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

Tika Siti Jatnika[1], Anoesyirwan Moeins[2], Widodo Sunaryo[3]
Pakuan University[1]
UPI YAI University[2]
Pakuan University[3]

Corresponding Author's Email: tikasitijatnika@gmail.com

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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*

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INTRODUCTION

Human resources play an important role in organizational effectiveness, including village governance. As the leader and administrator of village government, the Village Head is responsible for directing policies, development, and community empowerment. Since the enactment of Law No. 6 of 2014, villages have received greater autonomy, requiring stronger managerial capabilities. However, conditions in Bogor Regency indicate that managerial performance still needs improvement, as reflected in challenges involving public services, coordination, financial management, and the utilization of local potential. These conditions suggest that managerial performance is influenced not only by technical abilities but also by interpersonal communication, personality, and work motivation.

Previous studies have shown that interpersonal communication, personality, and work motivation contribute to organizational performance. Lestari and Abdullah (2022) found that interpersonal communication significantly influences government employees' performance, while Hadian, Amelia, and Yusuf (2023) highlighted the importance of communication and work behavior in village governance. Mohammed and Khan (2023) emphasized the role of personality in organizational performance, while Sumarno, Widodo, and Fatimah (2021) identified work motivation as an important factor in improving village officials' performance. However, previous studies generally examined these variables separately or focused on government employees in general, leaving room for an integrated study specifically examining Village Heads.

Interpersonal communication is essential for improving managerial performance because openness, empathy, supportive attitudes, and clear information exchange can strengthen coordination and public services. Lestari and Abdullah (2022) and Rahman and Putri (2024) found that interpersonal communication has a positive and significant effect on organizational and village government performance. Based on these findings, the study proposes the following hypothesis:

H1: Interpersonal communication has a positive direct effect on the managerial performance of Village Heads in Bogor Regency.

Personality also plays an important role in determining managerial performance and work motivation. Sari and Nugroho (2023) and Hidayat and Munandar (2024) found that personality positively and significantly influences employee and village officials' performance. Furthermore, Mohammed and Khan (2023) showed that personality contributes to work motivation. Individuals with responsibility, emotional stability, discipline, and adaptability tend to demonstrate stronger motivation and better work performance. Therefore, the following hypotheses are proposed:

H2: Personality has a positive direct effect on the managerial performance of Village Heads in Bogor Regency.

H3: Interpersonal communication has a positive direct effect on work motivation among Village Heads in Bogor Regency.

H4: Personality has a positive direct effect on work motivation among Village Heads in Bogor Regency.

Work motivation is another important factor in improving managerial performance. Putra and Wijayanti (2023) and Kusmana and Nurdin (2024) found that work motivation positively influences the performance of government and village officials. Motivation encourages responsibility, initiative, commitment, and achievement in carrying out organizational tasks. In addition, previous studies by Hadian, Amelia, and Yusuf (2023), Rahman and Putri (2024), Herlambang and Sulaeman (2022), and Widiastuti and Kuncoro (2023) indicate that work motivation can mediate the relationship between communication or

personality and performance. Accordingly, the following hypotheses are proposed:

H5: Work motivation has a positive direct effect on the managerial performance of Village Heads in Bogor Regency.

H6: Interpersonal communication has a positive indirect effect on managerial performance through work motivation among Village Heads in Bogor Regency.

H7: Personality has a positive indirect effect on managerial performance through work motivation among Village Heads in Bogor Regency.

This study develops an integrated model by examining interpersonal communication and personality as independent variables, managerial performance as the dependent variable, and work motivation as an intervening variable. Its novelty lies in focusing on Village Heads, who perform both leadership and administrative roles, and examining the direct and indirect relationships among the variables through a mixed-method approach. The findings are expected to provide a more comprehensive understanding and practical recommendations for improving the managerial performance of Village Heads in Bogor Regency.

METHODS OF RESEARCH

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.

RESULT AND DISCUSSION.

The analysis involved normality, homogeneity, and linearity tests to ensure that the data met the requirements for statistical analysis. The results indicated that all variables were normally distributed and had homogeneous variance, while the significance values below 0.05 confirmed linear relationships among the variables. The convergent validity test using SmartPLS 3.0 showed that indicators MC1 and MC8 were invalid and were excluded, while the remaining indicators met the required criteria, with loading factors of at least 0.7 and AVE above 0.5. Path analysis was then applied to examine the direct and indirect relationships among interpersonal communication, personality, work motivation, and managerial performance.

The findings showed that interpersonal communication, particularly openness and empathy, had positive relationships with managerial performance across planning, organizing, leadership, and controlling

functions. Personality, represented by the Big Five dimensions, also showed positive relationships with work motivation. Furthermore, interpersonal communication and personality contributed positively to work motivation, which in turn supported managerial performance. Empathy demonstrated consistent positive coefficients (0.653–0.740), with its strongest contribution to the controlling or evaluation function. Overall, these findings highlight the importance of strengthening interpersonal communication and developing positive personality traits to improve work motivation and the managerial performance of Village Heads.

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.

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.

According to Organizational Support Theory (OST), employees who feel supported and valued by their organization tend to reciprocate through improved performance. This study found that managerial coaching positively influences employee performance and psychological capital, while psychological capital—consisting of self-efficacy, hope, optimism, and resilience—also positively affects performance. The qualitative findings from an FGD involving Village Heads in Bogor Regency, conducted on March 10, 2026, supported the positive indirect relationship between personality and managerial performance through work motivation. All Big Five personality dimensions were considered very good in supporting this relationship. However, the direct effect of personality on managerial performance (β = 0.235) was greater than its indirect effect through work motivation (β = 0.197), indicating that work motivation has not yet fully strengthened this relationship.

CONCLUSION

This study concludes that interpersonal communication, personality, and work motivation significantly influence the managerial performance of Village Heads in Bogor Regency. Work motivation plays an important role in connecting individual and social factors with performance, while effective communication and positive personality traits strengthen commitment, engagement, and leadership capacity. The study contributes to organizational behavior theory through an integrated model and provides practical implications that improving village managerial performance should go beyond technical training by also strengthening interpersonal communication, developing adaptive personality traits, and increasing work motivation through a comprehensive human resource development approach.

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