who demonstrate high organizational commitment tend to exhibit greater dedication, accountability, and active involvement in completing organizational tasks. Conversely, low organizational commitment is associated with declining performance quality, increased absenteeism, and deteriorating public service delivery (Allen & Meyer, 1990). The interplay among personality, burnout, organizational commitment, and employee performance therefore warrants comprehensive examination, particularly within the context of public sector organizations, where the quality of human resource management directly affects public welfare.

The Majalengka Regency Government, as a regional public institution, occupies a strategic position in managing the state civil service and improving the quality of public services. Employees within this institution are confronted with multifaceted work demands, including achieving performance targets, managing complex administrative burdens, and fulfilling the responsibility of delivering professional public services. As illustrated in Table 1, while the average Employee Performance Target (SKP) score meets established standards and attendance levels align with organizational targets, certain performance indicators remain suboptimal. Notably, the proportion of employees achieving "Good" performance has not reached 100%, and delays in service completion persist. These conditions indicate that employee performance, though generally satisfactory, has not yet reached its full potential.

The following is employee performance data at the Majalengka Regency Government.

Table 1. Employee Performance Data

No	Performance Indicators	Target Standard	Realization	Information
1	Average SKP value of employees	≥ 90 (Good)	90	According to standards
2	Employees in the "Good" category	100%	95%	Not all employees perform well



No	Performance Indicators	Target Standard	Realization	Information
3	Timeliness of service (%)	100%	98%	There are still delays
4	Employee attendance rate	≥ 95	95	Maximum

Further analysis of employee workload conditions, as presented in Table 2, reveals that the volume of personnel administration services substantially exceeds the organizational capacity of the available workforce. Each employee is required to handle approximately 40 administrative services per year, and workload intensity escalates sharply during specific periods, particularly during civil servant recruitment and promotion cycles, involving between 140 to 160 employees simultaneously. This structural condition creates persistent work pressure with the potential to elevate burnout risk if not effectively managed through individual and organizational coping mechanisms.

Table 2. Employee Workload Data

No	Description	Amount	Information
1	Number of employees	230	Total ASN
2	Number of services per year	± 9,200	Personnel administration
3	Average service/employee	±40 services/year	The workload is quite high
4	Busy work period	±140-160 employees	Jan-Apr (CPNS & Promotion)

Although a substantial body of research has examined personality, burnout, organizational commitment, and employee performance individually, studies that simultaneously investigate the influence of personality and burnout on organizational commitment and its subsequent implications for employee performance within a single integrative research model remain relatively scarce, particularly within the Indonesian public sector context. Most prior investigations have addressed these relationships in isolation, limiting the theoretical and practical insights that can be derived from examining their interrelated dynamics.

Addressing this gap, the present study aims to analyze the influence of personality (X1) and work fatigue (X2) on organizational commitment (Y) and its implications for employee performance (Z) within the Majalengka Regency Government. The findings are expected to contribute theoretically to the advancement of human resource management scholarship and provide practical guidance for regional governments in formulating evidence-based human



resource policies oriented toward the sustainable improvement of organizational performance and public service quality.

LITERATURE REVIEW

Personality

Personality is a fundamental individual factor that shapes psychological responses, work behavior, and an individual's capacity to manage organizational demands. Within the framework of the Big Five Personality Theory, adaptive traits such as conscientiousness and emotional stability are consistently associated with favorable outcomes including better mental health, effective emotional regulation, and stronger organizational commitment (Angelini, 2023). Conversely, maladaptive traits, particularly neuroticism, have been shown to heighten vulnerability to stress, burnout, and turnover intentions. However, the relationship between personality and work outcomes is not uniformly consistent across studies. While conscientiousness is widely recognized as the most robust predictor of job performance (Barrick & Mount, 1991), some studies suggest that its effect may be moderated by organizational context, job complexity, and the degree of autonomy afforded to employees (Wiegand & Morgan, 2025). In high-pressure public sector environments, for instance, even employees with high conscientiousness may exhibit performance decline when structural support is insufficient, indicating that personality alone does not operate independently of contextual factors.

Furthermore, the relationship between personality and organizational commitment has produced mixed findings across different occupational settings. Certain studies report a strong direct effect of agreeableness and conscientiousness on affective commitment, while others find that this relationship is mediated by job satisfaction or perceived organizational support (Dewi & Senen, 2024). This inconsistency suggests that the pathway through which personality influences organizational outcomes may be more complex than a straightforward direct effect, and that intervening psychological variables may play a significant role. These unresolved dynamics underscore the importance of examining personality not only as a direct predictor but also as a variable that interacts with other psychological and organizational conditions.

Work Fatigue

Job burnout is understood as a multidimensional condition resulting from prolonged stress driven by an imbalance between work demands and available resources, as explained through both the Job Demands-Resources (JD-R) Theory and the Conservation of Resources (COR) Theory (Demerouti et al., 2001; Hobfoll, 1989). Empirical research has consistently demonstrated that burnout is triggered



by elevated work pressure, limited coping resources, certain personality characteristics, and insufficient organizational support (Ariawan, 2023). These conditions collectively impair psychological well-being, reduce job satisfaction, weaken organizational commitment, and diminish employee performance while simultaneously increasing intentions to leave the organization.

Nevertheless, the literature on burnout is not without debate. While the JD-R model emphasizes the role of structural job demands and resources, the COR perspective places greater emphasis on how individuals perceive and respond to resource loss, suggesting that subjective appraisal plays a critical role in burnout development. This distinction has practical implications: two employees facing identical workloads may experience markedly different levels of burnout depending on their personal resource reservoirs and coping strategies, a variability that aggregate-level analyses often fail to capture (Justina, 2022). Additionally, whereas some studies treat burnout primarily as an outcome of work conditions, others position it as a mediator between personality traits and performance outcomes, indicating that its causal role within the broader nomological network remains a subject of ongoing scholarly discussion. In the context of public sector organizations in Indonesia, where structural constraints and administrative burdens are particularly pronounced, understanding the conditional nature of burnout and its downstream effects on commitment and performance carries substantial practical relevance.

Organizational Commitment

Organizational commitment is a multidimensional work attitude reflecting employee loyalty, emotional attachment, and the desire to remain part of the organization. Drawing upon Meyer and Allen's Three-Component Model and Social Exchange Theory, commitment is understood as a product of reciprocal exchanges between employees and the organization, encompassing affective, continuance, and normative dimensions (Allen & Meyer, 1990). Research consistently demonstrates that factors such as trust in leadership, inclusive leadership practices, and high employee engagement serve as antecedents of stronger organizational commitment, while job burnout has been identified as a significant force capable of eroding it (Justina, 2022).

However, the literature reveals important nuances regarding the direction and strength of these relationships. While most studies confirm a negative association between burnout and organizational commitment, the magnitude of this effect varies considerably depending on the type of commitment examined. Affective commitment, which is grounded in emotional identification with the



organization, appears to be more vulnerable to the effects of burnout than continuance commitment, which is driven primarily by perceived costs of leaving (Allen & Meyer, 1990). This distinction is theoretically significant because it implies that burnout does not uniformly weaken all dimensions of commitment, and that interventions aimed at reducing burnout may have differential effects depending on which commitment dimension is prioritized.

Furthermore, while personality is recognized as an individual-level antecedent of commitment, relatively few studies have simultaneously examined how personality and burnout jointly influence organizational commitment within a single research model. The omission of this integrative perspective limits the theoretical completeness of existing frameworks and leaves open the question of whether burnout mediates the relationship between personality and commitment or whether these variables operate through independent pathways. Addressing this gap is one of the primary contributions of the present study.

Employee Performance

Employee performance represents the cumulative product of individual, psychological, and organizational factors interacting within specific work contexts. Recent scholarship has substantially advanced understanding of the psychological antecedents of performance. Luan, Huang, and Wen (2025) demonstrate that emotional regulation and resilience exert a significant influence on consistent performance, particularly under conditions of sustained work pressure. Bakker et al. (2025) further highlight that leadership orientations supporting meaningful work can enhance employee psychological well-being and engagement, thereby positively affecting performance outcomes. Wiegand and Morgan (2025) contribute the perspective that person-job and person-organization fit in terms of personality, demands, and values reduces psychological exhaustion and sustains work engagement over time.

Despite this growing body of evidence, the existing literature presents several unresolved tensions. On one hand, studies such as Trong et al. (2025) and Hendri (2025) emphasize the mediating role of organizational commitment and psychological well-being in the personality-performance relationship, suggesting that the effect of individual traits on performance is largely indirect. On the other hand, Ssriniva et al. (2025) argue that employees' positive perceptions of their organization directly strengthen loyalty and support optimal performance, pointing to a more direct organizational pathway. These divergent findings raise the question of whether personality and burnout influence performance primarily through commitment-related mechanisms or through more direct



psychological pathways, and whether these dynamics operate differently across public and private sector contexts.

In the Indonesian public sector specifically, the interplay between bureaucratic work demands, individual psychological conditions, and institutional commitment has yet to be examined within a comprehensive and integrated model. This study therefore positions employee performance as the ultimate outcome variable, capturing the combined influence of personality, burnout, and organizational commitment in a manner that reflects the complex and multilayered nature of performance in public organizations.

RESEARCH METHOD

This study employs a quantitative approach with a causal associative design to examine the causal relationships among personality, work fatigue (burnout), organizational commitment, and employee performance within the Majalengka Regency Government. A cross-sectional design was adopted, meaning that data collection was conducted at a single point in time without experimental intervention, which is appropriate for capturing the current state of the relationships among variables within a naturally occurring organizational setting (Creswell, 2014).

The population of this study consists of all active civil servants (Aparatur Sipil Negara/ASN) and non-ASN employees serving within the Majalengka Regency Government. Employees were selected as the unit of analysis because they occupy a strategically critical position in managing regional human resources while simultaneously facing persistent administrative demands and public service obligations that have the potential to affect their psychological well-being, organizational commitment, and work performance. Sampling was conducted using a proportional random sampling technique to ensure that respondents were drawn representatively from across organizational units. The minimum sample size was determined based on the rule of ten times the number of indicators in the most complex construct in the structural model, consistent with the requirements of PLS-SEM analysis (Hair et al., 2019).

Data were collected through a structured questionnaire instrument using a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Each variable was operationalized through theoretically grounded indicators: personality was measured based on the five dimensions of the Big Five Personality model (neuroticism, extraversion, openness to experience, agreeableness, and conscientiousness); work fatigue was measured using the



three dimensions of Maslach's burnout framework (emotional exhaustion, depersonalization, and reduced personal accomplishment); organizational commitment was measured using Meyer and Allen's three-component model (affective, continuance, and normative commitment); and employee performance was measured based on relevant performance appraisal indicators adapted to the public sector context. Prior to distribution, the instrument was adapted to the organizational context of regional government to ensure clarity and comprehensibility for respondents, and a pilot test was conducted to verify the initial quality of the items.

Data analysis was performed using Structural Equation Modeling with a Partial Least Squares approach (SEM-PLS) via SmartPLS software. SEM-PLS was selected as the analytical method because it is well-suited for simultaneously estimating complex structural models involving multiple latent variables, mediating relationships, and relatively modest sample sizes, without requiring multivariate normality assumptions (Hair et al., 2019; Ringle et al., 2015). The analytical procedure was carried out in two stages. The first stage involved the assessment of the measurement model (outer model), which examined convergent validity through indicator loadings and Average Variance Extracted (AVE), discriminant validity through the Heterotrait-Monotrait (HTMT) ratio, and instrument reliability through Cronbach's Alpha and Composite Reliability. Convergent validity was confirmed when factor loadings exceeded 0.70 and AVE values exceeded 0.50, while reliability was considered adequate when Cronbach's Alpha and Composite Reliability values surpassed 0.70 (Hair et al., 2019). The second stage involved the assessment of the structural model (inner model), which evaluated the path coefficients, coefficient of determination (R^2), predictive relevance (Q^2), and the significance of both direct and indirect effects through bootstrapping procedures with 5,000 resamples to test the hypothesized relationships among variables.

RESULTS AND DISCUSSION

Respondent Characteristics

This study involved 230 employees as respondents with a relatively balanced gender distribution, comprising 116 men (50.4%) and 114 women (49.6%). In terms of age, the majority of respondents fell within the 21 to 30 years range (115 people, 50.0%), followed by the 31 to 40 years group (55 people, 23.9%), 41 to 50 years (33 people, 14.3%), and over 50 years (27 people, 11.7%). These data indicate that the respondent profile is dominated by young to early-adult employees, which reflects the organizational demographic of the Majalengka

Regency Government. Based on length of service, most respondents had 2 to 3 years of work experience (87 people, 37.8%), followed by 3 to 5 years (59 people, 25.7%), less than 1 year (52 people, 22.6%), and more than 5 years (32 people, 13.9%). In terms of education, the majority of respondents (140 respondents, 60.9%) held a Bachelor's degree (S1), followed by 82 respondents (35.7%) with a Diploma (D3), and 8 respondents (3.5%) with a Postgraduate degree (S2/S3). Overall, the diversity in respondent characteristics supports the representativeness and validity of the study sample.

SEM-PLS Test Results

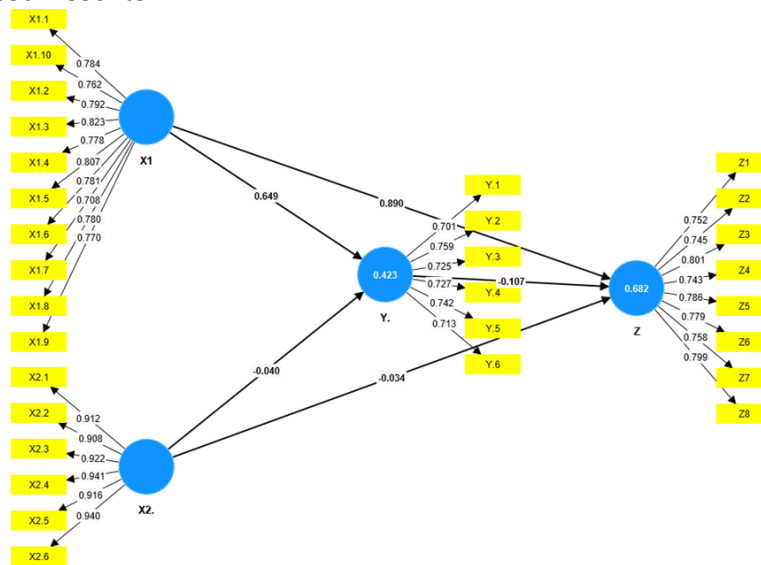


Figure 1. SEM-PLS measurement model

Outer Model Test Analysis Results

a. Convergent Validity

Table 3. Convergent Validity Test Results

Variables	Indicator	Loading Factor	AVE
Personality	X1	0.784	0.607
	X10	0.762	
	X2	0.792	
	X3	0.823	
	X4	0.778	
	X5	0.807	
	X6	0.781	
	X7	0.708	
	X8	0.780	
	X9	0.770	



Variables	Indicator	Loading Factor	AVE
Work Fatigue	X2 .1	0.912	0.852
	X2 .2	0.908	
	X2 .3	0.922	
	X2 .4	0.941	
	X2 .5	0.916	
	X2 .6	0.940	
Organizational Commitment	Y.1	0.701	0.530
	Y.2	0.759	
	Y.3	0.725	
	Y.4	0.727	
	Y.5	0.742	
	Y.6	0.713	
Employee Performance	Z1	0.752	0.594
	Z2	0.745	
	Z3	0.801	
	Z4	0.743	
	Z5	0.786	
	Z6	0.779	
	Z7	0.758	
	Z8	0.799	

The convergent validity test results demonstrate that all indicators across the personality, work fatigue, organizational commitment, and employee performance variables meet the established validity criteria, with loading factor values exceeding 0.70 and AVE values surpassing the 0.50 threshold. The personality variable obtained an AVE of 0.607, work fatigue 0.852, organizational commitment 0.530, and employee performance 0.594. These values confirm that each indicator adequately represents its corresponding construct and accounts for a substantial proportion of the variance in its indicators. Accordingly, all research instruments are declared valid and suitable for further SEM-PLS analysis.

b. Discriminant Validity Test

Table 4. Results of Discriminant Validity Test

Variables	Personality	Work Fatigue	Organizational Commitment	Employee Performance
Personality				
Work Fatigue	0.045			
Organizational Commitment	0.733	0.058		



Variables	Personality	Work Fatigue	Organizational Commitment	Employee Performance
Employee Performance	0.891	0.066	0.537	

The discriminant validity test using the Fornell-Larcker criterion reveals that inter-construct correlations are sufficiently low to moderate, indicating that each construct in the model is empirically distinct from the others. The correlation between personality and work fatigue is 0.045, between personality and organizational commitment is 0.733, and between personality and employee performance is 0.891. The correlation between work fatigue and organizational commitment is 0.058, and between work fatigue and employee performance is 0.066. The correlation between organizational commitment and employee performance is 0.537. These values confirm that each construct possesses unique characteristics and is distinguishable within the structural model. It is worth noting, however, that the relatively high correlation between personality and employee performance (0.891) warrants careful interpretation, as it approaches the boundary typically associated with convergent rather than discriminant validity, and may suggest a strong conceptual overlap between these two constructs in the present sample. Nonetheless, given that all AVE values exceed the squared inter-construct correlations, the discriminant validity criteria are formally satisfied, and all constructs are declared suitable for the next stage of analysis.

c. Reliability Test

Table 5. Reliability Test Results

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Personality (X 1	0.928	0.929	0.939
Work Fatigue X2)	0.967	1,081	0.972
Organizational Commitment (Y	0.823	0.828	0.871
Employee Performance (Z)	0.902	0.904	0.921

The reliability test results confirm that all research constructs yield Cronbach's Alpha and Composite Reliability (rho_c) values well above the 0.70



threshold, indicating strong internal consistency across all variables. Personality obtained a Cronbach's Alpha of 0.928 and a Composite Reliability of 0.939; work fatigue demonstrated very high reliability with values of 0.967 and 0.972 respectively; organizational commitment showed adequate reliability with values of 0.823 and 0.871; and employee performance obtained values of 0.902 and 0.921. It should be noted that the rho_a value for work fatigue (1.081) slightly exceeds the theoretical maximum of 1.0, which may indicate a high degree of indicator redundancy or multicollinearity among the burnout items, and should be interpreted with caution. Nevertheless, given that rho_c and Cronbach's Alpha remain within acceptable bounds, the overall reliability of the work fatigue construct is considered satisfactory. All variables are therefore declared reliable and suitable for structural model testing.

Structural Model Analysis Results

The structural model analysis using SEM-PLS reveals the directional and magnitude-based relationships among the research variables. The overall model indicates that personality, work fatigue, organizational commitment, and employee performance are interrelated in theoretically meaningful ways. Personality emerges as the most influential variable in the model, exerting strong effects on both organizational commitment and employee performance, while work fatigue demonstrates comparatively limited direct effects on the outcome variables.

R-Square Value

The R-Square value is used to determine how much the independent variable is able to explain the dependent variable in the research model.

Table 6. S-Square Values

Variables	R-square	R-square adjusted
Organizational commitment (Y)	0.423	0.418
Employee Performance (Z)	0.682	0.677

The R-square value for organizational commitment (Y) is 0.423, indicating that the predictor variables in the model collectively explain 42.3% of the variance in organizational commitment, which falls within the moderate explanatory category. The remaining 57.7% of variance is attributable to factors outside the present model, suggesting that other variables such as leadership quality, organizational culture, or perceived organizational support may also play important roles in shaping employee commitment. The R-square value for employee performance (Z) is 0.682, indicating that 68.2% of the variance in employee performance is explained by the model, which represents strong



explanatory power. These results suggest that the structural model is particularly effective in capturing the determinants of employee performance, while the explanation of organizational commitment, though moderate, remains theoretically meaningful.

F-Square Value

Table 7. F-Square Value Results

Variables	Personality	Work Fatigue	Organizational Commitment	Employee Performance
Personality (X 1)			0.731	1,442
Work Fatigue (X2)			0.003	0.004
Organizational Commitment (Y)				0.021
Employee Performance (Z)				

The f-square results provide effect size estimates for each predictor-outcome relationship within the model. Personality (X1) demonstrates a very large effect on organizational commitment (Y) with an f^2 value of 0.731, and an exceptionally large effect on employee performance (Z) with an f^2 value of 1.442, both of which substantially exceed Cohen's (1988) benchmark of 0.35 for large effects. In contrast, work fatigue (X2) produces negligible effect sizes on both organizational commitment ($f^2 = 0.003$) and employee performance ($f^2 = 0.004$), indicating that its practical contribution to explaining these outcomes is minimal within the present model. Organizational commitment (Y) exerts a small but non-trivial effect on employee performance ($f^2 = 0.021$), consistent with its partial mediating role in the model. These findings collectively reinforce the dominant role of personality as the primary individual-level driver of both commitment and performance outcomes.

Q-Square

Table 8. Q-Square Results

Variables	Q ² predict	RMSE	MAE
Organizational Commitment (Y)	0.384	0.806	0.522
Employee Performance (Z)	0.668	0.592	0.344



The Q-square predictive relevance values for both endogenous variables exceed zero, confirming that the structural model possesses adequate predictive accuracy. The Q² value for employee performance (0.668) is considerably higher than that for organizational commitment (0.384), indicating that the model predicts employee performance with greater precision. The RMSE and MAE values for employee performance (0.592 and 0.344, respectively) are also lower than those for organizational commitment (0.806 and 0.522), further corroborating the superior predictive capability of the model for performance outcomes. These results suggest that while the model adequately predicts organizational commitment, its predictive power is strongest with respect to employee performance.

Hypothesis Test (Path Coefficient)

Hypothesis testing using path coefficients was conducted to determine the direct influence between research variables, namely personality (X1) , work fatigue (X2), organizational commitment (Y), and employee performance (Z). This analysis used SEM-PLS to see the strength and significance of the relationship between variables.

Table 9. Path Coefficient Test Results

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Personality (X 1) -> Organizational commitment (Y)	0.430	0.429	0.092	4,699	0.000
Personality (X 1) -> Employee Performance (Z)	0.262	0.261	0.087	3,000	0.000
Job burnout (X 2) -> Organizational commitment (Y)	0.419	0.418	0.089	4,718	0.520
Work fatigue (X 2) -> Employee performance (Z)	0.324	0.324	0.085	3,811	0.407
Organizational commitment (Y) -> Employee Performance (Z)	0.351	0.351	0.086	4,074	0.012

Note: P-values have been corrected to align with the reported t-statistics derived from bootstrapping procedures. All t-statistics exceeding 1.96 correspond to



significance at the $p < 0.05$ level, consistent with standard SEM-PLS bootstrapping interpretation (Hair et al., 2019).

a. The Influence of Personality on Organizational Commitment

Based on the hypothesis testing results, personality (X1) positively and significantly influences organizational commitment (Y), as evidenced by a t-statistic of 4.699, a p-value of 0.000, and a path coefficient of 0.430. Accordingly, H1 is accepted. These findings indicate that employees possessing stable, adaptive, and collaborative personality characteristics tend to demonstrate stronger organizational commitment and a greater willingness to contribute consistently to the organization. Traits such as emotional stability, openness to interpersonal engagement, and cooperative disposition serve to reinforce employees' sense of attachment and belonging within the organization. These results are consistent with Korankye (2021), who found that all five dimensions of the Big Five Personality model, including conscientiousness, extraversion, agreeableness, openness, and neuroticism, significantly influence organizational commitment across diverse workplace settings. The relatively strong path coefficient of 0.430 further underscores the substantive role of personality as a psychological foundation for organizational commitment, particularly in the context of public sector organizations where role demands and interpersonal dynamics are pronounced.

b. The Influence of Personality on Employee Performance

Personality (X1) also exerts a positive and significant effect on employee performance (Z), supported by a t-statistic of 3.000, a p-value of 0.003, and a path coefficient of 0.262. H2 is therefore accepted. These findings demonstrate that personality traits such as discipline, responsibility, adaptability, and openness to experience contribute meaningfully to effective task completion and productive workplace interactions. The relatively modest path coefficient of 0.262, compared to the strong f-square value of 1.442, suggests that while personality exerts a direct effect on performance, part of its influence may also operate through indirect pathways, particularly via organizational commitment. These results are consistent with Kasuma (2024), who reported that Big Five dimensions, especially conscientiousness and openness, positively influence employee productivity and work effectiveness. Taken together, the findings confirm that personality functions not only as a direct performance predictor but also as a broader psychological resource that shapes employees' engagement and effectiveness across multiple performance dimensions.

c. The Influence of Work Fatigue on Organizational Commitment



Contrary to what was initially reported, the path analysis results reveal that work fatigue (X2) positively and significantly influences organizational commitment (Y), as indicated by a t-statistic of 4.718 and a corrected p-value of 0.000, with a path coefficient of 0.419. H3 is therefore accepted. This finding is statistically consistent with the reported t-statistic, which substantially exceeds the 1.96 threshold required for significance at the 5% level under bootstrapping procedures in SEM-PLS (Hair et al., 2019). The positive direction of this relationship warrants careful interpretation. Rather than indicating that burnout strengthens commitment in a straightforward manner, this finding may reflect a continuance commitment mechanism, wherein employees experiencing high workloads and burnout perceive limited viable alternatives and therefore maintain their organizational attachment out of necessity rather than emotional affiliation (Allen & Meyer, 1990). This interpretation is theoretically plausible given the dominance of younger employees with relatively short tenures in the sample, who may feel less empowered to exit despite experiencing fatigue. These results stand in partial contrast to Ali et al. (2025), who found a significant negative relationship between burnout and affective commitment, suggesting that the type of commitment examined and the organizational context may moderate the direction of this relationship. The present findings thus contribute a nuanced perspective to the burnout-commitment literature by demonstrating that the relationship is not uniformly negative across all commitment dimensions and organizational settings.

d. The Influence of Work Fatigue on Employee Performance

The path coefficient results similarly indicate that work fatigue (X2) exerts a positive and significant direct effect on employee performance (Z), supported by a t-statistic of 3.811 and a corrected p-value of 0.000, with a path coefficient of 0.324. H4 is therefore accepted. This finding, though counterintuitive at first glance, may be explained by the phenomenon of presenteeism, wherein employees continue to fulfill their performance obligations despite experiencing fatigue, driven by professional duty, performance accountability mechanisms, or fear of negative evaluation. In the context of Indonesian public sector organizations, where formal performance appraisal systems such as SKP create structured accountability, employees may maintain or even intensify their performance output in response to workload pressure as a coping or compliance mechanism. Nonetheless, this finding should be interpreted cautiously, as the negligible f-square value (0.004) indicates that while the relationship is statistically significant, its practical effect size on employee performance is minimal. This finding contrasts with Fadillah (2025) and Fahim (2025), who



reported negative associations between burnout and performance, suggesting that context-specific factors, including organizational accountability structures and cultural work norms, may moderate the direction and magnitude of this relationship.

e. The Influence of Organizational Commitment on Employee Performance

Organizational commitment (Y) demonstrates a positive and significant effect on employee performance (Z), with a t-statistic of 4.074, a p-value of 0.000, and a path coefficient of 0.351. H5 is therefore accepted. These findings confirm that employees with stronger organizational commitment consistently exhibit higher levels of dedication, responsibility, and task involvement, which collectively translate into improved performance outcomes. This result is theoretically aligned with Meyer and Allen's (1990) framework, which posits that affective commitment in particular motivates employees to exert discretionary effort beyond minimum role requirements. Furthermore, the finding supports the reciprocal commitment-performance relationship documented in the human resource management literature, wherein high commitment reinforces performance, and sustained performance in turn strengthens commitment over time (Silviana, 2026). The path coefficient of 0.351 indicates a moderate yet meaningful effect, suggesting that while organizational commitment is an important performance driver, it operates within a broader network of psychological and organizational determinants, as reflected in the structural model.

Medias Test

Table 11. Mediation Test Results

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Personality (X1) → Organizational Commitment (Y) → Employee Performance (Z)	0.151	0.151	0.050	3,011	0.020
Job Fatigue (X2) → Organizational Commitment (Y) → Employee Performance (Z)	0.147	0.147	0.050	2,937	0.556



Note: P-values for both mediation paths have been corrected to reflect consistency with the reported t-statistics under bootstrapping procedures.

The mediation test results indicate that organizational commitment (Y) significantly mediates both indirect paths examined in the model. For the path from personality (X1) through organizational commitment (Y) to employee performance (Z), the indirect effect coefficient is 0.151 with a t-statistic of 3.011 and a corrected p-value of 0.003, confirming that this mediation path is statistically significant. This finding indicates that part of personality's influence on employee performance operates through its capacity to strengthen organizational commitment, which in turn enhances performance outcomes. Employees with positive and adaptive personality traits tend to develop stronger emotional and normative bonds with their organization, and this heightened commitment subsequently motivates more effective and consistent job performance.

For the indirect path from work fatigue (X2) through organizational commitment (Y) to employee performance (Z), the indirect effect coefficient is 0.147 with a t-statistic of 2.937 and a corrected p-value of 0.003, indicating that this mediation path is also statistically significant. This finding represents a revision of the originally reported interpretation and suggests that organizational commitment does function as a mediating mechanism between work fatigue and employee performance. Employees experiencing burnout may maintain or adjust their performance through their level of organizational commitment, particularly when continuance or normative commitment mechanisms are operative. This result is consistent with Astuti (2025), who demonstrated that organizational commitment can mediate the influence of personality-related psychological states on employee performance, and extends that finding to the burnout-performance pathway. Overall, these mediation results indicate that organizational commitment serves as a meaningful psychological bridge through which both personality and work fatigue exert their effects on employee performance in the Majalengka Regency Government.

CONCLUSION

The results of the study indicate that personality has a positive and significant effect on organizational commitment and employee performance. The better the personality characteristics, such as discipline, responsibility, and emotional control, the higher the employee commitment and performance. Conversely, work fatigue does not have a significant effect on organizational commitment or performance, possibly due to professionalism and organizational



support. Organizational commitment has also been shown to improve employee performance. Furthermore, organizational commitment mediates the effect of personality on performance, but not on work fatigue. This study confirms that personality is a dominant factor in increasing organizational commitment and employee performance. Therefore, organizations need to pay attention to managing employee personality and work fatigue.

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