

**CREATIVITY AS A MEDIATION OF PERSONALITY AND EMPLOYEE PERFORMANCE: STUDY IN BPK RI REPRESENTATIVE OF ACEH**

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**ABSTRACT**

This study is intended to test the effect of personality on creativity, the effect of creativity on employee performance and the effect of personality on employee performance at BPK Representative of Aceh. The population in this study were all employees who worked at Financial Audit Board (BPK) Representative of Aceh totaling 61 people. Collection Techniques was done by using the Non Probability technique with the saturation sampling approach (census), which is the sampling method of all members of the population used as samples. The results of the study explained that personality has a significant effect on creativity, creativity has a significant effect on employee performance, personality has a significant effect on employee performance. Creativity is a partial mediation variable of the effect of personality on employee performance. The originality lies in the integration of the models that takes from the previous time, and with path analysis as the approach statistic method. The limitation lies in the number of variables that are only three, and the object that is only one. These all findings also can contribute to the practical managers especially from BPK RI Representatives of Aceh, to be more aware about the variables related.

**Keyword:** Personality, creativity, employee performance.

**1. INTRODUCTION**

The spirit of the birth of reformation in Indonesia is inseparable from the desire of all parties to eradicate collusion, corruption and nepotism (KKN). KKN has caused a source of inequality in development. This condition then underlies the birth of policies in strengthening the function and position of Financial Audit Board (BPK) as a high state institution in Indonesia's law and state administration system. BPK has a very real role in improving the regional financial management system that is effective, efficient and free from fraud. However, this role will be achieved if Indonesia Financial Audit Board (BPK RI) receives support from all institutional elements including the quality of the Human Resources of the State Civil Apparatus.

Human resources of the State Civil Apparatus are the key factors that determine the success of BPK in the implementation of the state financial audit tasks. Moreover, the demands and workload faced by the State Civil Apparatus at the BPK in financial supervision activities are much heavier than the workloads at other agencies.

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The Indonesia Financial Audit Board Representative of Aceh is the only external inspection body of the regional government in Aceh Province. BPK is a guide for regional governments to achieve state goals through a quality state and regional financial management checks. The BPK carries out the mandate of state/regional financial audits freely and independently, with integrity, independent, and professionally. However, there are many problems in realizing the objectives and functions of the BPK, including the non-optimal performance of the State Civil Apparatus.

The performance of the State Civil Apparatus becomes an important agenda in realizing a strong, autonomous and independent Indonesia Financial Audit Board. However, if seen from many unrevealed cases of irregularities, the performance of the State Civil Apparatus at this institute is not objectively capable enough in supporting the BPK in carrying out the state duties. Even the performance of the State Civil Apparatus at the BPK RI Representative of Aceh actually changes at any time in line with the increasingly changing of work culture of the government. Thus in the middle of increasing demands for accountability in regional financial management, the civil apparatus with a good personality is very much needed by the BPK RI Representative of Aceh.

The Big Five personality is one theory of personality that can reflect a person's ability to behave in certain ways better or not. Civil Apparatus at BPK RI Representative of Aceh has the different personalities that can be seen from their ambitious level at work, competitive level, patience level, temperamental attitude such as being easily offended and irritable (emotional), adherence to work rules and procedures, level calm and easy to cooperate, empathy, and like to help others. Employee personality differences at BPK RI are often become problem and also influence their behavior and attitude at work. personality has a significant effect on employee performance ((Dyahrini, 2008) and (Indarti, Hendriani and Mahda, 2014)).

Big Five personality becomes the five fundamental personalities that often appear in organizations. In these various elements a more unique personality trend will emerge, namely the creativity of the employees in order to improve their performance. A good personality can develop work creativity and then have an impact on improving performance (Widhiastuti, 2014).

BPK RI Representative of Aceh with good work creativity are those who are able to find and combine new ideas, concepts and new thoughts or forms of original combinations without the presence of old thought elements or other people. This condition can improve the ability of employees to take the best attitudes and decisions at work. However, employees are not fully able to develop new ideas at work as indicated by the elaboration aspect. The aspect of originality on the employees at BPK RI Representative of Aceh is also still low so that employees have not been able to come up with unique or different new ideas from usual. The lack of willingness to find information about what should be improved by employees has made the employees' learning process is still low and makes employees unable to come up with new ideas at work (Mustika, 2017). This condition also affects the employees' work performance.

## **2. LITERATURE REVIEW**

### **The Effect of the Big Five personality on Employee Work creativity**

Personality becomes an important variable in generating new ideas, concepts and thoughts through extra effort and interest in new things because creativity does not come by

itself (Kim, Hon and Lee, 2010) in (Mustika, 2017). The individual's willingness to actively search for information about what needs to be improved from the organization has made concepts, and new ideas will emerge gradually (Mustika, 2017). Individuals with good personalities can understand opportunities, initiate initiatives and be persistent in bringing change. Individuals with good personalities will also actively propose changes according to the current situation or produce something new (Bateman and Crant, 1993) in (Mustika, 2017).

### **The Effect of the Big Five personality on Employee Performane**

Work behavior will be determined by a person's personality so that personality becomes a variable that can determine whether good or not an individual performance (Feist and Feist, 2008). A good work behavior and harmony with organizational goals will result in better individual performance (Viswesvaran and Ones, 2000) in (Dewi, Suardikha and Budiasih, 2015).

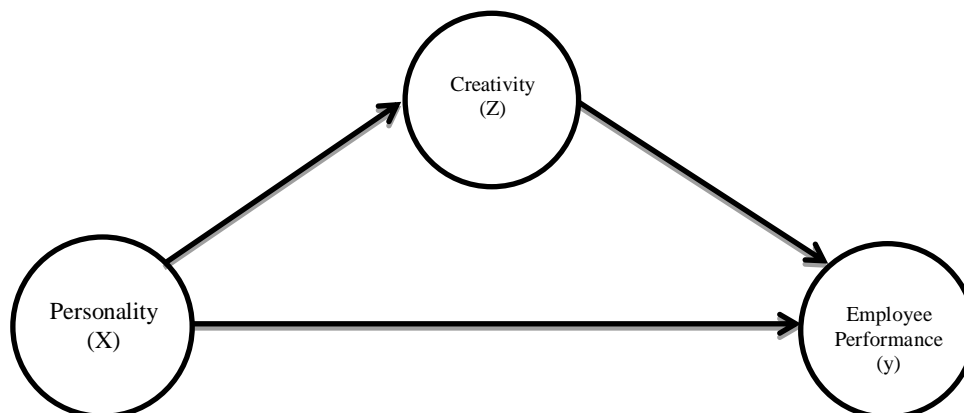
Thus personality can be a good performance predictor which indicated by the role of conscientiousness indicators and emotional stability. These indicators relate to responsibilities, works carefully and ability to work in varied conditions. Then the extraversion and agreeableness indicators related to broader and dynamic work interactions with various parties. While openness to experience is related to broader work insights (BARRICK and MOUNT, 1991), (Barrick, Mount and Judge, 2001), (Rothmann and Coetzer, 2003) in (Dewi, Suardikha and Budiasih, 2015).

### **The Effect of Big Five personality on creativity and employee performance**

Big Five personality results from the summing up of 30 personality elements and then becomes five fundamental personalities. In the various elements of personality there will be more unique personality elements, namely the creativity of the employees in order to improve their performance. A good personality can increase work creativity and then have a positive impact on the increase of performance (Widhiastuti, 2014)

### **Research Framework**

Based on the relationship between the previous variables, the draft of framework can be arranged as shown in Figure 1.



**Figure 1.** Research Model

The Hypothesis in this research is as follows.

H1 : personality has a significant effect on creativity

H2 : creativity has a significant effect on employee performance

H3 : personality has a significant effect on employee performance

H4 : creativity is a mediation variable of the effect of personality on employee performance.

### **3. METHOD**

#### **Population and Sampling**

The population in this study is all employees who worked at BPK RI Representative of Aceh totaling 61 people. Determination of the sample uses the non probability approach that is Saturation Sampling (census) technique. This technique is to take all members of the population as research samples.

#### **Data Collection Techniques**

Primary data collection is done by using a closed questionnaire (questionnaire) containing selected questions about personality, creativity and employee performance. Data conversion uses a Likert scale ranging from size 1 for strongly disagree questions to size 5 for strongly agree questions.

#### **Data Analysis Tools**

The influence of personality on employee performance mediated by creativity can indirectly proven by path analysis techniques.

#### **Operational Research Variables**

The variables used and its indicators in this study are as follows:

1. The Big Five personality (X) variable uses indicators of emotional stability, comfort in relationships, interest in new things and compliance and responsibility with a Likert scale from 1 to 5.
2. The creativity variable (Y) uses indicators of thinking fluency, flexibility of thinking, elaboration and originality with a Likert scale from 1 to 5.
3. Employee performance variables (Y) use indicators of Quality, Quantity, Timely, Cost Efficiency, Supervise needs and personal impact with a Likert scale from 1 to 5

### **4. RESEARCH RESULT**

#### **Regression of The Effect of personality on creativity**

Based on the SPSS output table, the path equation model can be obtained as follows

**Table 1. H1 Regression**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	a constant	1.469	0.480		3.059	0.003
	Personality (X)	0.573	0.130	0.498	4.410	0.000
	Adjusted R Square	0.248				

$$Z = 0.498 X + \epsilon_1$$

The above equation explains as follows:

1. Beta coefficient of personality effect on work creativity is 0.498 units, this value explains that every 1 (one) increase in employee personality will be able to increase employee creativity at BPK RI Representative of Aceh Office amounting 0.498 units.
2. Adjusted R Square value of 0.248 explains the role of personality in influencing employee work creativity at BPK RI Representative of Aceh is 0.248 (24.8%), meaning that the role of personality in increasing employee work creativity at BPK RI Representative of Aceh is still less dominant, and still many other factors amounted to 0.852 (85.2%) which played a role in influencing the work creativity of employees at the BPK RI Representative of Aceh.

**Regression of The Effect of creativity on Employee**

**Table 2. H2 Regression**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	a constant	1.990	0.282		7.069	0.000
	Creativity (Z)	0.480	0.078	0.625	6.157	0.000
	Adjusted R Square	0.391				

Based on the SPSS output table the path equation can be made as follows:

$$Y = 0.625Z + \epsilon_2$$

The above equation explains as follows:

1. Beta coefficient of the effects of creativity on employee performance is equal to 0.625 units, this value explains that every increase of 1 (one) unit on employee work creativity will be able to improve the performance of employees at the BPK RI Representative of Aceh by 0.394 units.
2. Adjusted R Square value of 0.391 explains the role of work creativity in effecting employee performance at BPK RI Representative of Aceh is 0.391 (39.10%), meaning that the role of work creativity in effecting employee performance at BPK RI Representative of Aceh is still less dominant, so it is still many other factors amounted to 0.609 (60.9%) which played a role in influencing the work creativity of employees at the BPK RI Representative of Aceh.

**Regression of the Effect of personality on employee performance**

**Table 3. H3 Regression**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	a constant	2.429	0.391		6.214	0.000
	Personality (X)	0.348	0.106	0.394	3.290	0.002
	Adjusted R Square	0.155				

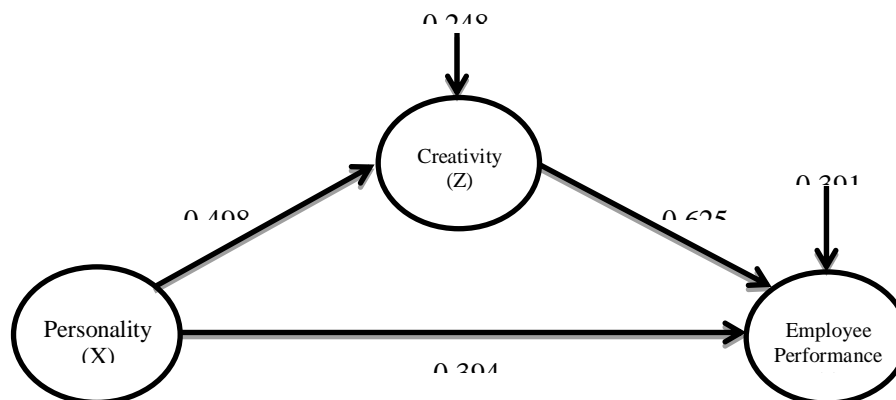
Based on the SPSS output table the path equation can be made as follows:

$$Y = 0,394X + \epsilon_3$$

The above equation explains as follows:

1. Beta coefficient of the effect of personality on employee performance of = 0.394, explaining that every increase in employee personality by 1 (one) unit will be able to increase 0.394 units of employee performance at the BPK RI Aceh by 0.330.
2. Adjusted R Square value of 0.155 explains the role of personality in effecting the employees performance of BPK RI Representative of Aceh is 0.155 (15.5%), meaning that the role of personality in influencing the employee performance of BPK RI Representative of Aceh is still less dominant, so there are still many other factors 0.845 (84.50%) that played a role in influencing the employee performance of BPK RI Representative of Aceh.

Based on some of the regression equation models above, a path equation model diagram can be formed that explains the relationship directly or indirectly. The model is as follows.



**Figure 2. Path Coefficient**

**Direct and Indirect Effects of Path Charts**

**Table 4. Direct and Indirect Coefficient**

No	Direct and In Direct Effects	Model	Beta
	Derect Effect		
1	Effect of Personality on Employee Work Creativity	X-Z	0.498
2	Effect of Employee Work Creativity on Employee Performance	Z-Y	0.625
3	Effect of Personality on Employee Performance	X-Y	0.394
	Inderect Effects		
1	Effect of Personality on Employee Performance Through Employee Work Creativity	X-Z-Y	(0.498x0.625=0.311)

Table 4 above explains the personality directly influences the work creativity of employees at BPK RI Representative of Aceh with a Beta value of 0.498. personality also has a direct effect on improving employee performance at BPK RI Representative of Aceh Province with a Beta value of 0.394. However, the Beta value of the personality effect on employee work creativity at BPK RI Representative of Aceh is relatively smaller than the creativity effect on employee performance at BPK RI Representative of Aceh.

Then the employees work creativity at BPK RI Representative of Aceh directly affects the performance of BPK RI Representative of Aceh employees with a Beta value of 0.625. The direct effect is relatively stronger than the personality effect trails on employees' performance. Thus, if it is related indirectly, the role of work creativity in improving the relationship between personality and employees performance at BPK RI Representative of Aceh is 0.311.

**Hypothesis Testing**

**Table 5. Hypothesis Acceptance**

No	Effect Between Variable	Beta	Sig	Information
1	Effect of Personality on Employee Work Creativity	0.498	0.001	Ha <sub>1</sub> be accepted
2	Effect of Employee Work Creativity on Employee Performance	0.625	0.000	Ha <sub>2</sub> be accepted
3	Effect of Personality on Employee Performance	0.394	0.002	Ha <sub>3</sub> be accepted
4	Effect of Personality on Employee Performance Through Employee Work Creativity	0.311	0.0003*	Ha <sub>4</sub> be accepted

\*Sobel Test Statistik

Based on the analysis results in Table 5 show that:



### **Direct Effects**

1. Personality influences employee work creativity at BPK RI Representative of Aceh with a Beta value of 0.498. The influence is significant with a significant limit of 0.000 or below the 0.05 limit. This means that personality has a significant effect on employee work creativity at the BPK RI Representative of Aceh.
2. Employee work creativity influences employee performance at BPK RI Representative of Aceh Province with a Beta value of 0.625. The effect is significant with a limitation of the significance value of 0.000 or below 0.05. This means that work creativity has a significant effect on employee performance at the BPK RI Representative of Aceh.
3. Personality influences employee performance with a Beta value of 0.394. The influence is significant with the significance value limit being at the limit of 0.002 or below the 0.05 limit. This means that personality has a significant effect on employee performance at BPK RI Representatives of Aceh.

### **Indirect Effects**

Personality influences employee performance through employee work creativity with a Beta value of 0.311. The influence is significant with the significance value limit being at the limit of 0.0003 as obtained from the Sobel test statistical calculation. This value is less than 0.05 so that the  $H_{a4}$  hypothesis can be accepted and reject the  $H_{o4}$  hypothesis, meaning that the creativity of employees at BPK RI Representative of Aceh is a mediation variable. of the effect of personality on employee performance. The type is partial mediation, and this can a trigger in increasing the influence in this model.

## **5. CONCLUSIONS**

From a number of discussion results obtained from the results of this study, it can be concluded several conclusions as follows:

1. Personality has a significant effect in increasing employee creativity at BPK RI Representative of Aceh with a path coefficient value of 0.498
2. Creativity at BPK RI Representative of Aceh has a significant effect on employee performance with a path coefficient value of 0.625.
3. Personality has a significant effect on employee performance in BPK RI Representative of Aceh with a path coefficient value of 0.394.
4. Employment creativity of BPK RI Representatives of Aceh can increase the role of personality influence on employee performance with a mediation coefficient value of 0.311.

The result tests contribute to the realm of science that this model is an update and verified model. This is a new premise as well to be used for the next research development. The originality lies in the integration of the models that takes from the previous time, and with path analysis as the approach statistic method. The limitation lies in the number of variables that are only three, and the object that is only one.

These all findings also can contribute to the practical managers especially form BPK RI Representatives of Aceh, to be more aware about the variables related. The leaders need to give tasks autonomously to employees so that will decrease the need for supervision. They also need



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to develop employees insight so that their work creativity will be better. On the other hand, employees need to look for broader work information so that employees will be more interested in new things for the advancement of the organization.

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