

An Integrative Model of Interpersonal Communication, Personality, and Work Motivation on Village Heads' Managerial Performance

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Abstract - Managerial performance plays a crucial role in governance, development, and community empowerment. However, the relatively low Human Development Index (HDI) of Bogor Regency compared to the West Java average indicates suboptimal managerial performance. This study examines the effects of interpersonal communication and personality on managerial performance, with work motivation as an intervening variable. A mixed-method approach was employed, combining a quantitative explanatory survey and qualitative data from focus group discussions (FGD). The sample consisted of 145 respondents selected using proportional random sampling. Data were analyzed using path analysis and supported by the Delphi technique. The results show that interpersonal communication, personality, and work motivation have positive and significant effects on managerial performance, both directly and indirectly through work motivation. These findings emphasize the importance of strengthening behavioral and psychological aspects to improve managerial performance.

Keywords: Managerial performance, Work Motivation, Interpersonal Communication, Personality

I. INTRODUCTION

Human resources (HR) are a key determinant of organizational effectiveness, including in village governance as the unit closest to the community. The Village Head plays a strategic role in directing policy, development, and community empowerment. Since Law No. 6 of 2014, villages have gained greater autonomy, requiring strong managerial capacity to manage local affairs effectively. However, empirical conditions in Bogor Regency show suboptimal managerial performance, reflected in HDI levels below the West Java average and limited village independence, as indicated by the small number of villages with local revenue. Challenges also persist in public services, coordination, financial management, and utilization of local potential, indicating a gap between managerial demands and capacity. From a human resource perspective, managerial performance is influenced not only by technical skills but also by behavioral factors such as interpersonal communication, personality, and work motivation, which are essential for effective planning, organizing, directing, and controlling functions.

Several previous studies have demonstrated that interpersonal communication, personality, and work motivation influence organizational performance. Research by Lestari and Abdullah (2022) demonstrated that interpersonal communication significantly impacts the performance of government officials, while Hadian, Amelia, and Yusuf (2023) found that communication and work behavior contribute to the success of village development governance. Meanwhile, Mohammed and Khan (2023) emphasized the importance of leader personality in improving organizational performance, and Sumarno, Widodo, and Fatimah (2021) demonstrated that work motivation is a crucial factor in improving village official performance. However, these studies still have limitations, including a focus on government officials in general, partial testing of variables, and a methodological approach dominated by quantitative methods without integration with qualitative analysis.

The main issue in managerial performance lies in suboptimal interpersonal communication, personality, and work motivation, which reduce the effectiveness of managerial functions. Poor communication can cause miscoordination, weak personality affects leadership quality, and low motivation reduces initiative and

consistency, leading to lower performance. This study analyzes managerial performance as the dependent variable, with interpersonal communication and personality as independent variables, and work motivation as an intervening variable. The analysis examines both direct and indirect effects among these variables in the context of Village Heads in Bogor Regency. The study aims to assess the influence of interpersonal communication, personality, and work motivation on managerial performance, as well as the mediating role of work motivation. It is novel in focusing on Village Heads as dual-role actors (leaders and administrators) and developing an integrative model using a mixed-method approach to provide a more comprehensive understanding and practical recommendations for improving managerial performance.

Research conducted by Lestari and Abdullah (2022) entitled "Interpersonal Communication and Organizational Performance in Local Government Institutions" indicates that interpersonal communication has a positive and significant influence on the performance of local government employees ($\beta = 0.483$; $p < 0.01$). These findings confirm that better communication patterns between individuals within a bureaucratic structure improve the quality of public services, work efficiency, and the accuracy of organizational task completion. The research places interpersonal communication as a key factor.

Research by Hadian, Amelia, and Yusuf (2023), through their work "Influence of Communication and Work Behavior on Village Development Governance," found that interpersonal communication and work behavior of village officials jointly improve the sustainability of village development governance ($\beta = 0.577$; $p < 0.05$). This indicates that harmonious interactions, clear information flow, and a consistent work ethic are important determinants of successful village development coordination. This study confirms that healthy social relationships among village officials can reduce the potential for conflict, accelerate program completion, and increase the responsiveness of village institutions to community needs.

Other research shows that interpersonal communication has a direct impact on performance improvement. Lestari & Abdullah (2022) found that interpersonal communication has a positive and significant effect on the performance of local government employees, as indicated by the regression coefficient value: $[Y=12.84+0.483X]$. The results of the statistical test show that the calculated t -value = $5.912 > t$ -table = 1.984 at $\alpha = 0.05$, so that interpersonal communication is proven to significantly affect performance. The study confirms that the dimensions of openness, empathy, supportive attitudes, and positive attitudes consistently increase the effectiveness of public services. Furthermore, Rahman & Putri (2024) in a study on village government found that interpersonal communication of village leaders has a significant influence on village government performance. Based on previous research, it supports a positive relationship between interpersonal communication development and managerial performance, so this study formulates the following hypothesis:

H1 There is a positive direct effect of interpersonal communication on the managerial performance of village heads in Bogor Regency.

Empirical research shows that personality has a significant direct influence on performance. Sari & Nugroho (2023) found that personality strongly influences the performance of public sector employees, as evidenced by the regression coefficient: $[Y=15.72+0.524X]$. Statistical tests showed that the calculated t -value = $7.214 > t$ -table = 1.984 at $\alpha = 0.05$, thus demonstrating a significant influence on performance. This study concluded that individuals with discipline, emotional stability, and a high level of responsibility tend to demonstrate better work performance. Another study, more relevant to the local government context, was conducted by Hidayat & Munandar (2024), who examined the influence of personality on the performance of village government officials. The results showed that personality had a positive and significant influence on the performance of village officials, as evidenced by the regression coefficient: $[Y=11.93+0.487X]$. The partial test showed a calculated t -value of $5.603 > t$ -table of 1.990 , indicating that personality variables significantly contribute to improving performance, particularly in the areas of responsibility, adaptability, and integrity. This study emphasizes that village heads with mature, stable personalities and openness to change tend to be able to implement village programs more effectively, responsively, and accountably. Therefore, the hypothesis is:

H2 There is a positive direct effect of personality on the managerial performance of village heads in Bogor Regency.

Previous research has shown that work motivation has a positive and significant influence on performance. Putra & Wijayanti (2023) reported that work motivation directly influences the performance of local government officials. Another study by Kusmana & Nurdin (2024), which focused on village government officials, yielded similar findings. Through linear regression analysis, they found that work motivation significantly contributes to improving village official performance. This study confirms that motivational

elements, both intrinsic (responsibility, pride, personal goals) and extrinsic (rewards, incentives, leadership support), are the primary determinants of the performance quality of village officials, including village heads. Therefore, the hypothesis is:

H3 There is a positive direct effect of interpersonal communication on work motivation among village heads in Bogor Regency.

Research shows that interpersonal communication is an important factor that encourages increased work motivation among employees and village government officials. Hadian, Amelia & Yusuf (2023) in their study of village government officials found that interpersonal communication has a positive and significant effect on work motivation and work behavior of village officials. Another study that is more specific and relevant in the context of village government is the study by Rahman & Putri (2024) who analyzed the quality of communication of village leaders on the work motivation of village officials. It shows that $t\text{-count} = 6.112 > t\text{-table} = 1.990$, so the quality of communication of the Village Head is proven to contribute significantly to increasing the work motivation of village officials. This study strengthens the evidence that interpersonal communication can create a supportive, open, and conducive work environment, so that village officials are more motivated in carrying out government duties and public services. Therefore, the hypothesis is:

H4 There is a positive direct effect of personality on work motivation among village heads in Bogor Regency.

Previous research has shown that personality positively contributes to high work motivation. Mohammed & Khan's (2023) study, which examined the role of the Big Five Personality Traits in increasing motivation and leadership effectiveness in rural government, found that personality significantly influenced the work motivation of village employees. Akeel & Subramaniam's (2013) study showed that personality factors, particularly intrinsic motivation and emotional stability, significantly influenced the work drive of public sector employees. Therefore, the hypothesis is:

H5 There is a positive direct effect of work motivation on the managerial performance of village heads in Bogor Regency.

Previous research based on the organizational behavior model by Colquitt, LePine, & Wesson (2019) explains that interpersonal communication influences individual performance both directly and indirectly through work motivation as a mediating variable. Open and supportive communication between leaders and subordinates increases feelings of value and involvement, which enhances motivation and ultimately improves performance. Supporting this, Hadian, Amelia, & Yusuf (2023) found that interpersonal communication affects performance indirectly through work motivation (indirect effect $\beta = 0.301$), with significant effects of communication on motivation ($\beta = 0.524$; $p < 0.05$) and motivation on performance ($\beta = 0.575$; $p < 0.01$). The Sobel test ($t = 3.214 > 1.984$) confirms the mediating role of motivation. Similarly, Rahman & Putri (2024) showed that interpersonal communication significantly affects motivation ($\beta = 0.487$) and motivation significantly affects performance ($\beta = 0.602$), with a significant indirect effect ($\beta = 0.293$; Sobel $t = 2.977 > 1.990$). These findings confirm that better interpersonal communication enhances work motivation, which in turn improves performance. Therefore, the hypothesis is formulated accordingly.

H6 There is a positive indirect effect of interpersonal communication on managerial performance, mediated by work motivation among village heads in Bogor Regency.

Robbins and Judge (2020) state that personality is a key factor influencing individual motivation, which in turn affects work behavior and performance. In the Big Five Personality framework (conscientiousness, agreeableness, emotional stability, extroversion, and openness), each dimension is linked to work motivation. For example, individuals with high conscientiousness tend to be disciplined and achievement-oriented, while those with strong emotional stability are better able to handle pressure and maintain work enthusiasm (Robbins & Judge, 2020). Theoretically, personality influences managerial performance indirectly through work motivation. Positive personality traits such as responsibility, emotional stability, and adaptability enhance intrinsic motivation (commitment and achievement) and extrinsic motivation (social support and recognition). This motivation then improves planning, resource management, leadership, and supervision. Thus, personality acts as an internal driver, while motivation channels it into performance, forming an interconnected relationship in organizational behavior theory. Empirical studies support this relationship. Herlambang and Sulaeman (2022) found that personality significantly affects work motivation ($\beta = 0.518$; $t = 5.104 > 1.984$), and motivation significantly affects performance ($\beta = 0.611$; $t = 6.201$), with a significant indirect effect ($\beta = 0.317$; Sobel $t = 3.022 > 1.984$). Similarly,

Widiastuti and Kuncoro (2023) reported that personality influences motivation ($\beta = 0.462$; $t = 4.587$) and motivation influences performance ($\beta = 0.594$; $t = 5.887$), with an indirect effect of $\beta = 0.274$ ($t = 2.756 > 1.990$).

In village governance, personality plays a crucial role in shaping motivation and performance. A resilient, confident, and goal-oriented character supports strong work ethic and emotional control in facing challenges. Work motivation then becomes the mechanism linking personality to effective performance. Thus, both theory and empirical evidence confirm that personality indirectly affects performance through work motivation, where personality forms the foundation of motivation and motivation drives managerial performance. Therefore, the hypothesis is formulated accordingly.

H7 There is a positive indirect effect of personality on managerial performance, mediated by work motivation among village heads in Bogor Regency.

The following is a conceptual model based on the research hypothesis above, namely:

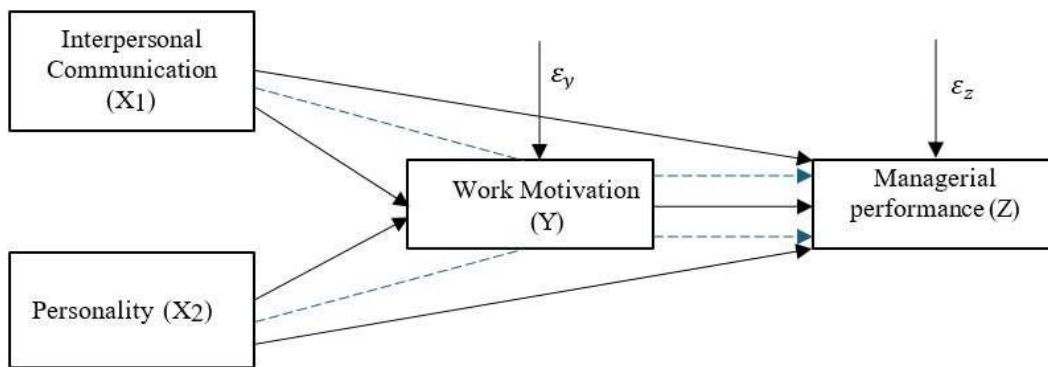


Figure 1. Research Model

II. METHOD

This research employed a mixed methods approach, a combination of quantitative and qualitative methods within a single research design to gain a more comprehensive understanding of the phenomenon under study. This approach not only combines numerical and narrative data but also systematically integrates the stages of data collection, processing, and interpretation. According to John W. Creswell and Vicki L. Plano Clark (2018), mixed methods is an approach that combines quantitative and qualitative data in a single study to generate a deeper understanding, especially when a single approach is unable to comprehensively explain the phenomenon.

This research was conducted in Bogor Regency, covering 13 sub-districts and 145 randomly selected villages. The sample was a subset of the population with specific characteristics (Sugiyono, 2021). The sampling technique used a total sampling approach within the accessible population, where all village heads from the 145 villages were selected as respondents. Of these, 30 respondents were used for instrument testing (pilot testing) and therefore were not included in the main analysis. Therefore, the total sample analyzed in this study was 115 village heads who met the data eligibility criteria. Data collection was carried out using a questionnaire with a Likert scale to measure respondents' perceptions of the research variables.

III. RESULT AND DISCUSSION

A. Result

Based on the research that has been conducted, the following is a summary of the descriptive analysis scores for all variables, as follows:

Table 1. Descriptive analysis score recap of all variables

No	Descriptive	Managerial Performance (Z)	Work Motivation (Y)	Interpersonal Communication (X1)	Personality (X2)
1.	Mean	233.3826	193.0783	185.0957	230.6261

2.	Total Score	23.772	16.789	16.095	20.054
3.	Variance	1046.344	201.108	190.508	284.499
4.	Deviation standar	32.34723	14.18125	13.80247	16.86711
5.	Range	139.00	50.00	59.00	65.00
6.	Minimum	134.00	165.00	146.00	190.00
7.	Maximum	273.00	215.00	205.00	255.00
8.	Curtosis	0.554	-1.020	-0.766	-0.900
9.	Count	115	115	115	115

The analysis requirements tests or classical assumption tests performed include normality tests, homogeneity tests, and linearity tests. Normality tests are used to determine whether information is regularly disseminated. If the information is regularly disseminated, parametric measurement tests can be used. Homogeneity tests can then be conducted to determine whether the sample items (at least three) under consideration have similar differences. If the items under review do not exhibit the same fluctuations, then the difference test (ANOVA) is not applied. The linearity test is aimed at determining whether the dependent and independent variables have a linear relationship.

Based on the normality test analysis that has been carried out, the results obtained show that all variables are normally distributed. Convergent validity test is done by seeing the value of loading factor of each indicator towards the construct. In most reference, with factor weighing from at least 0.7 is considered having validity that is strong enough to explain the latent construct (Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this research, minimum limit of loading factor that is accepted is 0.7, with the condition of AVE score for every construct, which is > 0.5 (Ghozali, 2014). After going through data processing with SmartPLS 3.0, item MC1 and MC8 were not valid. The fit or valid model in this research can be seen in Figure 2. Therefore, convergent validity of this research model has met the requirements. Loading factors, cronbach's alpha, composite reliability and AVE in every construct.

Based on the homogeneity test analysis carried out using the F test procedure according to (Supardi U.S., 2016; 142-143), namely by determining the significance level $\alpha = 0.05$. The test results show that all variables are concluded to have the same or homogeneous variance. Next, a linearity test is carried out to test the regression equation model of a variable Y on a variable X. The linearity test requirements are needed to carry out inferential analysis in association tests (Supardi U.S., 2013; p149-153). Based on data processing in the Linearity column, a significance level of 0.05 was obtained. The significance level of all variables is <0.05. This means that the data for all variables X1, X2, and Y have a linear relationship with Managerial Performance data.

The analysis results show that interpersonal communication indicators, particularly openness and empathy, have a positive relationship with all aspects of the Village Head's managerial performance. Openness (X1.1) shows a relatively strong coefficient across all performance dimensions, with the highest value in the control (evaluation) aspect. This indicates that open communication plays a crucial role in enhancing the effectiveness of performance evaluations, particularly through the acceptance of input and information from various parties. Meanwhile, empathy (X1.2) also shows a consistent positive relationship, albeit with slightly lower strength than openness. These findings confirm that the ability to understand the perspectives and needs of others contributes to the effectiveness of managerial function implementation. Overall, the quality of interpersonal communication contributes significantly to improved managerial performance, including planning, organizing, leadership, and controlling.

Furthermore, the correlation analysis results indicate that interpersonal communication (X1) and personality (X2) have a positive relationship with work motivation (Y). Within the interpersonal communication variable, openness has a strong correlation with work commitment, indicating that transparent communication can increase engagement with work. Empathy also showed a strong relationship, particularly with incentives and the desire for achievement, indicating that understanding others can foster both intrinsic and extrinsic motivation. Other indicators, such as supportive attitudes, positive attitudes, and equality, also showed a high correlation with dimensions of work motivation, particularly those related to career development opportunities, recognition, and leadership support. This confirms that a conducive communication environment plays a crucial role in shaping work motivation. Regarding personality variables, all Big Five Personality dimensions showed a positive relationship with work motivation. Conscientiousness relates to responsibility and commitment, agreeableness to social relationships and recognition, and emotional stability to consistency at work. Meanwhile, openness to experience relates to readiness to accept challenges and leadership support, and extroversion relates to enthusiasm and involvement in work. These findings suggest that individual personality traits play a role in shaping work drive, which ultimately influences motivation levels.

Overall, the results confirm that interpersonal communication and personality significantly increase work motivation, which in turn improves managerial performance. Therefore, strengthening interpersonal communication and developing personality traits are key strategies to enhance the effectiveness of village governance. In interpersonal communication, the empathy indicator (X1.2) shows a positive effect with coefficients ranging from 0.653 to 0.740. This indicates that the ability to understand others' feelings, needs, and perspectives contributes to better performance. The highest coefficient (0.740) appears in the control (evaluation) function, meaning empathy supports more careful and objective evaluation. Although slightly lower than openness, empathy still has a strong and consistent contribution to managerial performance. Overall, openness and empathy significantly influence all aspects of managerial functions, including planning, organizing, leadership, and control. To test these relationships, path analysis was used as a statistical technique to estimate causal relationships between variables based on a theoretically constructed model. This method extends regression analysis by examining both direct and indirect effects among variables. The resulting path coefficients indicate the strength and direction of relationships in the model. Model evaluation is conducted using the R-squared (R²) value, which measures how much variance in the dependent variable is explained by the independent variables. According to Hair et al. (2018), R² values of 0.75, 0.50, and 0.25 indicate strong, moderate, and weak explanatory power, respectively. Thus, a higher R² value reflects a stronger model in explaining managerial performance through interpersonal communication, personality, and work motivation.

The relationship model between variables in substructure -1 consists of one dependent variable, namely Managerial Performance (Z), two independent variables, namely Interpersonal Communication (X1), Personality (X2), and one intervening/mediator variable, namely Work Motivation (Y), and one residual variable, namely εz. Based on this relationship, the path model in substructure -1 is as follows:

$$Z = \beta_{z1}X_1 + \beta_{zz}X_2 + \beta_{z3}Y + \epsilon_1$$

The following are the substructure path coefficient values:

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.469	11.999		.873	.385
	Komunikasi Interpersonal	.349	.134	.284	2.602	.011
	Kepribadian	.288	.136	.236	2.113	.037
	Motivasi Kerja	.304	.046	.432	6.667	.000

a. Dependent Variable: Kinerja

Figure 2. Coefficient Values

Based on the table, the R-squared output value is 0.691. This means that 69.1% of the Village Head Managerial Performance variable (Z) can be explained by the variables Interpersonal Communication (X1), Personality (X2), and Work Motivation (Y), so that the remaining 30.9% or εz = 0.309 is influenced by other variables which are factors not included in this study.

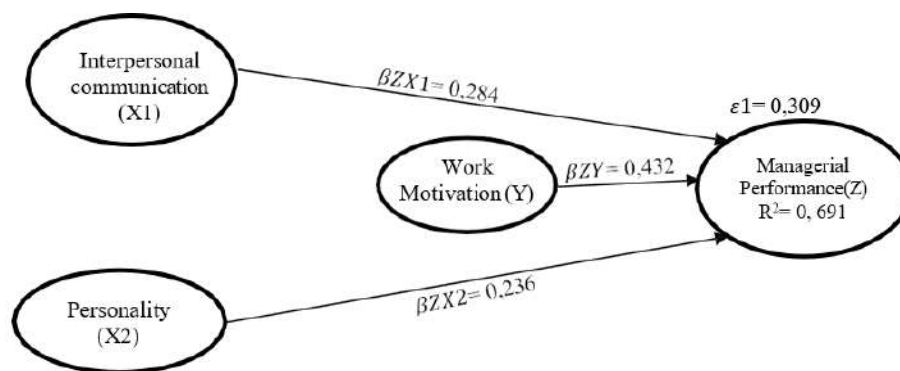


Figure 3. Final Model

Based on Figure 3, the path coefficient of Interpersonal Communication on Village Head Managerial Performance (β_{ZX1}) is 0.284, indicating a positive influence with a moderate level of strength. Furthermore, the path coefficient of Personality on Managerial Performance (β_{ZX2}) is 0.236, also indicating a moderate positive influence. Meanwhile, the path coefficient of Work Motivation on Managerial Performance (β_{ZY}) is 0.432, indicating a relatively strong positive influence. This suggests that work motivation contributes more significantly than other variables in improving Village Head managerial performance. Furthermore, the coefficient of determination of 0.691 (69.1%) indicates that the variables Interpersonal Communication, Personality, and Work Motivation collectively explain the variation in Village Head Managerial Performance within the strong category. Thus, these three variables play a significant role in influencing managerial performance. However, 0.309 (30.9%) of the performance variation is influenced by factors outside this research model.

B. Discussion

According to OST (Eisenberger et al., 1986), when an employee believes that organization respects their contribution and cares about their well-being, then this behaviour will come to them as well (Novitasari, Asbari, Wijaya, et al., 2020b; Novitasari, Sasono, & Asbari, 2020), which rises the sense of obligation of employees to give back the organization through the improvement of performance. On the basis of OST, This study assumes that when employees generally feel that their company management (as an organizational representative) exhibits effective coaching behaviours, such as communicating and setting clear expectations, creating and promoting a supportive learning environment, and providing resources, it will guide them. to improve their performance. The results of this study indicate that managerial coaching has a positive impact on performance, a finding that is in line with previous research (Akhtar & Zia-ur-Rehman, 2017). Hamlin et al. (2009) claimed that coaching is the practice of helping and guiding employees, groups and organizations to acquire new skills, performance and abilities and drive their improvement, efficiency and personal growth. Although the potential effect of managerial coaching on psychological capital has not been widely explored by previous researchers, the results of this study have empirically confirmed and supported the hypothesis that managerial coaching can increase aspects of self-efficacy, hope, optimism, and endurance, which are indicators of psychological capital. Next, according to COR from Hobfoll (1989), Psychological capital can be viewed as an individual resource. Employees with positive psychological capital often expect good things to happen at work (optimism), believe that they can do their job well (self-efficacy and expectations), and are less prone to setbacks (elasticity). The results of this study indicate that psychological capital has a positive effect on performance. The result of this study is parallel with the previous research (Wang et al., 2018; Yildiz, 2017), who shows that employees with higher psychological capital will show better work performance.

Previous research has shown that psychological capital plays a key role in enhancing employee positive work attitudes and behaviour as an important concept in positive psychology theory (Story et al., 2013). Psychological capital was also found to be an important mediator in previous research (Raza et al., 2018). The results of this study are in line with the author's previous hypothesis that superiors who exhibit effective coaching behaviour can improve the positive psychological state of their subordinates (namely, self-efficacy, hope, optimism, and resilience), which in turn can improve employee work performance.

The research was then conducted using qualitative methods. This study used the Focus Group Discussion (FGD) method as a qualitative data collection technique. The FGD was conducted by involving several Village Heads in Bogor Regency as key informants to gather comprehensive information related to the research variables. The FGD activity took place on March 10, 2026, at the District Office. The selection of time and location was adjusted to the availability of informants to ensure the data collection process could run effectively. The informants in this study were Village Heads directly involved in the administration of village government. In addition, this study also involved an expert in the field of Human Resource Management (HRM) who acted as a validator in assessing the results of the qualitative analysis. The results of the qualitative analysis showed consistency with the quantitative findings, namely a positive indirect effect between personality and managerial performance through work motivation. All personality dimensions, including conscientiousness, agreeableness, emotional stability, openness to experience, and extraversion, were categorized as very good in supporting this relationship. This finding aligns with research by Maitsa and Parahyanti (2025), which stated that individual personality plays a role in improving work performance through motivation as a mediating variable. These results confirm that certain personality traits can shape work drive, which in turn influences individual performance achievement within an organization. However, the results of this study also showed that the direct effect of personality on managerial performance ($\beta = 0.235$) was greater than the indirect effect through work motivation ($\beta = 0.197$). This indicates that despite the significant mediating effect, work motivation has not yet optimally played a role as an intervening variable in the relationship between personality and managerial performance.

IV. CONCLUSION

The findings of this study confirm that interpersonal communication, personality, and work motivation are significant determinants of the Village Head's managerial performance, both through direct and indirect influences. However, the primary contribution of this study lies not only in confirming the relationship between these variables, but also in explaining the deeper causal mechanisms, particularly the role of work motivation as a key mediator. This extends the theoretical framework of organizational behavior proposed by Stephen P. Robbins and Timothy A. Judge, as well as the integrative model of Jason A. Colquitt et al. (2019), which positions motivation as a link between individual factors and performance.

Critically, the results of this study demonstrate that interpersonal communication should not be understood simply as a process of exchanging information, but as a strategic instrument in shaping psychological work conditions. The Village Head's openness, empathy, and supportive attitude have been shown to not only improve the quality of work relationships but also strengthen work commitment and engagement. Thus, interpersonal communication functions as a social catalyst that activates work motivation, rather than simply a complementary contextual variable. These findings enrich the literature, which has tended to position communication descriptively without explaining its role in the psychological transformation process leading to performance.

On the other hand, the influence of personality on managerial performance indicates that the Big Five Personality dimensions, particularly conscientiousness and emotional stability, play a significant role in shaping leadership capacity at the village level. However, this study found that this influence is stronger when mediated by work motivation. This means that personality does not automatically result in superior performance but rather operates through motivational mechanisms that direct an individual's psychological energy into productive work behavior. This finding fills a theoretical gap in previous studies, which tended to examine personality directly on performance without considering the role of mediating variables.

Furthermore, the dominant influence of work motivation on managerial performance indicates that psychological factors hold a more central position than structural factors in the context of village governance. This is important because most village apparatus capacity building policies still focus on administrative and technical aspects, while motivational aspects have not been a primary priority. This finding indicates the need for a paradigm shift from a structural capacity-building approach to psychological capacity-strengthening in human resource management at the village level.

From a novel perspective, this study offers several key contributions. First, it fills the population gap by utilizing the Village Head as the primary unit of analysis, which has received little attention in the human resource management literature. Village heads have unique characteristics as both political actors and bureaucratic managers, necessitating a different analytical approach than civil servants in general. Second, this study addresses the theoretical gap by developing an integrative model that connects interpersonal communication, personality, work motivation, and performance within a single analytical framework based on path analysis. Third, from a methodological perspective, the use of a mixed methods approach allows for data triangulation, which not only

strengthens the validity of quantitative findings but also provides a deeper contextual understanding of the phenomena studied.

The theoretical implication of this study is the strengthening of work motivation as a central mediating variable in organizational behavior models, particularly in the context of the local public sector. Meanwhile, its practical implications suggest that strategies for improving village head performance must be designed holistically, not only through technical training but also through interventions that enhance the quality of interpersonal communication and strengthen adaptive personality traits. Without the integration of these three aspects, performance improvement efforts have the potential to be unsustainable.

Overall, this study confirms that village head managerial performance is the result of a complex interaction between individual, social, and psychological factors. Therefore, a more comprehensive approach to human resource development at the village level needs to be designed and based on empirical evidence to address the increasingly complex challenges of village development.

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