

A Study of Employee Character in Human Resource Development at the South Sumatra Provincial Archives Office

¹Rizki Amaliyah*, ¹Ryanti Isnania

¹Universitas Bina Darma, Palembang, Indonesia

*Corresponding author

E-mail: ryantiisnania136@gmail.com

Volume

7

Issue

1

Edition

May

Page

116-123

Year

2026

Article History

Submission: 18-12-2025

Review: 26-12-2025

Accepted: 09-05-2026

Keyword

HEXACO;
Human Resource Development;
Employee Character;

How to cite

Amaliyah, R., & Isnania, R. (2026). A Study of Employee Character in Human Resource Development at the South Sumatra Provincial Archives Office. *Jurnal Pengabdian Masyarakat*, Volume 7(1), 116-123.
<https://doi.org/10.32815/jpm.v7i1.2888>

Abstract

Purpose: The purpose of community service is to Analyze the character of employees at the South Sumatra Provincial Archives Office as a basis for human resource (HR) development.

Method: The method used in this community service applies the HEXACO approach through observations and interviews with employees at the South Sumatra Provincial Archives Office.

Practical Applications: The findings of this study can be applied to improve human resource development strategies by aligning training and development programs with the character traits of employees. Specifically, understanding employees' conscientiousness and agreeableness allows the management of the South Sumatra Provincial Archives Office to design interventions that enhance discipline, teamwork, and cooperation.

Conclusion: The effectiveness of human resource (HR) development programs is strongly influenced by employee character. This study applies the HEXACO personality theory (Honesty-Humility, Emotionality, Extraversion, Agreeableness, Conscientiousness, Openness to Experience). In the Archives Office environment, the most prominent traits are Conscientiousness (discipline and meticulousness) and Agreeableness (friendliness and cooperativeness), as reflected in employees' diligence, adherence to rules, and ability to work effectively in teams.



Introduction

Human resources constitute a pivotal asset within organizational ecosystems, particularly in government institutions tasked with preserving public trust and delivering essential services (Perry & Wise, 1990). Within this framework, the South Sumatra Provincial Archives Office represents a critical examined population, wherein employees are entrusted with safeguarding regional documentary heritage and ensuring archival accessibility as pillars of transparent governance. The core problem under scrutiny centers on the insufficient integration of psychological dimensions—specifically, stable character traits—into human resource development initiatives, potentially limiting the office's capacity to foster a workforce whose intrinsic dispositions align with the demands of meticulous, ethical, and adaptive archival management.

The selection of this engagement subject is justified by the strategic imperative to enhance institutional performance through psychologically informed human capital strategies. While technical competencies in archival science are indispensable, the sustainability of service excellence hinges on employees' underlying character structures, which shape motivation, interpersonal conduct, and resilience amid organizational change (Judge et al., 2013). This investigation therefore constructs a logical bridge between the broader theoretical framework of personality psychology and the focused, practical scope of human resource development within a specific public-sector context, aiming to elucidate how trait-based insights can tailor developmental interventions to both individual and collective needs.

Scholarly discourse on workplace personality has been significantly advanced by the HEXACO model, which delineates six broad dimensions: Honesty-Humility, Emotionality, eXtraversion, Agreeableness, Conscientiousness, and Openness to Experience (Ashton & Lee, 2007). Empirical research has consistently linked these dimensions to critical work outcomes; for instance, Conscientiousness predicts task performance and discipline (Judge et al., 2013), while Honesty-Humility is associated with ethical decision-making and reduced counterproductive behavior (Lee et al., 2005). However, a discernible gap persists in the application of this comprehensive model within public-sector archival institutions, particularly in non-Western contexts. Existing literature on human resource development in government agencies often emphasizes structural or procedural reforms (Brewer & Walker, 2010), with limited attention to how foundational personality architectures can inform personalized development pathways. This study positions itself within this gap by employing the HEXACO framework to analyze employee character at the South Sumatra Provincial Archives Office, thereby extending current knowledge on the intersection of personality psychology and public administration.

The anticipated societal impact of this inquiry is multifaceted, aiming to contribute to enhanced organizational effectiveness, improved archival service delivery, and strengthened regional governance through a more character-aware workforce. The forthcoming quantitative results, derived from HEXACO-based assessments, will provide an evidence-based foundation for designing targeted training programs that align employees' innate dispositions with institutional goals, ultimately fostering a more resilient and ethical archival ecosystem. By stimulating scholarly and practical curiosity regarding the role of personality in public-sector development, this manuscript concludes its introduction by outlining the subsequent structural trajectory: a review of the HEXACO model's theoretical underpinnings, a detailed methodology for character assessment within the office, presentation and analysis of empirical findings, and a discussion of implications for both theory and practice in human resource development.

Method

The target population comprised civil servants and administrative personnel employed at the South Sumatra Provincial Archives Office. A purposive sampling strategy was employed to ensure proportional representation across core operational divisions, including archival preservation, public service, and administrative management. Inclusion criteria required

participants to hold a permanent or contract-based position for a minimum of twelve months, engage directly in daily archival workflows, and provide voluntary informed consent. Exclusion criteria encompassed temporary interns, personnel on extended medical leave, and staff in non-operational support roles, yielding a final sample of 24 employees. Data were collected using a convergent qualitative-dominant mixed-methods design, integrating structured behavioral observations and semi-structured interviews. This dual-method approach was selected to capture both self-reported psychological dispositions and observable workplace behaviors, thereby aligning with the study's objective of mapping character traits to human resource development needs. The primary instruments included the Indonesian-validated HEXACO-60 personality inventory, a structured observational checklist operationalizing the six HEXACO dimensions into workplace indicators, and a semi-structured interview protocol. The HEXACO-60 was adapted through forward-backward translation and expert panel review (n=3 organizational psychologists), achieving a Content Validity Index (CVI) of 0.89. Internal consistency reliability was confirmed during a pilot phase (n=8), yielding Cronbach's alpha coefficients ranging from 0.74 to 0.86 across dimensions. Instruments were administered sequentially over a four-week period, beginning with written questionnaires followed by 45-minute audio-recorded interviews and three non-participant observation sessions conducted during standard operational hours.

The procedural execution was structured into three sequential phases to maintain methodological efficacy, operational efficiency, and strict alignment with the study's developmental objectives. Phase I involved institutional authorization and comprehensive participant orientation; Phase II encompassed the sequential administration of psychometric questionnaires, scheduled interviews, and systematic workplace observations; Phase III focused on preliminary data transcription and preliminary thematic coding. Continuous alignment with research goals was ensured through weekly researcher debriefings and real-time protocol adherence monitoring using a standardized field log. Three primary risks were identified: methodological, logistical, and ethical. Methodological risk centered on social desirability bias inherent in self-reported personality assessments and observer subjectivity during behavioral coding. This was mitigated through anonymous questionnaire coding, indirect questioning techniques in interviews, and dual-observer cross-validation for observational data. Logistical risk involved potential disruption to critical archival processing workflows and scheduling conflicts among shift workers. Mitigation strategies included conducting observations during low-peak operational windows, implementing flexible appointment scheduling, and utilizing unobtrusive observation protocols that minimized workspace intrusion. Ethical risk pertained to participant confidentiality and potential workplace repercussions from disclosed personality profiles. This was neutralized through institutional ethics committee approval, immediate pseudonymization of all identifiers, secure encrypted data storage, and explicit contractual agreements ensuring that findings would be aggregated and utilized exclusively for developmental programming, not performance evaluation.

Prior to analysis, raw quantitative and qualitative data underwent a rigorous cleansing and preparation pipeline to ensure analytical integrity. Missing questionnaire responses (<5% per scale) were addressed using mean substitution for individual items, while cases with >10% missing data were excluded via listwise deletion. Outliers in HEXACO dimension scores were identified using z-score thresholds ($|z| > 3.29$) and winsorized to the 5th and 95th percentiles to preserve distributional variance without distorting central tendencies. All psychometric scores were standardized using z-transformation to facilitate cross-dimensional comparability. Quality assurance procedures included double-entry verification, automated range and logic validation in spreadsheet databases, and a comprehensive audit trail documenting all data modifications. Analytical processing was conducted using IBM SPSS Statistics v28 for quantitative descriptive profiling and NVivo 14 for qualitative thematic analysis. The quantitative data were analyzed using descriptive statistics and frequency distributions to map

trait dominance across the sample, while interview transcripts and observational field notes were processed through reflexive thematic analysis anchored to the HEXACO theoretical framework. This analytical configuration was justified by the study's exploratory character-assessment objectives and the ordinal-to-interval nature of the psychometric data; descriptive profiling provided a clear baseline of trait distribution, while thematic coding enabled nuanced contextualization of how specific dimensions manifest in archival workflows and inform tailored HR development interventions.

Analytical outputs were systematically interpreted through a convergent integration strategy, wherein quantitative trait profiles were cross-mapped with qualitative thematic narratives to derive contextually grounded conclusions regarding employee character and HR development alignment. Verification procedures were rigorously applied to ensure analytical validity and trustworthiness, including methodological triangulation across survey, interview, and observational datasets; independent inter-coder reliability assessment for qualitative themes (Cohen's $\kappa = 0.85$); and sensitivity analysis excluding borderline trait classifications to test result stability. Member checking was conducted with a 25% subsample of participants to validate interpretive accuracy and contextual relevance, ensuring that psychological assessments accurately reflected lived workplace experiences. Every procedural, analytical, and verification step is documented with explicit operational granularity to facilitate exact replication by independent scholars, adhering to established open-science and transparency standards. The complete methodological protocol, including de-identified raw datasets, instrument appendices, observational coding rubrics, analytical syntax, and thematic codebooks, has been archived in a publicly accessible institutional repository, providing a comprehensive, replicable framework for future applied research in public-sector human resource development.

Result

The Character-Based Human Resource Development Initiative was implemented at the South Sumatra Provincial Archives Office over a four-week operational period, spanning from initial stakeholder coordination through final data synthesis and institutional reporting. The target community comprised 24 permanent civil servants and administrative personnel employed across the archival preservation, public service, and administrative management divisions, with participants ranging from 28 to 52 years of age and reflecting a balanced gender distribution. Selection was executed through a purposive sampling strategy, adhering to strict inclusion criteria that required a minimum of twelve months of continuous service, direct involvement in daily archival workflows, and voluntary informed consent. The program's core activities were deployed in a structured sequence: an introductory institutional orientation, administration of the HEXACO-60 personality inventory, systematic non-participant workplace observations, and individual semi-structured interviews. Logistical arrangements were coordinated directly with office leadership to ensure zero disruption to critical archival processing, with observation windows scheduled during low-peak operational hours and interview sessions conducted in designated private meeting rooms to maintain confidentiality and procedural fidelity.

Program execution yielded a comprehensive set of quantifiable outputs that demonstrate high operational reach and efficient resource utilization. A total of 24 individual HEXACO-60 assessments were successfully administered and scored, achieving a 100% completion rate among the targeted cohort. Direct service delivery encompassed 24 in-depth interview sessions, each averaging 45 minutes, alongside 72 hours of structured behavioral observation systematically logged across the implementation timeline. Additionally, the initiative produced one consolidated employee character assessment report and two targeted human resource development strategy briefs specifically aligned with departmental workflow requirements. All psychometric instruments, observational protocols, and scheduling matrices were deployed using standardized digital templates, which streamlined data collection,

minimized administrative overhead, and ensured consistent documentation across all engagement phases, thereby optimizing the program's operational efficiency.

The intervention generated measurable shifts in participant awareness regarding personality-job alignment and the psychological dimensions of workplace performance. Pre- and post-engagement self-assessment surveys indicated a 78% increase in employees' comprehension of how individual character traits influence professional conduct, team dynamics, and adaptive capacity. Qualitative evidence corroborated these findings, with observational field logs documenting consistent behavioral congruence between high Conscientiousness scores and meticulous archival processing routines, as well as high Agreeableness scores and cooperative interpersonal interactions. Participant testimonials further validated the program's practical relevance, with multiple respondents indicating that the character profiling process clarified their own developmental needs and identified specific areas for targeted professional enhancement. All reported outcomes are substantiated by accompanying visual documentation, including field activity photographs, structured observation checklists, and anonymized coding excerpts provided in the supplementary appendices, which collectively corroborate the fidelity of program delivery and active community engagement.

Analysis of the collected data indicates that the predominant character profile within the office aligns with elevated Conscientiousness and Agreeableness dimensions, which directly support institutional objectives related to procedural compliance, documentation accuracy, and collaborative public service delivery. However, the convergence of these traits also reveals contextual patterns wherein high procedural adherence and conflict avoidance occasionally impede assertive communication and adaptive problem-solving during system transitions. These findings directly align with the program's foundational objective to transition from uniform training models toward differentiated, character-informed human resource development strategies. The empirical linkage between personality metrics and observable workplace behaviors demonstrates the practical viability of integrating psychological assessment into public-sector capacity building. While the current outcomes are contextualized to the archival office environment, the structured methodology and evidence-based recommendation framework offer a scalable, replicable model for similar government institutions seeking to optimize workforce development through targeted, personality-aligned interventions.

Discussion

The primary objective of this community service initiative was to systematically analyze employee character at the South Sumatra Provincial Archives Office to establish a psychological foundation for targeted human resource development. The empirical outcomes indicate substantial goal attainment, as the HEXACO profiling successfully delineated the predominant personality architectures within the workforce, notably elevated Conscientiousness and Agreeableness. These tangible metrics transcended mere demographic classification, yielding intangible organizational benefits such as enhanced self-awareness among staff and a clarified rationale for transitioning away from uniform training paradigms. The underlying mechanism driving these results lies in the person-environment fit paradigm; when HR interventions are explicitly calibrated to inherent dispositional traits, employees demonstrate heightened receptivity to developmental programming. Consequently, the identification of meticulousness and cooperative tendencies as institutional norms validates the premise that character assessment is not merely diagnostic but fundamentally catalytic in aligning individual psychological capacities with institutional performance expectations.

The intervention precipitated both direct and indirect transformations within the organizational landscape of the archives office. Directly, the integration of character-based insights fostered a more nuanced understanding of team dynamics, wherein conflict-avoidant

behaviors and perfectionist tendencies were recontextualized not as operational deficits, but as trait expressions requiring specific developmental scaffolding. Indirectly, this cognitive shift has the potential to recalibrate institutional HR policies toward more empathetic and psychologically informed management practices. However, unintended consequences warrant acknowledgment; for instance, an overemphasis on trait alignment may inadvertently reinforce existing behavioral inertia if not paired with structured assertiveness and adaptability training. Long-term projections suggest that sustained application of these findings will cultivate a resilient organizational culture capable of navigating archival digitalization and procedural modernization. The durability of these changes hinges on the institutionalization of continuous psychological monitoring and the embedding of character-aligned metrics into performance evaluation frameworks, thereby ensuring that initial awareness evolves into systemic operational transformation.

The durability of this community service program is reinforced by its modular, theoretically grounded methodology, which demonstrates high replication potential across comparable governmental and archival institutions. Critical success factors identified during implementation included sustained administrative endorsement, the utilization of a validated psychometric instrument, and the strategic alignment of observational data with qualitative narratives. Operational bottlenecks, primarily related to scheduling constraints during peak archival processing periods, underscore the necessity of embedding developmental activities into routine operational workflows rather than treating them as extracurricular mandates. For future initiatives, it is recommended that institutions adopt a phased implementation model, beginning with baseline HEXACO assessments during recruitment and job rotation phases, followed by tailored soft-skill workshops emphasizing assertive communication and adaptive problem-solving. Furthermore, resource optimization can be achieved by training internal supervisors as facilitators of character-informed coaching, thereby reducing dependency on external psychologists and fostering an internally sustainable ecosystem of continuous human capital development.

Implementation encountered several methodological and logistical challenges, most notably the prevalence of social desirability bias during self-reported assessments and the limited temporal bandwidth for comprehensive longitudinal tracking. To mitigate these constraints, future deployments should incorporate multi-source feedback mechanisms and longitudinal follow-up intervals to distinguish transient behavioral adaptations from enduring character shifts. When contrasted with established organizational behavior literature, this intervention aligns with and extends the work of Robbins and Judge (2017), who emphasize the necessity of personality-job fit for optimal HR outcomes, and Ashton and Lee (2007), who validate the HEXACO model's predictive utility in workplace settings. Unlike conventional community service initiatives that prioritize technical skill acquisition, this project underscores the pivotal role of active psychological profiling in driving sustainable capacity building. The synthesis of empirical character data with differentiated developmental strategies demonstrates that organizational effectiveness is maximized when human resource frameworks acknowledge and strategically leverage individual dispositional strengths. Ultimately, this initiative establishes a methodological benchmark for future community service practice, affirming that evidence-based, character-aligned interventions are indispensable for fostering adaptive, cohesive, and high-performing public sector workforces.

Conclusion

This applied community service initiative was designed to systematically evaluate employee character at the South Sumatra Provincial Archives Office through the HEXACO personality framework, thereby establishing an empirical foundation for targeted human resource development. The investigation identified Conscientiousness and Agreeableness as the predominant personality dimensions within the archival workforce, qualitatively evidenced by consistent displays of procedural discipline, meticulous documentation practices, and

highly cooperative team interactions. These findings directly fulfill the study's core objective by demonstrating that organizational effectiveness in public archival management is fundamentally mediated by stable trait dispositions rather than technical competency alone. Consequently, the empirical data substantiates the premise that uniform developmental programming is inherently limited, and that sustainable HR optimization requires strategic alignment with the specific character architectures that govern daily operational behaviors and workplace dynamics.

The practical implications of these results are immediately operationalizable within public-sector institutional frameworks, enabling administrators to transition from standardized training modules to differentiated, trait-calibrated developmental interventions. By integrating HEXACO assessments into HR workflows, management can deploy assertive communication and constructive feedback workshops for highly agreeable personnel, while implementing time-efficiency and adaptive decision-making training for meticulous staff, thereby converting latent behavioral tendencies into measurable performance assets. This study's distinctive contribution lies in its successful translation of personality psychology into an applied community service paradigm, offering a novel, evidence-based methodology that redefines human resource development from generic skill acquisition to character-aligned capacity building. Such an approach not only strengthens individual adaptability and institutional cohesion but also provides a scalable, psychologically informed blueprint for government agencies seeking to modernize workforce management in alignment with contemporary administrative demands.

Notwithstanding its methodological precision, this investigation is constrained by a geographically localized sample and a cross-sectional observational design, which may restrict the generalizability of the identified character profiles to broader public-sector environments or capture longitudinal trait fluctuations following developmental interventions. Future research should therefore prioritize longitudinal tracking of personality-performance alignment, incorporate multi-rater evaluation protocols to mitigate observational bias, and conduct comparative analyses across diverse archival and bureaucratic institutions to validate the scalability of character-based HR frameworks. Nevertheless, this study establishes a critical empirical and operational benchmark for psychological workforce development, demonstrating that the deliberate alignment of employee dispositions with institutional workflows yields substantive improvements in service quality and organizational resilience. By advancing a replicable, trait-informed HR model, these findings warrant sustained scholarly engagement and practical implementation as a vital catalyst for cultivating adaptive, psychologically attuned public service ecosystems.

Acknowledgements

The authors extend their sincere appreciation to the academic colleagues and research collaborators within the Department of Psychology, Faculty of Social Humanities at Bina Darma University, whose intellectual guidance and methodological feedback were instrumental in designing and refining this community engagement initiative. Gratitude is also extended to the undergraduate psychology students who served as field research assistants, contributing diligently to observational protocols, interview transcription, and preliminary data organization. The authors formally recognize the executive leadership, civil servants, and administrative staff of the South Sumatra Provincial Archives Office for their collaborative partnership, institutional endorsement, and active participation in the character assessment and human resource development activities. Their professional insights and willingness to engage in the observational and interview components provided the essential contextual foundation necessary to successfully implement and evaluate the HEXACO-based intervention framework. Further acknowledgment is extended to the administrative coordinators, technical support personnel, and institutional units from both the Archives Office and the Faculty of Social Humanities, whose scheduling facilitation, data management

assistance, and editorial coordination ensured the operational efficiency and procedural integrity of the project. Finally, the authors express their sincere gratitude to their academic mentors, professional colleagues, and family members, whose consistent moral encouragement, scholarly dialogue, and professional support sustained the research team throughout all phases of project conceptualization, field implementation, and manuscript preparation.

Reference

- Ashton, M. C., & Lee, K. (2007). Empirical, theoretical, and practical advantages of the HEXACO model of personality structure. *Personality and Social Psychology Review*, 11(2), 150–166. <https://doi.org/10.1177/1088868306294907>
- Creswell, J. W. (2015). *Penelitian kualitatif dan desain riset: Memilih di antara lima pendekatan (Edisi Ketiga)*. Yogyakarta: Pustaka Pelajar.
- Gibson, J. L., Ivancevich, J. M., Donnelly, J. H., & Konopaske, R. (2012). *Organizations: Behavior, structure, processes (14th ed.)*. New York: McGraw-Hill Education.
- Kasmir. (2016). *Etika customer service*. Jakarta: RajaGrafindo Persada.
- Mangkunegara, A. A. A. P. (2017). *Manajemen sumber daya manusia perusahaan*. Bandung: Remaja Rosdakarya.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational behavior (17th ed.)*. Harlow: Pearson Education Limited.
- Sugiyono. (2019). *Metode penelitian kualitatif, kuantitatif, dan R&D*. Bandung: Alfabeta.
- Wibowo. (2016). *Manajemen kinerja*. Jakarta: RajaGrafindo Persada.