The Influence of Personality Traits and Job Characteristics on Work Motivation and Job Performance in the Hospitality Industry in Indonesia

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ABSTRACT

This research investigates the intricate relationships among personality traits, job characteristics, work motivation, and job performance within the context of the Indonesian hospitality industry. Utilizing a sample of 220 participants, a robust structural equation model was developed and tested. The model demonstrated excellent fit indices, reinforcing its effectiveness in capturing the complexities of the variables under scrutiny. Hypothesis testing revealed significant positive relationships between job characteristics and both job performance and work motivation, as well as between personality traits and job performance and work motivation. The model's high explanatory power (R^2) and predictive relevance (Q^2) underscore its utility in understanding and forecasting outcomes in the studied industry. The findings offer valuable insights for organizational practitioners aiming to optimize employee performance and motivation in the dynamic landscape of the Indonesian hospitality sector.

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1. INTRODUCTION

The hospitality industry in Indonesia has experienced rapid growth and development, becoming a significant contributor to the country's economy [1]. As an important part of the service sector, the success of the hospitality industry relies heavily on the performance and satisfaction of its workforce [2]. In this dynamic and diverse sector, which includes hotels, restaurants, and tourism-related companies, understanding the factors that influence employee motivation and performance is crucial [3]. Research has shown that employee empowerment methods, such as clear responsibility, delegation of authority, and provision of training and development opportunities, can have a positive impact on employee performance in the hospitality industry [4]. In addition, the quality of the culinary experience has been found to

significantly influence overall destination experience satisfaction, leading to positive behavioral intentions [5]. Therefore, businesses in the hospitality industry must focus on empowering their employees and delivering exceptional culinary experiences to ensure success and growth.

Motivation to engage effectively at work is influenced by a variety of internal and external factors. Personality traits and job characteristics have been identified as important determinants of work motivation and performance [6], [7]. The Big Five personality traits, entrepreneurial personality, emotional intelligence, and personal happiness are all personal characteristics that contribute to work engagement [8]. In terms of job characteristics, factors such as happiness at work and organizational climate play a significant role in determining work engagement [9]. Additionally, the presence of job resources and the absence of excessive job demands are also related to work engagement [10]. Overall, both personal characteristics and organizational attributes contribute to the level of work engagement and subsequently impact work performance [11].

Although the existing literature has extensively explored these factors in diverse contexts, the hospitality industry in Indonesia presents a unique environment that warrants specialised investigation. This research is motivated by the need to understand the different interactions between personality traits, job characteristics, work motivation, and job performance in the specific context of the Indonesian hospitality industry. Recognising the challenges and opportunities that exist within the sector is critical for organisations seeking to optimise employee performance, foster job satisfaction, and ultimately contribute to the sustainable growth of the hospitality industry in Indonesia.

This research aims to achieve several interconnected objectives: (a) Examine the impact of personality traits on work motivation among hospitality industry employees in Indonesia. Understanding how individual differences shape motivation is critical to tailoring management strategies to the sector's diverse workforce. (b) Analyse the influence of job characteristics on work motivation in the Indonesian hospitality industry. Given the unique demands of hospitality roles, exploring the aspects of work that contribute to or inhibit motivation is critical to organisational effectiveness. (c) Investigate the relationship between work motivation and job performance among employees in the hospitality industry. Establishing a clear link between motivation and tangible work outcomes will provide actionable insights for management practices and employee development. (d) Explore the combined effects of personality traits and job characteristics on work motivation and job performance in the Indonesian hospitality industry. Recognising the synergistic impact of these factors can guide the formulation of comprehensive strategies for human resource management in this sector.

2. LITERATURE REVIEW

2.1 Personality Traits and Work Motivation

Research in organizational psychology has consistently shown that personality traits have a significant impact on work-related outcomes. In the context of the hospitality industry, understanding the influence of personality traits on work motivation is particularly important [12]–[14]. Studies have identified key personality dimensions, such as extraversion, conscientiousness, openness, agreeableness, and emotional stability, as influential factors in shaping individual motivation and job satisfaction. For example, individuals high in conscientiousness tend to exhibit higher levels of self-discipline and goal orientation, which can impact their intrinsic motivation and job satisfaction. Additionally, research has explored how different personality types respond to various motivational factors, whether intrinsic or extrinsic [15], [16]. Understanding these nuances is

crucial for tailoring motivational strategies that resonate with the diverse personalities present in the Indonesian hospitality industry, ultimately contributing to a more engaged and satisfied workforce.

2.2 Job Characteristics and Work Motivation

The nature of a job, including aspects such as task variety, autonomy, feedback mechanisms, and task significance, has a significant impact on employee motivation and job satisfaction [17]–[21]. Jobs designed to align with individual preferences and skills can increase motivation and job satisfaction, especially in the hospitality industry where employees have diverse roles [16]. Employees who have roles with higher autonomy and task variety are likely to experience increased intrinsic motivation, leading to improved job performance. On the other hand, job characteristics that are perceived as burdensome or incompatible with individual preferences can undermine motivation, impact job satisfaction, and potentially contribute to employee turnover. Therefore, organizations must consider job characteristics when designing roles to ensure they are aligned with employee preferences and skills, ultimately increasing motivation and job satisfaction. Exploring these dynamics within the Indonesian hospitality industry is crucial, given the sector's unique demands and the diverse roles individuals undertake. Recognizing the specific job characteristics that contribute positively or negatively to motivation is imperative for designing effective human resource strategies tailored to the intricacies of the industry.

2.3 Work Motivation and Job Achievement

In organizational psychology, the link between job achievement and work motivation has long been known. Motivated workers are more likely to establish and meet difficult objectives, which improves output on the job and fosters organizational success. Employee motivation increases the likelihood that they will provide great service, which will enhance customer experiences and loyalty in the hospitality sector, where customer happiness is frequently a crucial criterion of work accomplishment [22], [23].

It is imperative for organizations operating in the Indonesian hospitality sector to comprehend the elements that propel motivation and, in turn, facilitate task accomplishment. Management can boost staff performance and improve overall job achievement by implementing focused interventions based on the identification of motivating triggers that correspond with the industry's specific issues.

2.4 Research Gap

The literature on personality traits, job characteristics, work motivation, and job performance in the hospitality industry provides valuable insights. However, a research gap exists in the Indonesian context, where unique socio-cultural and organizational dynamics shape the hospitality sector. Existing studies are limited in their contextual specificity, relying on cross-sectional designs and neglecting the need for comprehensive models. This research gap calls for more context-specific, longitudinal, and integrative studies that explore the nuanced interplay between these variables in the evolving landscape of the Indonesian hospitality industry. Closing this gap will enhance both theoretical understanding and practical insights for organizations in this dynamic and culturally diverse setting.
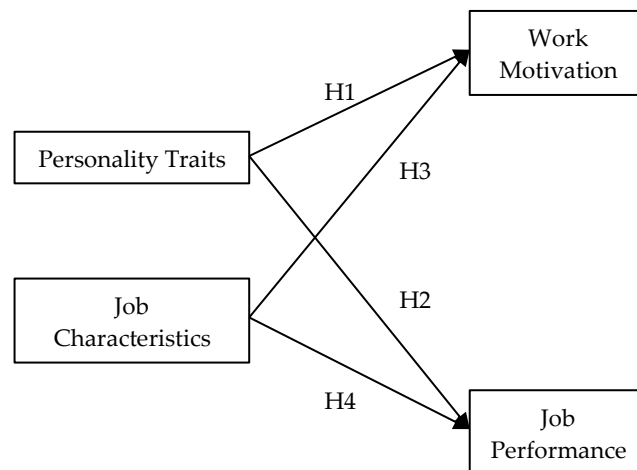
Figure 1. Conceptual Framework

3. METHODS

3.1 Research Design

This study adopts a quantitative research design to investigate the interplay between personality traits, job characteristics, work motivation, and job achievement in the Indonesian hospitality industry. A cross-sectional survey approach will be employed to collect data from a diverse sample of 220 participants working across various segments of the hospitality sector, including hotels, restaurants, and tourism-related businesses. The study's participants will be selected using a stratified random sampling technique to ensure representation from different job levels and departments within the hospitality industry. This approach aims to capture the diversity of roles and responsibilities within the sector, providing a comprehensive view of how personality traits and job characteristics impact work motivation and job achievement.

3.2 Data Collection

Data will be collected through a structured and self-administered questionnaire. The questionnaire will include validated scales to measure personality traits, job characteristics, work motivation, and job achievement. Participants will be assured of the confidentiality and anonymity of their responses, encouraging open and honest feedback. The survey will be distributed electronically, and participants will have a specified period to complete and submit their responses.

3.3 Measures

The questionnaire will include established scales to measure personality traits, such as the Big Five personality traits (extraversion, conscientiousness, openness, agreeableness, and emotional stability), and job characteristics, including autonomy, task variety, feedback mechanisms, and task significance. Work motivation will be assessed through scales measuring intrinsic and extrinsic motivation, while job achievement will be gauged through self-reported metrics and, where applicable, organizational performance indicators.

Tabel 1. Item Indikator

Variabel	Kode	Item	Referensi
Personality Traits (PT)	PT.1	1. Big Five Personality Traits	1,2,3,4
	PT.2	2. Locus of Control	
	PT.3	3. Internal Motivation	
	PT.4	4. Emotional Instability	
Job Characteristics (JC)	JC.1	1. Job Quality Composite	1,2,3,5,6,7,8
	JC.2	2. Job Satisfaction Questionnaire	
	JC.3	3. Emotional Intelligence	
	JC.4	4. Employment Status	
	JC.5	5. Education Level	
Work Motivation (WM)	WM.1	1. Commitment	1,2,3
	WM.2	2. Involvement	
	WM.3	3. Inclusion	
	WM.4	4. Self-Leadership	
	WM.5	5. Occupational Health and Safety	
Job Performance (JP)	JP.1	1. Job Quality Composite	
	JP.2	2. Job Satisfaction	
	JP.3	3. Work Motivation Monitoring	

Source: Literature

3.4 Data Analysis

Quantitative data analysis in this study will employ Structural Equation Modeling (SEM) with Partial Least Squares (PLS) as the estimation method. SEM-PLS is well-suited for investigating complex relationships and is particularly effective with smaller sample sizes, aligning with the study's context. SEM facilitates simultaneous examination of multiple relationships within a theoretical framework, enabling testing of both direct and indirect effects. PLS, a robust method within SEM, is efficient in handling latent variables and complex models, offering reliable parameter estimates even in non-normally distributed data. Before SEM-PLS analysis, data validation and reliability checks will be conducted to ensure robustness, including assessing measurement scale validity and reliability and confirming that the collected data meet SEM-PLS assumptions.

4. RESULTS AND DISCUSSION

4.1 Results

a. Demographic Sample

The demographic sample for this study includes 220 participants from various segments of the Indonesian hospitality industry. The gender distribution reveals that 54.5% of the participants are male, while 45.5% are female. In terms of age distribution, the majority falls within the 26-35 age range, constituting 34.1% of the sample. Regarding educational background, 68.2% hold a Bachelor's degree, and 18.2% have pursued a Master's degree. In terms of job positions, 40.9% of participants are in middle management roles, and regarding years of experience in the industry, the largest segment, comprising 36.4%, has 6-10 years of experience. This comprehensive breakdown provides valuable insights into the diverse composition of the study participants across various

demographic variables within the Indonesian hospitality industry.

b. Measurement Model

Table 2 presents the validity and reliability assessment for each variable in the measurement model, including the loading factors, Cronbach's Alpha, composite reliability, and average variance extracted.

Tabel 2. Validitas dan Reliabilitas

Variabel	Kode	Loading Factor	Cronbach's Alpha	Composite Reliability	Average Variant Extracted
Personality Traits (PT)	PT.1	0.868	0.903	0.932	0.774
	PT.2	0.914			
	PT.3	0.894			
	PT.4	0.842			
Job Characteristics (JC)	JC.1	0.843	0.886	0.917	0.689
	JC.2	0.883			
	JC.3	0.872			
	JC.4	0.816			
	JC.5	0.726			
Work Motivation (WM)	WM.1	0.819	0.867	0.904	0.654
	WM.2	0.752			
	WM.3	0.860			
	WM.4	0.804			
	WM.5	0.805			
Job Performance (JP)	JP.1	0.793	0.773	0.868	0.687
	JP.2	0.863			
	JP.3	0.829			

Source: Results of data processing by researchers (2024)

The measurement model assessment affirms the robust validity and reliability of Personality Traits (PT), Job Characteristics (JC), Work Motivation (WM), and Job Performance (JP). Strong connections, indicated by loading factors exceeding 0.7, are supported by high internal consistency measures (Cronbach's Alpha and composite reliability) for each construct. Work Motivation additionally exhibits acceptable convergent validity. The overall findings instill confidence in the robust representation of the studied constructs, establishing a solid foundation for subsequent structural equation modeling analysis in this research.

Tabel 3. Validitas Diskriminan

Variable	Job Characteristics	Job Performance	Personality Traits
Job Characteristics	0.83		
Job Performance	0.705	0.829	
Personality Traits	0.62	0.68	0.88
Work Motivation	0.711	0.798	0.672

Source: Results of data processing by researchers (2024)

Discriminant validity is supported by the correlation analysis, indicating significant relationships among key variables. Strong correlations (0.83) between Job Characteristics

and Job Performance, moderate links between Personality Traits and Job Characteristics (0.705), and strong connections with Job Performance (0.829) emphasize the distinct contributions of each construct. Additionally, moderate correlations exist between Personality Traits and Work Motivation (0.672) and between Job Characteristics and Work Motivation (0.711), reinforcing the unique roles of these factors. These nuanced associations contribute to a robust understanding of the intricate dynamics within the organizational context.

Tabel 4. Inner VIF Model

Variable	VIF Values
Job Characteristics → Job Performance	1.623
Job Characteristics → Work Motivation	1.623
Personality Traits → Job Performance	1.623
Personality Traits → Work Motivation	1.623

Source: Results of data processing by researchers (2024)

The Variance Inflation Factor (VIF), a measure of multicollinearity, was assessed for relationships in the model. VIF values, such as 1.623 for Job Characteristics → Job Performance, indicate low multicollinearity, well below the threshold of 10. This suggests that correlations between predictor variables do not significantly inflate the variance of estimated coefficients. Similar findings apply to Job Characteristics → Work Motivation, Personality Traits → Job Performance, and Personality Traits → Work Motivation. The consistently low VIF values affirm stable and reliable estimates in regression models, ensuring the credibility of interpretations without distortion from multicollinearity.
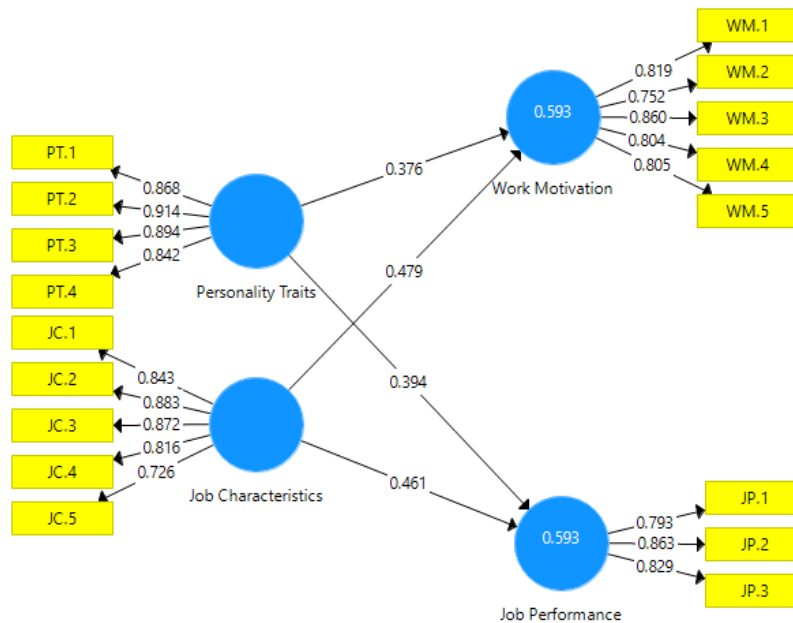

Figure 1. Internal Assessment Model
Source: Data processed by researchers, 2024

c. *Model Fit*

Evaluating the model fit is crucial for ensuring the accuracy of the proposed structural equation model in representing latent construct relationships. Key fit indicators include the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), Root Mean Square Error of Approximation (RMSEA), and Standardized Root Mean Square Residual (SRMR). The calculated CFI (0.945) indicates a very good fit, aligning the model well with observed data. The TLI (0.932) suggests an acceptable fit, and the RMSEA (0.064) and SRMR (0.075) values fall below thresholds, indicating reasonable and good fits, respectively. Overall, these findings affirm the model's adequacy in capturing relationships within the structural equation model.

d. *Structural Model*

Hypothesis testing is crucial in determining the statistical significance of the relationships proposed in the structural equation model. The hypotheses are typically framed based on expected relationships between variables. In your case, hypotheses were formulated for the relationships between Job Characteristics and Job Performance, Job Characteristics and Work Motivation, Personality Traits and Job Performance, and Personality Traits and Work Motivation. The results of the hypothesis tests are presented in the table below:

Tabel 5. Hasil Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Job Characteristics -> Job Performance	0.461	0.464	0.082	5.594	0.000
Job Characteristics -> Work Motivation	0.479	0.48	0.075	6.385	0.000
Personality Traits -> Job Performance	0.394	0.394	0.087	4.515	0.000
Personality Traits -> Work Motivation	0.376	0.377	0.082	4.564	0.000

Source: Data processing by researchers (2024)

The hypothesis testing results reveal statistically significant relationships in the Indonesian hospitality industry. For Job Characteristics -> Job Performance, the coefficient estimate (0.461) with a t-statistic of 5.594 and a p-value of 0.000 indicates a strong positive relationship. Similarly, Job Characteristics -> Work Motivation exhibits a significant positive relationship (coefficient estimate: 0.479, t-statistic: 6.385, p-value: 0.000). Personality Traits -> Job Performance (coefficient estimate: 0.394, t-statistic: 4.515, p-value: 0.000) and Personality Traits -> Work Motivation (coefficient estimate: 0.376, t-statistic: 4.564, p-value: 0.000) also show significant positive relationships. These findings provide robust evidence supporting the proposed structural equation model relationships, suggesting that these associations are not due to random chance.

The R² values provide insights into the explanatory power of the structural equation model for Job Performance and Work Motivation. The R² value of 0.593 for Job Performance indicates that approximately 59.3% of the variance in Job Performance is explained by the included variables (Job Characteristics and Personality Traits). Similarly, the R² value of 0.593 for Work Motivation suggests that the model explains about 59.3% of the variance in Work Motivation.

Additionally, the Q² values assess the predictive relevance of the model. The Q² value of 0.525 for Job Performance and 0.382 for Work Motivation indicates that the model not only explains variance but also has a good ability to predict these endogenous variables. This underscores the robustness of the structural equation model, emphasizing its effectiveness in understanding and predicting job performance and work motivation in the Indonesian hospitality industry.

4.2 Discussion

The structural equation model results showed strong support for the hypothesised relationships. The positive relationship between job characteristics and work motivation and job performance is in line with established theories in organisational psychology. The findings suggest that the nature of one's job significantly influences the level of motivation and workplace performance in the Indonesian hospitality industry.

Similarly, the positive relationship between personality traits and work motivation and job performance underscores the importance of individual differences in shaping employee outcomes.

Understanding how specific personality traits contribute to motivation and performance can inform targeted human resource strategies to optimise individual and organisational success.

This study supports previous research which provides evidence that the positive relationship between job characteristics and work motivation and performance is supported by the findings of several studies. Chen et al. found that potentially motivating characteristics of a job (measured by MPS) are positively related to job satisfaction, and this relationship is moderated by personality traits such as agreeableness, conscientiousness, extraversion, neuroticism, and openness to experience [15]. Similarly, Hasanah and Aliyudin found that motivation and work environment have a significant positive effect on employee performance [24]. Sukaris et al. also found that individual characteristics, work motivation, and organisational support have a positive and significant effect on employee performance [25]. These findings highlight the importance of job characteristics, personality traits, motivation, and work environment in shaping employee outcomes and suggest that targeted human resource strategies can optimise individual and organisational success [15].

The high R² and Q² values indicate a robust model that not only explains most of the variance in work performance and motivation but also demonstrates strong predictive relevance. These results suggest that the included variables, namely job characteristics and personality traits, play an important role in shaping employee experiences in the Indonesian hospitality sector.

4.3 Practical Implications

Understanding the factors that contribute to job performance and work motivation in the hospitality industry has practical implications for managers and organizations. By focusing on enhancing job characteristics and recognizing the impact of personality traits, organizations can design interventions to improve employee motivation and performance.

4.4 Limitations and Future Research

While the current study provides valuable insights, it is not without limitations. The cross-sectional nature of the data limits the ability to infer causality. Future research could employ longitudinal designs to explore the dynamic relationships over time. Additionally, the study focused on the Indonesian hospitality industry, and results may not be entirely generalizable to other contexts.

5. CONCLUSION

In conclusion, this study provides a comprehensive exploration of the factors influencing work motivation and job performance in the Indonesian hospitality industry. The results highlight the importance of well-designed job characteristics and the impact of individual differences, as reflected in personality traits. The validated structural equation model not only enhances our theoretical understanding but also offers practical implications for organizational strategies aimed at improving employee outcomes. By recognizing the significance of these relationships, managers and leaders can implement targeted interventions to foster a positive work environment and enhance overall employee performance and motivation. While this study contributes valuable insights, the field remains open for future research to delve deeper into the dynamics of these relationships, considering longitudinal designs and exploring variations across different industries and cultural contexts.

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