

The Big Five Personality Models' Personality Types' Effects on State Civil Apparatus Performance

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Abstract: *Personality plays a crucial role in shaping an individual's behavior in different situations, including in the realm of public sector employment like the State Civil Apparatus (ASN). The objective of this research is to make a significant contribution to our comprehension of the interplay between ASN personality and performance. This study examines the influence of personality traits, particularly Extroversion, Introversion, Neuroticism, and Agreeableness, on ASN in the public sector. The primary objective is to comprehend the impact of the interplay among these dimensions on communication aptitude, collaboration, the ability to handle stress, and proficiency in fulfilling ASN responsibilities. The methodology employed is a comprehensive review of existing literature. The research findings indicate that this distinctive amalgamation of personalities plays a substantial role in team dynamics, adaptability to change, and efficacy in handling stress and pressure. ASN communication and collaboration skills are influenced by extroversion or introversion. Comprehending these dynamics enables management to create well-rounded teams, leveraging the strengths of extroverts in fostering connections and networking, while capitalizing on the introspective nature of introverts to offer profound insights. The findings suggest that managers should consider implementing training programs and human resource management strategies that specifically target the development of communication, collaboration, and stress management skills in individuals with ASNs. To summarize, an in-depth understanding of personality dimensions is crucial for attaining success in the dynamic work environment of the public sector.*

Keywords: *Civil Apparatus; Performance; The Big Five Personality Models.*

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Introduction

Personality plays a crucial role in shaping an individual's behavior in different situations, including in the realm of public sector employment, such as the State Civil Apparatus (ASN). The Big Five Model of Personality, also known as the Big Five Model, is a widely utilized method for assessing dimensions of personality. This model comprises five primary factors: Openness, Orderliness, Extroversion, Agreeableness, and Neuroticism. Studying the correlation between personality types according to the Big Five Model and ASN performance is a captivating area of investigation (Nasyroh & Wikansari, 2017). An important factor to consider in this context is the impact of personality type on ASN performance. Timbuleng et al. (2023) state that ASN, as an essential component of the public bureaucracy, bears significant obligations in terms of delivering public services and executing state policies. Hence, comprehending the correlation between the personality traits exhibited by individuals with ASN and their job performance can offer valuable insights for enhancing human resource development in the public sector.

A study conducted by Simanullang (2021) has demonstrated that personality type significantly influences an individual's work style, adaptability, and sense of responsibility within the work setting. Through a thorough examination of the impact of Personality Type, as defined by The Big Five Model, on ASN performance, we can discern behavioral trends that may either facilitate or impede the attainment of organizational objectives. Neuroticism, which pertains to the extent of emotional reactivity and susceptibility to stress, plays a crucial role in comprehending how individuals with Autism Spectrum Disorders (ASDs) react

to work-related pressure and the difficulties they encounter while performing their responsibilities. Appropriateness, as a dimension that emphasizes responsibility and thoroughness, also influences the ability of an ASN to perform their duties accurately and efficiently (Harahap et al., 2023). This research endeavors to provide a significant contribution to our comprehension of the personality dynamics and performance of ASNs by considering these factors.

Method

This study employs a research methodology that is based on literature analysis. Literature reviews, also known as literature studies, are utilized as a research methodology that entails a comprehensive assessment of diverse existing literature. The primary objective of this approach is to gather, assess, and integrate research discoveries that are pertinent to the subject under investigation, as elucidated by Yaniawati (2020). The literature search process was conducted online using Google Scholar, encompassing articles written in both Indonesian and English languages. This approach allows researchers to acquire a thorough and profound understanding of the most recent advancements in the research field, making it a solid basis for a comprehensive comprehension of the study topic.

Results and Discussion

Individual Openness Based on The Big Five Personality Model Influences ASN's Adaptation Ability in Facing Policy Changes in the Work Environment

Aristiyanto et al. (2023) define individual openness, a component of The Big Five Model of Personality, as the degree to which an individual is receptive to novel ideas, experiences, and thoughts. Adapting

to policy changes in the work environment is a crucial aspect within the context of ASN, as it has the potential to significantly impact the performance and effectiveness of public sector organizations. Individuals with a high degree of Openness exhibit a greater propensity to readily embrace and comprehend policy modifications. They possess a strong inclination to investigate novel information, strive for profound comprehension, and perceive change as a chance for personal and organizational growth. Within the framework of ASN, this implies that ASN who possess a greater degree of openness will possess enhanced capacity to adjust to shifts in government policy and comprehend the ramifications and goals associated with these shifts.

Moreover, the degree of openness can also impact ASN's capacity to generate innovative solutions to address the challenges that emerge from policy modifications. Individuals exhibiting a high degree of Openness possess a proclivity for innovative thinking and a propensity to seek unconventional solutions. ASN in this particular situation may possess a greater capacity to discern alternative options or novel approaches that facilitate the implementation of policy modifications with enhanced efficacy (Destiana, 2023). Nevertheless, it is important to acknowledge that a heightened degree of Openness can also entail potential hazards, particularly when it lacks equilibrium with regularity or stability. Hence, change management in the ASN work environment must carefully strategize on harnessing the degree of Openness in a constructive manner, while simultaneously upholding organizational stability and structure.

Therefore, it can be inferred that an individual's level of openness, as defined by The Big Five Personality Model, has a substantial impact on ASN's ability to

adjust to policy changes. ASNs with a high degree of Openness are more adept at adapting to change, comprehending the situation, and generating innovative solutions that uphold their responsibilities in a dynamic work setting. Hence, comprehending and effectively handling the personality traits of individuals with ASN, particularly in relation to the dimension of Openness, can significantly contribute to enhancing the flexibility and effectiveness of the public sector in a time of continuous transformation.

Individual Regularity in Personality Context Can Predict Consistency and Timeliness of Implementing ASN Duties in the Public Sector

Individual orderliness, as a component within the framework of personality according to The Big Five Model, signifies the degree of organization, self-control, and regularity in an individual's conduct. Within the framework of ASN, this dimension serves as a significant indicator for forecasting the reliability and punctuality of task execution in the public sector. Individuals exhibiting elevated levels of Orderliness typically possess a proclivity for effectively organizing their tasks, adhering to established procedures, and fulfilling their responsibilities in accordance with a predetermined timetable. Regular adherence to schedules and time limits is crucial in the ASN work environment, where routine and project tasks need to be smoothly executed (Fitri, 2019).

In addition, ASNs with a strong inclination towards orderliness also exhibit a tendency to steer clear of uncertainty and disorder while fulfilling their responsibilities. They possess the capacity to meticulously strategize tasks, foresee potential hurdles, and surmount any challenges that may arise. Hence, the

frequency of occurrence can serve as a robust indicator of reliability and punctuality in executing ASN tasks.

Nevertheless, it is important to acknowledge that an overemphasis on Order can carry potential hazards, particularly if it hampers adaptability in addressing evolving circumstances or policies. Hence, human resource management in the public sector must strike a delicate equilibrium between honoring individual inclinations for maintaining uniformity and timeliness, while also permitting flexibility to adapt to evolving dynamics in the work environment.

An individual's level of regularity in their personality can serve as a significant indicator for predicting how consistently and promptly they will carry out their duties in the public sector. ASNs with a strong sense of orderliness tend to have a beneficial impact on the efficiency and effectiveness of their tasks, thereby aiding in the accomplishment of organizational objectives. Hence, the management and development of human resources in the public sector should take into account the aspect of Order as a significant factor in enhancing the performance and productivity of ASN.

The dimensions of extroversion or introversion in personality type can influence ASN's communication and collaboration abilities in a work environment that involves various parties

Extroverted individuals exhibit a proclivity for social interaction and possess proficient verbal communication skills. Within the ASN context, possessing this skill can prove to be a valuable advantage when engaging in communication scenarios with colleagues, superiors, or external entities. Moreover,

the inclination to embrace teamwork and actively engage in group endeavors can enhance working relationships and facilitate collaborative endeavors among ASNs engaged in collective assignments or ventures (Haryanto & Sembiring, 2021).

Conversely, individuals with a higher level of introversion tend to be more deliberate in their choice of words and may have a preference for written communication or controlled environments. Nevertheless, this inclination does not inevitably impede collaboration; rather, introverts may opt to work autonomously or in compact teams. By affording them the opportunity to contribute on a personal level, they are able to offer profound insights. It is crucial to bear in mind that every person possesses a distinct amalgamation of these personality dimensions. ASNs with strong communication skills (extroverts) and the ability to work independently and meticulously (introverts) can be highly valuable assets in projects that involve multiple parties (Gumiandari, 2018).

Public sector human resource management must possess a comprehensive understanding of the dynamics of ASN personalities and effectively utilize them to establish a harmonious and efficient team. Implementing training programs that specifically target the enhancement of communication abilities in introverted individuals and promote effective collaboration among extroverted individuals can be an advantageous approach. Through comprehension and effective management of personality disparities, ASN can enhance their efficacy in a work setting that encompasses diverse individuals.

Neuroticism, as an emotional factor, can influence how civil servants respond to work pressure and challenges that arise in carrying out their duties

The emotional dimension of Neuroticism, within The Big Five Model of Personality, can have a significant impact on individuals' responses to work pressure and challenges in task execution. Christina et al. (2019) found that individuals with elevated levels of Neuroticism exhibit greater vulnerability to stress and anxiety. Individuals with elevated levels of Neuroticism are prone to experiencing heightened emotional reactions in high-pressure situations, such as tight deadlines or increased work demands. On the other hand, individuals with low levels of Neuroticism in their ASNs are likely to possess the capacity to handle stress in a composed manner and sustain elevated levels of self-control.

Neuroticism can impact the degree of resilience in facing challenges within the context of ASN. Individuals exhibiting low levels of Neuroticism demonstrate a greater capacity to swiftly rebound from failure or adversity, whereas individuals displaying high levels of Neuroticism may necessitate additional time and support to recuperate. Neuroticism at lower levels is associated with the capacity to sustain logical and innovative thinking when faced with difficulties, thus facilitating creativity in resolving problems (Iverson & Dervan, 2018).

It is crucial to bear in mind that the degrees of Neuroticism can differ among individuals with Autism Spectrum Disorder (ASD), and reactions to work-related stress are not always unfavorable. Certain degrees of stress can serve as a catalyst for individuals to enhance their performance, however, elevated levels of Neuroticism necessitate the implementation of more meticulous stress

management techniques. Human resource management in the public sector must take into account the Neuroticism factor when managing work pressure among ASN employees. This could entail the implementation of a stress management skills training program, the provision of psychological support, or the development of efficient time management strategies. By comprehending the impact of Neuroticism on stress responses, organizations can establish work environments that promote the mental well-being and productivity of individuals with high levels of Neuroticism.

The Appropriateness Dimension Can Predict the Level of Responsibility and Accuracy of ASNs in Carrying Out Their Duties in the Public Sector

In the Big Five Personality Model, the Appropriateness dimension is a crucial factor for predicting the extent of responsibility and meticulousness exhibited by ASNs in performing their tasks within the public sector. An individual's level of responsibility can be gauged by their consistent adherence to organizational norms. Individuals exhibiting elevated levels of Appropriateness demonstrate a propensity to diligently and conscientiously fulfill tasks, assuming accountability for their work. Furthermore, the dimension of Appropriateness is correlated with initiative, as ASNs with a high level of Appropriateness are more likely to take on additional responsibilities or seek opportunities to enhance work quality autonomously, without constant supervision (Herwanto & Parahyangan, 2023).

An individual's level of conscientiousness can be observed through their precision and attentiveness

to detail. Individuals who score high on the Appropriateness dimension are more inclined to exhibit meticulousness in their work, diligently reviewing and verifying their tasks before finalizing them. Additionally, suitability can serve as an indicator of an individual's aptitude for effectively planning and coordinating work, enabling ASNs with a high level of suitability to proficiently manage time and resources (Rahmatiah, 2022).

Although Appropriateness has a positive impact on ASN responsibility and thoroughness, it is crucial to acknowledge that each person is distinct and other personality factors also significantly influence these traits. The influence of the Appropriateness dimension can be either enhanced or diminished by organizational management and support. Within the realm of public sector human resource management, conducting thorough personality assessments and utilizing reliable assessment tools can aid in comprehending an individual's degree of suitability. Customized training and development programs can enhance the favorable aspects of appropriateness and surmount potential obstacles that may emerge. Organizations can optimize the effectiveness of ASN by comprehending and employing the Suitability dimensions, enabling them to fulfill their responsibilities with utmost diligence and thoroughness. This can enhance operational efficiency and facilitate the attainment of organizational objectives in the public sector.

The Interaction Between Openness and Order in Personality Type can Influence Work Patterns and Adaptability of ASN in Facing Work Dynamics in Government Agencies

The interplay between the traits of Openness and Orderliness in personality

types can give rise to distinct work patterns, which have a substantial impact on the ability of individuals to adapt to the ever-changing nature of work in government agencies. Individuals who possess a heightened degree of Openness are inclined towards being inventive and adaptable. They exhibit receptiveness towards novel concepts, alterations, and obstacles. Within the ASN framework, Openness can serve as a catalyst for investigating innovative solutions and adjusting to shifts in policies or tasks. Conversely, Orderliness pertains to the inclination to strategize, arrange, and operate in accordance with established regulations or protocols. Individuals with a pronounced proclivity for orderliness in ASN are inclined to execute tasks with a notable degree of regularity, guaranteeing precision, and adhering to established work protocols (Destiana, 2023).

The synergistic relationship between Openness and Order can yield methodical and inventive solutions. ASNs that encompass both of these dimensions have the potential to integrate inventive components with quantifiable structure and organization. They possess the ability to generate innovative solutions while ensuring meticulousness and uniformity in carrying out tasks. Furthermore, incorporating work patterns characterized by both transparency and organization can enhance the ability of ASN to adjust to modifications in the work setting (DeYoung, 2014). They possess the ability to promptly react to alterations in policy or assignments, all the while upholding the necessary level of thoroughness and uniformity within the framework of governmental bureaucracy.

Effective management of teams in government agencies can be achieved by comprehending the interplay between Openness and Order in human resource

management. Implementing training programs that enhance these two dimensions and foster a supportive environment for ASN individuals to navigate work dynamics can be a highly effective strategy. Government agencies can establish ASN teams that effectively leverage the power and capacity of these two dimensions. This enables the teams to not only adjust to changes, but also execute their responsibilities with accuracy and reliability, in line with the requirements of a multifaceted work environment. This can significantly enhance operational efficiency and facilitate the attainment of public service objectives.

The Extroversion Factor Can Help ASNs Build Effective Relationships and Networks to Support the Implementation of Duties in a Bureaucratic Environment

The extroversion trait within the ASN personality type plays a crucial role in establishing productive relationships and networks within a bureaucratic setting. Thus far, the beneficial influence of extroversion is evident in various crucial facets. ASN's outgoing communication abilities can greatly contribute to establishing a dynamic network. Having confidence in one's ability to communicate and interact with others is crucial for establishing successful relationships, particularly when engaging with coworkers, supervisors, or external individuals. ASN's extroverted adaptability is advantageous in navigating diverse personality types and social contexts within a bureaucratic setting (Nurulpaik et al., 2022). The ability to adapt and interact with others is a highly advantageous quality when it comes to accomplishing tasks and establishing effective relationships, particularly given the

diverse range of interests present within the bureaucracy.

Moreover, in the context of teamwork and collaboration, extroverted individuals with Autism Spectrum Disorder (ASD) tend to receive more substantial assistance from their colleagues. Enhanced adaptability and receptiveness to social interaction bolster team engagement, foster collaboration among team members, and heighten productivity. Regarding leadership and influence, extroverted individuals with high levels of Agreeableness, Conscientiousness, and Openness to Experience possess the capacity to effectively guide and exert a positive impact on others. This skill is highly advantageous when it comes to spearheading projects, forging alliances, or garnering support for particular initiatives within a bureaucratic setting (Simanullang, 2021).

Extroversion enhances the visibility and connections of the ASN, particularly in establishing external networks with entities external to the organization. ASNs with extroverted tendencies are more adept at capitalizing on opportunities to engage with private sector partners, academics, or community groups, thereby broadening the scope of their relationships and enhancing the efficiency of task execution. Although Extroversion offers advantages in establishing connections and expanding professional networks, the significance of having a variety of personalities within a team is equally crucial. The equilibrium between extroverted and introverted individuals fosters a dynamic and inclusive work environment.

Human resource management in a bureaucratic setting must comprehend the significance of extroversion in the ASN personality. Creating training programs or policies that facilitate the growth of social

skills and networking capabilities can offer the most effective assistance. By harnessing the benefits of an extroverted personality, ASN can enhance its effectiveness in cultivating enduring relationships and facilitating the attainment of organizational objectives within a multifaceted bureaucratic setting.

Levels of Neuroticism Can Influence Individual Responses to Policy Changes or Unexpected Situations in the Public Sector

Neuroticism, a dimension in The Big Five Model of Personality, greatly influences how individuals in the public sector react to policy changes or unexpected situations. It indicates an individual's inclination towards experiencing intense emotions and stress. Individuals exhibiting elevated levels of Neuroticism are prone to experiencing heightened anxiety and stress in response to policy alterations or unforeseen circumstances. The ambiguity resulting from these alterations can give rise to heightened unease and concern. Conversely, individuals who possess low levels of Neuroticism exhibit a more composed response to change. They are capable of sustaining stable emotions and directing their attention towards finding solutions (Iverson & Dervan, 2018).

The adaptability of individuals with high levels of Neuroticism is not inherently indicative of a lack of adaptability. Individuals exhibiting high levels of Neuroticism have the capacity to develop adaptive mechanisms to manage stress and maintain their efficacy when confronted with alterations. In contrast, individuals with low levels of Neuroticism, while being emotionally stable in the presence of change, may exhibit reduced responsiveness to changes that necessitate heightened levels of anxiety or caution

(Widiyanti et al., 2022). Individuals with high levels of Neuroticism are more likely to perceive change as a daunting risk when it comes to accepting risks. Exercise caution when embarking on new endeavors, as they may require assistance and effective communication in order to foster a sense of ease and comfort. Conversely, individuals who have low Neuroticism may possess a greater capacity to handle risk and exhibit a greater willingness to engage in experimentation or innovation when it comes to policy changes.

When designing change communication strategies and training programs to enhance adaptation skills, human resource management in the public sector can take into account variations in levels of Neuroticism. Gaining insight into the intricacies of Neuroticism can assist organizations in establishing a conducive atmosphere that promotes the psychological welfare of individuals with an ASN and mitigates the adverse consequences of stress that may emerge as a result of shifts in the public sector. Therefore, prioritizing assistance and comprehending individual requirements can enhance the ability to adapt to change and sustain efficiency in the public sector work setting.

Appropriateness can be a predictor of ASN success in carrying out tasks with a high level of accuracy and precision

Individuals who possess a high level of Appropriateness demonstrate a notable degree of precision and reliability when performing tasks. They comprehend the significance of adhering to protocols and meticulously attending to particulars, leading to the attainment of precise outcomes. Conversely, individuals who possess a deficiency in Appropriateness may encounter difficulties in upholding

meticulousness and uniformity, thereby increasing the likelihood of committing errors and inaccuracies (Ikhsan, 2016).

Nuraeni (2020) asserts that appropriateness has a significant influence on the management of time and resources. ASNs with a high degree of Appropriateness exhibit greater proficiency in organizing work, prioritizing tasks, and fulfilling responsibilities promptly. In addition, the low occurrence of errors can be attributed to strict compliance with rules and procedures, thereby minimizing the possibility of negligence or shortcomings in task execution. Exhibiting precision in performing tasks can establish a favorable reputation for ASN. Consistently delivering accurate results is a hallmark of reliable professionals, and professional integrity is also demonstrated by appropriateness. Adhering to ethical principles and work standards allows ASN professionals to uphold the trust of colleagues, superiors, and external parties.

It is crucial to bear in mind that Suitability is not independent, and the success of ASN is impacted by additional factors such as knowledge, technical proficiency, and communication abilities. Thus, it is imperative for human resource management in the public sector to incorporate the assessment and enhancement of appropriateness as a fundamental component of a comprehensive performance management strategy. Organizations can develop suitable support and training programs by comprehending the significance of Appropriateness in ASN personality. This aims to ensure that ASN can perform their duties with a high degree of precision and accuracy, in line with the requirements of the intricate work environment in the public sector. By adopting this strategy, organizations can fully leverage the

capabilities of ASN and attain the most favorable outcomes in accomplishing their objectives.

The interaction between the dimensions of orderliness and neuroticism can form specific behavioral patterns in responding to challenges or crises faced by ASN

Individuals with elevated levels of Orderliness and diminished levels of Neuroticism are likely to tackle challenges in a methodical and composed manner. Their hallmarks may include consistency in task execution, adherence to established procedures, and the ability to respond to crises calmly. Having the capacity to uphold composure and organization is advantageous when handling circumstances that necessitate logical reasoning and meticulous strategizing.

Individuals with a high level of Orderliness and Neuroticism tend to consistently respond to challenges, but also experience a heightened level of stress or anxiety. Despite maintaining their organizational skills while performing tasks, individuals may experience disruptions in emotional equilibrium due to heightened anxiety levels, necessitating the implementation of efficient stress management techniques. Individuals exhibiting low levels of Orderliness and Neuroticism typically display a greater degree of adaptability and reduced inclination towards strict rules or routines. Key characteristics may include adaptive responses to challenges and the ability to adapt to situational changes.

A low level of Orderliness combined with a high level of Neuroticism can result in a tendency towards impulsive and disorganized behavior when confronted with challenges or crises. Individuals who are prone to high levels of stress may struggle with consistently planning and

executing tasks. It is important to acknowledge that these combinations are distinct, and each ASN exhibits distinctive behavioral patterns. The influence of the interaction between Orderliness and Neuroticism can be moderated by factors such as job context, team support, and stress management strategies. Human resource management in the public sector can employ this knowledge to create training programs that facilitate the enhancement of adaptation and stress management abilities. Identifying disparities in these behavioral patterns can enhance personal and institutional adaptability when confronting difficulties or emergencies in the public sector work setting.

Openness Can Influence ASN's Ability to Accommodate New Ideas and Innovation in Providing Public Services

The personality trait of openness has a significant impact on ASN's capacity to incorporate new ideas and innovations in the provision of public services. An elevated degree of openness in an Autonomous System Number (ASN) indicates a proclivity to promptly embrace novel concepts and a willingness to contemplate alternative methods when fulfilling their responsibilities in the public sector. The cognitive adaptability stemming from this receptiveness provides opportunities for modifications and alterations in the provision of public services (Arfan et al., 2021).

Individuals with high levels of openness in their personality traits often demonstrate exceptional performance in collaborative settings and innovative work groups. They possess the ability to effortlessly engage with coworkers and external entities, establish dynamic work groups, and foster innovative concepts. Positive reactions to policy changes are

another facet of openness, enabling ASN to readily adjust and react to environmental changes that impact the provision of public services (Heerwagen et al., 2004).

Openness also contributes to enhancing the quality of public services. By embracing novel and inventive concepts, ASN can discern fresh approaches to enhance efficiency, efficacy, and user satisfaction. Thus, human resource management must take into account strategies that promote and enhance the degree of openness of employees with autism spectrum disorder (ASN). Training, fostering a supportive work environment, and providing incentives that promote innovation can serve as effective means to motivate ASN to generate inventive solutions and further enhance the quality of services they provide to society.

Extroversion or Introversion Factors Can Influence the Collective Decision Making Process among ASNs Working in Teams

The variables of extroversion and introversion exert a substantial influence on the collaborative decision-making process. Extroverted individuals actively participate in sharing ideas, enhancing discussions, and bringing diverse perspectives, thereby promoting communication and openness of ideas. Conversely, individuals who are more introverted may make contributions in a cautious manner, offering a profound perspective through a more controlled approach. Nevertheless, when it comes to collaboration and agreement, extroverts typically exhibit a proclivity for embracing teamwork and have the ability to inspire and encourage their fellow team members. Nevertheless, it is important to ensure that the enthusiasm and energy of the group does not hinder the involvement of introverted individuals, who may have a

preference for working alone or in smaller teams. The decision-making process must achieve a harmonious equilibrium between individual input and collaborative effort (Heerwagen et al., 2004).

Extroverted individuals tend to reach decisions more promptly following active discussions during a pre-decision reflection process, whereas introverted individuals typically engage in deeper reflection and information processing before arriving at a consensus. It is crucial to bear in mind that every individual possesses a distinct amalgamation of these personality dimensions, and team management must comprehend and honor these disparities. Training programs that help ASNs understand their teammates' communication and decision-making styles can be a positive step to improve productivity and balance within the team. By comprehending the capabilities and prospective contributions of both groups, ASN teams can attain more efficient and equitable collective decision-making.

The interaction between the dimensions of appropriateness and extroversion can influence ASN performance in situations that require intensive teamwork and coordination

The interplay between the dimensions of Appropriateness and Extroversion can exert a substantial impact on the performance of State Civil Apparatus (ASN) in situations that necessitate extensive collaboration and coordination. Regarding Communication and Openness, individuals with high Agreeableness and high Extroversion in their ASNs can serve as effective facilitators of discussions and can effectively motivate team members to actively participate. Conversely, individuals with high Agreeableness and low Extroversion in ASNs may require

modifications to ensure that communication remains open and collaborative (Heerwagen et al., 2004).

ASNs who possess low Agreeableness and high Extroversion are likely to actively contribute to group activities, but may have a tendency to be less attentive to details. Conversely, individuals who possess low levels of Agreeableness and low levels of Extroversion may require supplementary assistance in order to actively participate in collaborative efforts. Regarding Time Management and Efficiency, the amalgamation of Agreeableness and high Extroversion can generate ASNs who are adept at efficiently managing time and resources. Furthermore, individuals who possess low levels of Agreeableness and Extroversion may necessitate a more regulated and structured method when it comes to managing their time.

When putting something into action, it is crucial to bear in mind that each person's preferences and abilities are distinct. Hence, it is imperative for team management to comprehend the distinct attributes of each member in order to establish a harmonious work environment. Implementing training programs that specifically target the enhancement of interpersonal skills and time management can serve as a highly effective measure to enhance the performance of individuals in the field of ASN, particularly in scenarios involving extensive teamwork and coordination. Organizations can attain peak performance in intricate teamwork dynamics by capitalizing on individual strengths and fostering potential growth. Within a bureaucratic setting, Neuroticism plays a crucial role in evaluating the stress resilience of ASNs when confronted with demanding job requirements. Individuals exhibiting elevated levels of Neuroticism

may display heightened vulnerability to stress, manifesting in intensified emotional reactions to work-related stressors. They exhibit elevated levels of anxiety in response to stressful circumstances. On the other hand, individuals with low levels of Neuroticism may possess superior composure when confronted with high levels of work pressure.

Neuroticism Can Influence the Level of ASN's Stress Resilience in Facing High Work Demands in a Bureaucratic Environment

While a high level of Neuroticism may elevate the likelihood of experiencing stress, individuals possessing this trait also possess the capacity to cultivate significant levels of resilience. They learn to recover quickly after facing stress and remain productive in demanding situations. Nevertheless, this might necessitate supplementary assistance, such as specialized training in stress management techniques (Majidah, 2023). Stress management strategies are important for comprehending the significance of Neuroticism. Individuals with a high level of Neuroticism may benefit from a more specific approach to managing emotional reactions and staying focused on tasks. ASNs with low Neuroticism are more likely to employ natural stress management techniques, such as self-reflection and rational thinking, when confronted with challenges (Iverson & Dervan, 2018).

It is important to take into account the influence of Neuroticism on mental well-being. Elevated levels of Neuroticism can potentially increase the likelihood of experiencing compromised mental well-being, especially when individuals struggle with effectively coping with chronic stress. Consequently, providing psychological

assistance and implementing mental wellness initiatives are crucial for assisting individuals with high Neuroticism among the Autistic Spectrum population in coping with work-related stress (Christina et al., 2019). In bureaucratic environments, human resource management must recognize and take into account the influence of Neuroticism when developing programs for mental wellbeing and stress management. By considering the needs and preferences of individuals with varying levels of Neuroticism, an approach can be developed to create a work environment that promotes stress resilience, reduces the likelihood of impaired mental well-being, and enhances overall well-being in the face of complex work demands.

Colleagues generally provide more support to extroverted individuals with Autism Spectrum Disorder (ASD) who excel in teamwork and collaboration. Enhancing adaptability and embracing social interaction fosters greater engagement in teams, bolsters collaboration among team members, and amplifies productivity. According to Simanullang's (2021) research, work performance that can be effectively measured highlights the significance of professionalism in fulfilling the responsibilities of ASN. Integrity, sincerity, and teamwork are crucial determinants of work motivation. The personality type of each individual ASN has a significant influence on these factors.

Appropriateness can serve as an indicator of the likelihood of achieving high levels of precision and accuracy in carrying out tasks in ASN. Executing tasks with precision can establish a favorable reputation for ASN. Reliable professionals are those who consistently produce accurate results, and the level of professional integrity is also reflected in

appropriateness. Adhering to ethical principles and work standards allows ASN professionals to uphold the trust of colleagues, superiors, and external parties. Furthermore, within the framework of The Big Five Model of personality, this dimension serves as an indicator of the extent to which an individual exhibits organization, self-control, and reliability in their actions. This is corroborated by a study conducted by Muday et al. (2022), which suggests that having a strong reputation and exhibiting discipline can serve as indicators of one's ability to fulfill the responsibilities of an ASN.

The Extroversion or Introversion dimensions in Personality Type can impact ASN's communication and collaboration skills in a work environment that involves multiple parties. This is corroborated by a study conducted by Yustini et al. (2022). Extroverted individuals typically have a proclivity for social interaction and possess the capacity to communicate articulately. Within the ASN context, possessing this skill can prove to be a valuable advantage when engaging in communication scenarios with colleagues, superiors, or external entities. Moreover, the inclination to embrace teamwork and actively engage in group activities can enhance working relationships and facilitate collaborative endeavors among ASNs engaged in shared tasks or projects. Conversely, individuals with a higher inclination towards introversion tend to be more deliberate in their choice of words and may have a preference for written communication or controlled environments. ASNs with strong communication skills (extroverts) and the ability to work autonomously and meticulously (introverts) can be highly valuable assets in projects that require collaboration with multiple parties.

Extroverted individuals actively contribute to discussions, share ideas, and bring diverse perspectives, thereby enhancing communication and openness of ideas. Conversely, individuals with a more introverted nature may make contributions in a cautious manner, offering a profound perspective through a more controlled approach. According to Heerwagen et al.'s (2004) research, extroverts are more inclined to engage in teamwork and can effectively inspire and motivate their team members. Nevertheless, it is important to ensure that the enthusiasm and energy of the group does not hinder the involvement of individuals who are more introverted and may have a preference for working alone or in smaller teams. The decision-making process must achieve a harmonious equilibrium between individual input and collaborative effort.

Conclusion

Individuals who possess a willingness to embrace novel concepts, varied methodologies, and cutting-edge technologies may possess a greater capacity to investigate and implement solutions that have the potential to enhance the caliber of public services. The degree of transparency can also impact relationships with stakeholders and the general public. ASN individuals who possess a willingness to consider and understand different viewpoints can enhance their ability to engage in effective communication with the community, attentively listen to feedback, and effectively address emerging needs. In a time period characterized by a growing recognition of the importance of public involvement, the capacity of ASN to adapt to fresh concepts and comprehend the requirements of the community is vital in establishing trust and promoting the

achievement of sustainable public service objectives.

Nevertheless, it is crucial to bear in mind that openness can also present difficulties, particularly within a bureaucratic framework that tends to be rigid and resistant to change. Hence, the cruciality of management's involvement in directing transparency towards organizational objectives and facilitating efficient collaboration arises. Implementing strategies to manage openness, such as providing leadership training and fostering an organizational culture that encourages innovation, can facilitate the integration of openness in the provision of public services. Therefore, an individual's level of openness, as indicated by the personality dimensions of The Big Five Model, can play a crucial role in fostering innovation and adaptability of ASN in delivering public services. Comprehending and controlling these personality dimensions can facilitate the establishment of a work atmosphere that fosters the attainment of organizational objectives in the public sector.

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