Big Five Personality Traits and Employee Performance: Evidence from Mediation and Moderation Analysis

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Abstract: In response to heightened university competition, Institut Teknologi dan Bisnis Asia Malang has witnessed a decline in students' enrollment. To navigate this challenge, the institution aims to establish a competitive edge by adopting the resource-based view theory. This strategic approach emphasizes the unique qualities of the institution's resources, with human capital emerging as the most pivotal. This study involves 120 respondents, exploring the influence of Big Five personality traits, organizational commitment, and attitude toward digital work on employee performance. Using the partial least square structural equation modelling (PLS-SEM) method, the findings indicate that the Big Five personality traits insignificantly impact employee performance. The Big Five personality traits significantly impact organizational commitment, and organizational commitment significantly impacts employee performance, in which the organizational commitment serves as a complete mediation. In addition, attitudes towards digital work as quasi-moderating can strengthen the influence of the Big Five personality traits on employee performance. Further research is recommended to analyze the relationship between the dimensions of each variable in more depth.

Keywords: Big five personality traits, Organizational commitment, Attitude toward digital work, Employee performance

INTRODUCTION

Private higher education institutions face challenges in attracting new students, evident in the competitive landscape with state universities (Lestari, 2023; Napitupulu Ester, 2023). Enrollment difficulties stem from factors like the 2023 low higher education participation rate of 39% among 19 to 23-year-olds. The entrance program for admission of new students in state universities (SNBT) program experienced a 23.8% increase in state universities admissions in 2023, and legal entity state universities (PTN-BH) with autonomy in resource management intensified competition (itjen.kemdikbud.go.id, 2023). PTN-BH's independent admission process creates opportunities to allure students (Gandhawangi, 2023; Sampurno, 2022). Evolving environmental, technological, and socio-economic factors increase competition in higher education, aligning with Indonesia's Law No. 12 of 2012, emphasizing skill development for societal progress.

Institut Teknologi dan Bisnis Asia Malang, well-known as "Institut Asia", is one of the 54 private campuses in the city of Malang (Malang.go.id, 2023), that has also been affected by a decrease in the number of students. As illustrated in Table 1, in 2023, the Academic Administration Bureau reported 2,443 active students at this

campus, comprising two faculties and six study programs. Further analysis reveals a yearly decline in student intake. A recent study by Avenali et al. (2023) underscores the significant role of both lecturers and non-academic staff in universities, highlighting Institut Asia's leadership in providing excellent student services.

Table 1. Student Data

Years	Total
2019	448 Students
2020	738 Students
2021	602 Students
2022	584 Students
2023	519 Students

Source: Biro Administrasi dan Akademik, 2023

According to Romi and Windiarti (2023), educators are crucial for institutional development due to their strong educational competence and character. However, some Institut Asia faculty face challenges such as frequent absences, tardiness, monotonous teaching, and inadequate student support, often due to heavy workloads or other commitments. Furthermore, students' dissatisfaction may stem from non-academic staff issues, such as delayed responses, frequent assignment of responsibilities, limited parking security, and unaddressed lounge cleanliness issues. Gonzales et al. (2020) stated that student satisfaction with campus services enhances loyalty. Positive experiences, a good reputation, and meeting student needs through satisfactory campus services attract potential students to a university.

Student applications play a vital role in financially sustaining private higher education institutions (PTS). Tuition fees are crucial for covering operational costs, emphasizing the importance of a continuous influx for PTS sustainability. Despite implementing strategies like discounts on Development Education Funds, instalment plans, scholarships, and improving graduate employability, the initiatives by Institut Asia and other PTS institutions have not achieved the intended outcomes (Nunes et al., 2022). The success or failure of these initiatives hinges on a company's competitive advantage, emphasizing the importance of fostering agility and adaptability through innovation (Lubis, 2022; Tian et al., 2024)

Excelling in higher education requires embracing the resource-based view (RBV), prioritizing internal resources, especially unique capabilities, and emphasizing effective human resource management for operational success in a competitive educational setting (Furinda & Ratnawati, 2021). The value of human resources in higher education surpasses infrastructure, with academics exhibiting heightened commitment and efficiency when equipped with proper skills (Pandit & Paul, 2023).

Employee performance is not solely determined by the effort exerted; it is also shaped by individual abilities, characteristics, and perceptions of roles, according to expectancy theory (Muindi & Peter, 2015). The Big Five personality theory (BFP) is widely applied to assess how an individual's personality traits affect their performance in various aspects (Luh et al., 2022). The correlation between employee performance and these traits, particularly conscientiousness and

openness, has been established in various studies (Putro & Tirtoprojo, 2022; Zell & Lesick, 2022).

The positive influence on employee performance varies among Big Five personality traits, with extraversion, agreeableness, and conscientiousness correlating positively. However, several previous studies suggest potential negative connections with neuroticism and openness (Chu et al., 2019; Prabowo & Yulianti, 2022). The significance of these traits may vary based on specific job criteria (Utami et al., 2021; Wang & Ziano, 2022). Study on East Jakarta teachers emphasizes neuroticism (33.98%), extroversion (33.56%), and openness (32.46%) influencing teacher performance (Utami et al., 2021).

Prior research emphasizes the limited impact of BFP traits on employee performance due to varying job criteria. To enhance BFP's influence, mediation is crucial. Organizational commitment, pivotal in healthcare organizations, serves as a key mediator. Arora and Rangnekar (2016) highlighted that BFP's significant impact on organizational commitment, particularly in career commitment, including identity, resilience, and planning. Furthermore, Barza and Galanakis (2022) indicated that employee commitment strongly predicts workplace behavior, reflecting their psychological state and relationship with the organization. In their study, Javaid et al. (2022) indicated that extroverts show increased organizational commitment; agreeable individuals also display strong commitment. Openness has a positive correlation, while neuroticism and conscientiousness yield negative effects. Emotional stability and organizational commitment predicted turnover intention, with conscientiousness emerging as the strongest predictor.

A separate investigation on Ghanaian private bank employees discovered a strong correlation between all dimensions of Big Five personality traits and organizational commitment (Korankye et al., 2021). In summary, findings indicate that Big Five personalities influence organizational commitment, consistent with previous research showing a positive impact on employee performance (Murray & Holmes, 2021; Mutiara & Hermiati, 2023; Muvida et al., 2023; Zakiy et al., 2023). High organizational commitment can lead to improved employee performance (Setrojoyo et al., 2023). According to Kuhal et al. (2020), strong organizational commitment helps employees realize their value in the company, contributes to improved job performance, and, consequently, enhances company outcomes and productivity.

The global transition to digital post-COVID has changed work processes, highlighting the positive effects of workplace digitization on performance. The research underscores the importance of employees adapting and effectively utilizing technology, linking positively with adaptive performance (Sulistianingtiyas & Djastuti, 2022; Zell & Lesick, 2022). Employees who use technology frequently show improved adaptive performance, demonstrating creative problem-solving and effective fatigue management (Abdul Hamid, 2022; Fleuren et al., 2023). This study explores how Big Five personalities influence employee performance at Institut Asia. Organizational commitment serves as an intervening variable, and attitudes toward digital work are examined as moderators through a second-order model. The research seeks to offer valuable insights to Institut Asia's human resource decision-makers, enhancing faculty and staff performance, bolstering competitiveness in higher education, and attracting new students in the future.

METHODS

Research Design

The research adopts a quantitative approach, surveying academic and non-academic staff at the Institut Asia with a total population of 152 individuals. Likert scale questionnaires were distributed online and offline to 120 employees selected using proportional random sampling techniques. This sample size meets the minimum sample size standard if the Slovin formula is used (see equation 1.), which produces a calculation of 112 respondents.

$$n = \frac{N}{1+Ne^2} \qquad \text{.... (1)}$$

Note:
n is the sample size
N is the total population.
e is the margin of error (5%).

The collected data will undergo analysis through second-order confirmatory partial least squares-structural equation modelling (PLS-SEM) due to non-normal data distribution and to get detailed statistical results up to indicator-level analysis. Table 2 shows the respondents' demographics, which shows that the majority of respondents are aged 31–40 and 41–50 years old. In addition, they have working experience between 1 to 5 years. As shown in the table, most of the respondents involved in this survey were lecturers.

Table 2. Respondent Demographic

Classification	Information	Total
Gender	Male	58
	Female	62
Age	21–30	19
	31–40	38
	41–50	40
	51–60	20
	>60	3
Length of Service	<1	7
	1–5 Years	70
	5–10 Year	20
	10–15 Years	15
	>15 Years	8
Division	Security	9
	Office Boy	2
	Front Office	4
	Academic Administration Bureau	6
	Finance	1
	Librarian	2
	Lecturer	64
	HRD/Facility	1
	UPT SI	4

Classification	Information	Total
	UPT JARKOM	1
	Technician	2
	Marketing	5
	Driver	4
	Social Media Officer	5
	Administration	10

Source: Human Resource Department, 2023

Figure 1 depicts the conceptual model of this research. Based on this framework, the hypotheses are presented as follows:
H1: Big Five personality traits directly-positive-significantly impact employee performance
H2: Big Five personality traits directly-positive-significantly impact organizational commitment
H3: Organizational commitment directly-positive-significantly impact employee performance
H4: Organizational commitment mediates Big Five traits' impact on employee performance
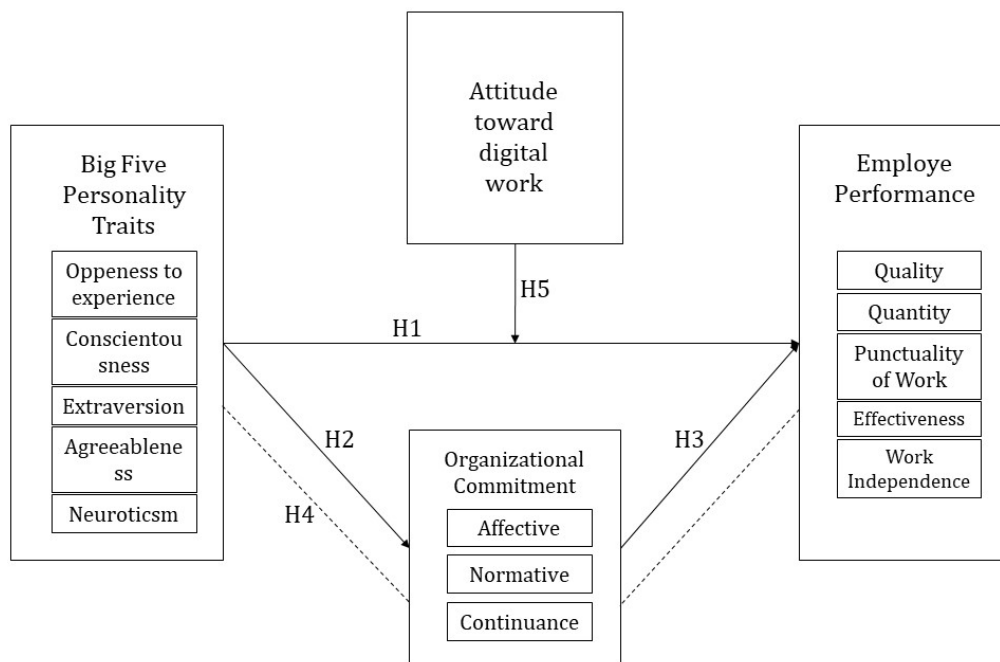H5: Attitude toward digital work strengthens the impact of big five personality traits on employee performance

Figure 1. Research Framework

Operational Definition and Analysis
The study employs path analysis to investigate the direct and indirect effects of the hypothesized variables. Quantitative data is analyzed using SmartPLS version 4.0.9.9 software, evaluating each variable with multiple items and referring to prior

research. In addition, the operational definition of each variable involved in this study is provided in Table 3.

Table 3. Operational Definition

Research variable	Dimensions	Indicator
Employee Performance (Y) (Bishop & Roland, 2022)	Quality Y1	Y1.1 I adhere to the established quality standards in my work. Y1.2 Efforts should be consistently made to minimize errors in work.
	Quantity Y2	Y2.1 I operate based on the attainment of the designated objective. Y2.2 The quantity of output I generate aligns with the leader's anticipations.
	Punctuality of Work Y3	Y3.1 I am an individual who values time. Y3.2 I complete tasks within the set timeframe.
	Effectiveness Y4	Y4.1 I efficiently make use of the resources within the organization. Y4.2 I am an individual who judiciously utilizes organizational resources.
	Work Independence Y5	Y5.1 I am an individual with a high level of work commitment. Y5.2 I am a person who assumes accountability for the assigned duties.
Big Five Personality (X) (Dash et al., 2023)	Openness to experience X1	X1.1 I am interested in learning new things X1.2 I am a creative individual. X1.3 I am a person who is open to new experiences.
	Conscientious ness X2	X2.1 I diligently work on tasks. X2.2 I am a hardworking person who perseveres until the job is completed. X2.3 I am a disciplined individual when it comes to completing work tasks.
	Extraversion X3	X3.1 I tend to engage in more verbal communication compared to my colleagues. X3.2 I am adept at socializing with others. X3.3 I maintain a friendly demeanor towards my colleagues.
	Agreeableness X4	X4.1 I collaborate easily with others in a team. X4.2 I am an individual who enjoys assisting my colleagues. X4.3 I am a trustworthy individual.
	Neuroticism X5	X5.1 I am always able to manage stress effectively. X5.2 I feel satisfied when the results of my work are good. X5.3 I am an individual with a gentle temperament.
Organizational Commitment (Z) (Grego-Planer, 2019)	Affective Z1	Z1.1 I perceive those organizational issues are also my concerns. Z1.2 I have an emotional connection with this organization.

Research variable	Dimensions	Indicator
		Z1.3 I sense that this organization holds great significance for me.
	Normative Z2	Z2.1 I feel guilty if I were to leave this organization.
		Z2.2 I am a person who is loyal to this organization.
		Z2.3 I have a sense of responsibility towards this organization.
	Continuance Z3	Z3.1 My life would be disrupted if I were to decide to leave the current organization.
		Z3.2 I have limited job options if I were to leave this organization.
		Z3.3 I gain many benefits by staying with this organization.
Attitude toward digital work (M) (Duan & Deng, 2023)		M1. Interested in employing digital methods.
		M2. A prudent move to adopt digital solutions for work.
		M3. Enjoying the convenience of digital work.
		M4. Attractive to utilize digital tools for tasks.

RESULTS AND DISCUSSION

Measurement of External-Model

The validity of the research tool is evaluated by scrutinizing the loading factor of each indicator measuring the variable, ensuring it is at least 0.70 for validation. The graphical loading factor values (see Figure 1) affirm the instrument's validity as each indicator surpasses the 0.70 threshold according to PLS-Algorithm iteration results. The validity test is carried out through the average variance extracted (AVE) value if viewed from the latent construct. An AVE greater than 0.5 indicates a valid research instrument. As seen in Table 4., the AVE value for each latent construct is greater than 0.5, indicating the validity of the research instrument. Meanwhile, a research instrument is reliable if it has a Cronbach's alpha value of more than 0.6 and a composite reliability (CR) value of more than 0.8. Based on the data in Table 4., the research instrument is valid because it has a Cronbach's-Alpha value in each latent construct of more than 0.6 and a CR of more than 0.8.

Table 4. Validity and Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Big Five Personality Traits (X)	0.984	0.984	0.985	0.815
Employee Performance (Y)	0.961	0.962	0.966	0.743
Organizational Commitment (Z)	0.955	0.956	0.962	0.737
Attitude toward Digital Work (M)	0.899	0.900	0.929	0.767

Source: SmartPLS vr. 4.0.9.9 Output (2023)

Meanwhile, the research tool's discriminant validity is assessed by examining the Fornell-Larcker criterion and cross-loading. The Fornell-Larcker criterion is a measure that compares the square root of the AVE value with the path coefficient value (correlation between latent variables). The research instrument is valid if each construct's AVE square root value is greater than the correlation value between latent constructs. Based on data in Table 5., it is known that the square root of the Big Five personality traits AVE value is 0.903, which is greater than the correlation with organizational commitment, which is 0.875, and employee performance, which is 0.056. The square root of the AVE employee performance value is also known to be 0.862, greater than the correlation with the Big Five personality traits, which is 0.056, and with organizational commitment, which is 0.285. The square root of the AVE value for organizational commitment is 0.878, greater than the correlation with the Big Five personality traits, which is 0.875, and with employee performance, which is 0.285.

Table 5. Fornell-Larcker Criterion

	X	**Y**	**Z**
Big Five Personality Traits (X)	**0.903**	0.056	0.875
Employee Performance (Y)		**0.862**	0.285
Organizational Commitment (Z)			**0.878**

Source: SmartPLS vr. 4.0.9.9 Output (2023)

Another way to test discriminant validity is through the cross-loading value, where if the cross-loading value for the targeted construct is greater than the loading value for other constructs, it shows that the research instrument is valid.

Measurement of Internal-Model
Measuring the inner model is useful for determining the feasibility of the structural model formed. In this study, two measures of the inner model were considered, namely: (1) Test of determination (R-squared), which shows the percentage contribution of exogenous to endogenous latent constructs, and (2) Goodness of Fit (GoF), which shows the feasibility of the structural model formed. According to Chin's criteria in (Hair et al., 2014), the strength of the influence of exogenous latent constructs on endogenous ones based on the results of the determination test is categorized into three, namely: 0.67 (strong influence), 0.33 (medium influence), and 0.19 (weak influence).

As shown Figure 1, the number in the blue circle symbol is the R-squared value. It is known that the influence of the Big Five Personality Traits on Organizational Commitment is in the strong category (R-squared of 0.765). The influence of the Big Five Personality Traits, Organizational Commitment, and Attitude toward Digital Work on Employee Performance is also in the strong category (R-squared of 0.863). Goodness of Fit (GoF)value is calculated using the Tenenhaus formula (Hair et al., 2014), i.e., GoF = $\sqrt{AVE \times R^2}$.

GoF Organizational Commitment $= \sqrt{0.737 \times 0.765} = 0.751$
GoF Employee Performance $= \sqrt{0.743 \times 0.863} = 0.801$

Which GoF value at least 0.38 is large. Thus, based on the results, it is clear that organizational commitment and employee performance have a large GoF (> 0.38), so that the structural model formed is feasible, in accordance with real data in the field.
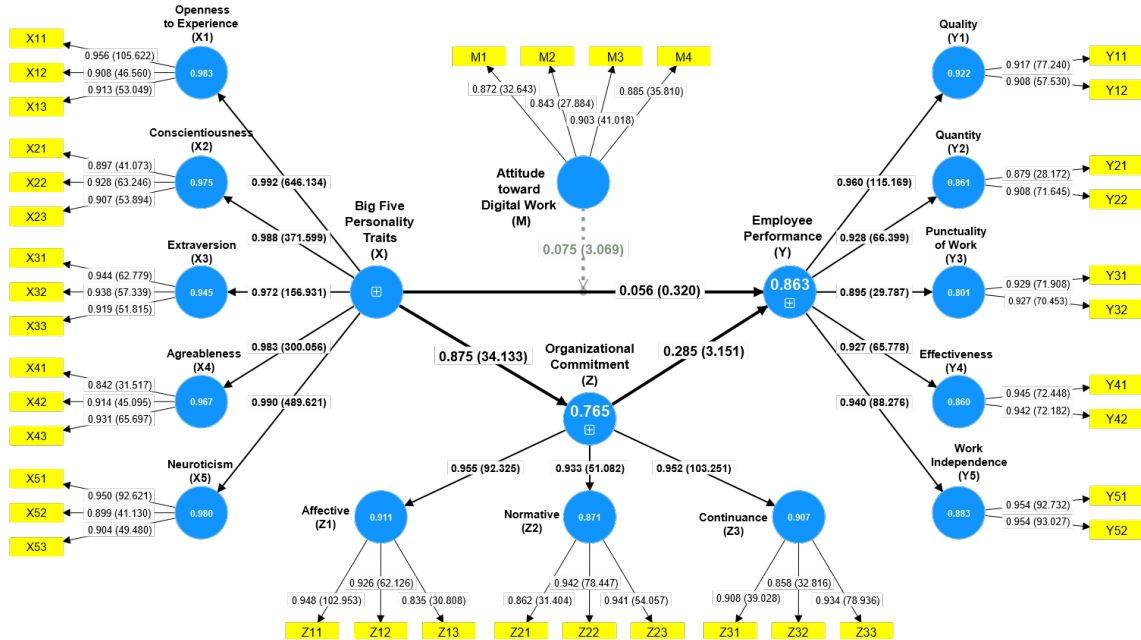

Figure 2. The PLS-SEM Structural-Model
Source: SmartPLS vr. 4.0.9.9 Output (2023)

Hypotheses Test
All hypotheses are tested using the t-test, where if the t-statistic value is > 1.96 (normal z-score value at a significance level of 5%) and the p-value < 0.05, then the influence of the exogenous latent construct on the endogenous is significant. Meanwhile, the original sample value (O) or path coefficient shows the positive or negative nature of the influence. The results of hypothesis testing are also visible in Figure 1. The values listed on the lines between latent constructs not in brackets show the path coefficient, while those in brackets show the t-statistics values. The hypothesis test results are presented in Table 5.

The procedure for determining the type of mediation follows the rules of Hair et al. (2021), where: (1) Complete mediation occurs if the independent variable does not affect the dependent variable when controlled by the mediating variable, (2) Partial mediation, there is a relationship between the independent variable and the dependent variable, but it does not explain the mediating variable and, (3) Competitive mediation is like partial mediation, only in a different direction; for example, the indirect effect is positive, but the direct effect is negative, and vice versa.

Meanwhile, the procedure for determining moderation follows the method of Solimun (2017), where a moderator is referred to as (1) Pure moderation if its position as a moderator (the influence of the interaction between the moderator and the predictor on the endogenous construct), is significant; but as a predictor is not significant; (2) Quasi moderation if its position as a significant moderator and

as a predictor is also significant; (3) Predictor moderation if its position as a moderator is not significant, but its position as a predictor is significant; and (4) Homologizer moderation if its position as a moderator and as a predictor is both insignificant, so it has the potential to become a moderating variable.

Table 6. Hypotheses Test Result

	Original sample (O)	T statistics (|O/STDEV|)	P values	Inferences
Direct Effect				
Big Five personality traits (X) → Employee performance (Y)	0.056	0.320	0.749	Positive Insignificant Effect; **H1 Rejected**
Big Five personality traits (X) → Organizational commitment (Z)	0.875	34.133	0.000	Positive Significant Effect; **H2 Supported**
Organizational commitment (Z) → Employee performance (Y)	0.285	3.151	0.002	Positive Significant Effect; **H3 Supported**
Attitude toward digital work (M) → Employee performance (Y)	0.608	4.612	0.000	Positive Significant Effect
The interaction of attitude toward digital work (M) and Big Five personality traits (X) → Employee performance (Y)	0.075	3.069	0.002	Positive Significant Effect; **H5 Supported**; **Quasi-Moderator**
Specific Indirect Effect				
Big Five personality traits (X) → Organizational commitment (Z) → Employee performance (Y)	0.249	3.080	0.002	Positive Significant Effect; **H4 Supported; Complete Mediation**
Total Effect				
Big Five personality traits (X) → Employee performance (Y)	0.305	2.142	0.032	Positive Significant Effect

Source: Source: SmartPLS vr. 4.0.9.9 Output (2023)

Based on data in Table 6., the PLS-SEM analysis shows that Big Five personality traits insignificantly impact employee performance (the path coefficient value of 0.056 in positive direction), with a t-statistics value of 0.320 (<1.96), and a p-value of 0.749 (>0.05). These results do not support the first research hypothesis that Big Five personality traits cannot directly-positive-significantly impact employee performance. At the same time, Big Five personality traits are proven to significantly impact organizational commitment (the path coefficient of 0.875 in positive direction), with a t-statistics value of 34.133 (>1.96), and a p-value of 0.000 (<0.05). These results support the second research hypothesis that Big Five personality traits directly-positive-significantly impact organizational commitment.

While organizational commitment is also confirmed to significantly impact employee performance, with a t-statistics value of 3.151 (>1.96), and a p-value of 0.002 (<0.05). Later, the indirect impact of Big Five personality traits on employee performance through organizational commitment was significant, (the indirect path coefficient of 0.249 in positive direction), with a t-statistics value of 3.080 (>1.96), and a p-value of 0.002 (<0.05). The fourth hypothesis is backed by findings, indicating organizational commitment fully mediates big five traits' impact on employee performance.

Lastly, the direct impact of attitude toward digital work on employee performance was significant, while, the impact of the interaction between attitude toward digital work and Big Five personality traits (as moderator) was significant too (the path coefficient of 0.075 in positive direction which mean that Big Five personality traits strengthen the impact of Big Five personality traits on employee performance), with a t-statistics value of 3.069 (>1.96), and a p-value of 0.002 (<0.05). It indicates that attitude toward digital work is a quasi-moderator. these result support the fifth research hypothesis that attitude toward digital work as a moderator strengthens the impact of Big five personality traits on employee performance.

Discussion
A Complete-Mediating Role of Organizational Commitment
This research reveals that organizational commitment fully mediates the influence of Big Five personality on employee performance. Full support of organizational commitment as a mediator is essential for the impact of Big Five personality factors on employee performance, and vice versa. Employees at the Institut Asia demonstrate emotional engagement, indicating a positive association between heightened organizational commitment and increased job loyalty. In contrast to the findings of Zell and Lesick (2022), which strongly connected these traits to performance, this research presents contradictory results. The divergence can be attributed to variations in individual personality traits impacting performance across distinct categories. Suhandiah (2018) identified that conscientiousness, neuroticism, and openness influenced faculty members' performance, while for employees, conscientiousness and neuroticism were associated with performance. Rafique et al. (2020) found dimensions of conscientiousness, agreeableness, and neuroticism among university library staff in Pakistan.

Within Institut Asia context, this study identifies openness to new experiences as the most influential Big Five personality trait on employee performance, aligning with Corazzini et al. (2021), which emphasizing openness as the strongest dimension. High openness correlates with commendable performance records, success in cognitive tests, and a proclivity for innovation (Hogan et al., 2012; Sanchez-Henriquez & Pavez, 2021). Critical for the Institut Asia, encouraging innovation within Malang's faculty and marketing teams, heightened openness fosters workplace creativity, promoting institutional progress (Xu et al., 2018). The study highlights the subtle impact of personality traits on job performance, emphasizing the crucial role of openness at Institut Asia.

This research delved into examining the relationship between Big Five personality traits and organizational commitment among Institut Asia employees.

The findings underscored a significant influence of Big Five personality traits on organizational commitment, aligning with studies (e.g., Arora, 2020; Korankye et al., 2021) on Ghanaian bank employees. Previous research has established that Big Five traits serve as indicators of positive work attributes in individuals (Bellmann & Hübler, 2022). Notably, individuals with neuroticism, extraversion, and openness to new experiences exhibit positive correlations with affective and normative commitment (McCormick & Donohue, 2019). These results are consistent with prior research by Javaid et al. (2022), highlighting the positive connections of agreeableness, extraversion, and openness to new experiences with organizational commitment.

The Big Five personality traits act as a gauge for evaluating employees' manifestation of positive work characteristics (Bainbridge et al., 2022). The study suggests that certain traits moderately affect employee performance, emphasizing the need for a mediator to enhance their impact. Organizational commitment, particularly affectively, serves as a robust mediator, revealing deep dedication among Institut Asia's employees. This commitment strengthens their hesitancy to depart, aligning with organizational objectives, considering leaving as a potential loss with associated benefits and career advancements.

The study, centered on Institut Asia, highlights the collective commitment of participants to address the organization's challenges (Chen et al., 2021). Continuance commitment, closely tied to conscientiousness, emerges as the second-strongest personality trait, indicating employees' reluctance toward leaving their positions (Arora & Rangnekar, 2016; Liu, 2023). High continuance commitment among employees tends to foster company loyalty, positively influencing turnover rates, typically linked to organizational performance. Prior research by Çelik et al. (2021) contends that continuance commitment significantly mediates the relationship between career growth and turnover intentions, supporting earlier findings by Muttaqin et al. (2023).

A Quasi-Moderating Role of Attitude Towards Digital Work

This research unveils the quasi-moderating function of digital work attitudes on employee performance linked to Big Five personality traits at Institut Asia. It discloses that digital work attitudes not only enhance the influence of Big Five personality traits on employee performance but also directly impact performance. Despite prior research noting the link between digital work attitude and employee performance, there's a conspicuous dearth in studying its moderating effect.

The research emphasizes that a positive perspective on digital work significantly improves employee performance. Faculty and staff's proactive involvement in technology cultivates enthusiasm and diminishes resistance to change. A positive attitude toward digital tasks enhances performance, while negativity may increase stress linked to technological reliance. While technology facilitates direct access and adaptability in work, constant connectivity may lead to prolonged stress and fatigue (Ninaus et al., 2015; Sani et al., 2023).

The excessive utilization of digital connectivity during working hours, as highlighted by Ren et al. (2023) can lead to emotional fatigue, consequently impacting job performance. Faculty members at Institut Asia, however, benefit from fostering a positive digital attitude, offering unparalleled flexibility in teaching

concerning both space and time. Harnessing technology allows educators to develop compelling instructional materials and distribute online tutorial videos, optimizing educational offerings. The formation of attitudes toward digital work is shaped by Big Five personality traits, with high openness indicating receptivity to new experiences, and extraversion fostering a positive digital outlook through sociable behavior (Mustafa et al., 2022; Palla et al., 2023).

Conversely, neuroticism, as the second strongest personality reflection, impedes the development of a positive digital work attitude, potentially leading to addiction to social media platforms (Park & Woo, 2022). While high conscientiousness provides awareness of digital work, cultivating a positive attitude requires literacy and training (Abdul Hamid, 2022; Gualano et al., 2023; Szalavetz, 2023). Although agreeableness levels are not exceptionally high among Institut Asia's faculty and staff, previous research suggests that friendliness indirectly influences attitudes toward digital work by impacting work-life balance and job effectiveness.

CONCLUSION

This study aims to examine the influence of Big Five Personality traits on employee performance at Institut Asia. It explores organizational commitment and assesses the impact of employees' attitudes towards digital work on their performance. Despite the insignificance of Big Five Personality traits in directly impacting performance, organizational commitment crucially mediates the trait-performance relationship, acknowledging diverse personality needs in distinct job roles. Furthermore, positive attitudes towards digital work improve performance, while negative attitudes harm it, serving as a direct force and moderating factor between the Big Five Personality traits and employee performance.

Institut Asia must enact practical strategies, including using Big Five Personality tests for performance prediction and appropriate job placements. Leadership should boost commitment by acknowledging achievements, cultivating a positive work environment, providing supervisor support, workload management, applying effective leadership styles, and empowering employees. Additionally, promoting literacy and technological training can prevent disruptions in the workplace amid the digital era.

The research focuses on Institut Asia, using only second-order PLS-SEM analysis, without universally investigating inter-job relationships; future studies should explore the wider impacts of Big Five Personality traits, organizational commitment, and digital work attitudes on performance in various roles, taking into account factors like work motivation, job stress, and interpersonal relationships to guide future research for a more thorough analysis of interdimensional relationships and a comprehensive understanding.

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