



Improving commitment to organization through development of personality, organization culture, and work satisfaction

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Abstract

This study aims to know the efforts to overcome the problem of low commitment to the organization, by identifying the strengths of the variables allegedly related to commitment to the organization. The selected sample amounted to 249 people with the criteria of Permanent Lecturers of the Regional Islamic Special Region XIII Jambi Province. This study uses *Sequential Explanatory Design Mixed Method*, namely the first research using quantitative methods and then to deepen the research with qualitative methods. The conclusions obtained from the results of quantitative analysis and reinforced with qualitative results are: there is a significant relationship between personality and commitment to the organization with a correlation coefficient $r_{y1} = 0.355$ and the coefficient of determination $r_{y1}^2 = 0.1260$ (12.60%). There is a significant relationship between organizational culture and commitment to the organization with a correlation coefficient $r_{y2} = 0.369$ and the coefficient of determination $r_{y2}^2 = 0.1362$ (13.62%). There is a significant relationship between job satisfaction with a commitment to the organization with correlation coefficient $r_{y3} = 0.450$ and coefficient of determination $r_{y3}^2 = 0.2025$ (20.25%). There is a significant relationship between personality, organizational culture, and job satisfaction together with a commitment to the organization with correlation coefficient $r_{y123} = 0.650$ and coefficient of determination $r_{y123}^2 = 0.4225$ (42.50%).

Keywords: personality, organizational culture, job satisfaction, commitment organizations

1. Introduction

Educational institutions such as universities are formed with the aim of creating quality human resources ^[1]. This is not an easy job and does not pay attention to the rules of implementation. Higher education as an institution engaged in the development of particular human resources in carrying out its institutional performance must consider many things, among others, organizational goals, policies born in the corporate system, HR planning in an organization, HR development work procedures and organizational development management processes ^[2]. Thus the lecturer has an important function and role in education. Therefore the part of HR is required to be able to adapt high so that they are not crushed to changes themselves. Human resources in the organization must always focus on the vision, mission, goals, and objectives of the organization in which it is located ^[3].

The commitment of lecturers to the universities where they teach is essential because in general individuals who have a high commitment to the organization will continuously endeavor for the progress of the organization. Commitment to the organization in this sense relates to critical issues such as self-identification of the values, goals, and objectives of the organization; involvement and willingness to try as optimally as possible for the benefit of the organization; and a strong desire to remain a member of the organization ^[4]. All elements of commitment to the organization are very much needed, including the university organization as a center of learning, especially to respond to the challenges of local, national, regional and global civilizations.

Based on the survey results, almost 70% of lecturers who have

problems with work conditions, which is evident from a large number of lecturers who have issues with the willingness to complete working with colleagues and are eager to develop work methods used. The rest is problematic with the organizational culture of the workplace. This phenomenon is interesting enough to be studied in depth and comprehensively through scientific research to reveal the relationship between personality, organizational culture and job satisfaction with a commitment to the organization by taking the object of study at the Private Islamic Religion College which is under the auspices of Private University Coordinator Region XIII Jambi Province, Indonesia.

2. Methods

The research design used in this research is *sequential exploratory*, which is collecting and analyzing qualitative data than collecting and analyzing quantitative data. In this study, more emphasis is on qualitative methods. Further, the analysis used is a combination of deductive and inductive (*mixed*). The combined research method used in this study is an approach to investigate an object by combining or connecting forms of qualitative research and quantitative research forms.

The method used in this study is a survey method with a correlational approach. This research variable consists of three independent variables, namely personality (X_1), Organization Culture (X_2), Work satisfaction (X_3) with the dependent variable, namely the lecturer's commitment (Y).

This research will begin with the stage of making the instrument, followed by the testing phase of the device with statistical calculations. The next step is to get instrument

validation and instrument reliability, and then, the instrument is distributed to the predetermined sample.

3. Results and Discussion

Based on the results of testing the hypothesis shows that there is a functional relationship between Personality and Commitment to the Organization with the regression equation $\hat{Y} = 124.12 + 0.2346 X_1$ with $F_{count} = 9,380 > F_{table} (\alpha = 0.05) = 3.033$ and $F_{table} (\alpha = 0.01) = 4.692$ which means that means significant regression. The functional relationship is linear as evidenced by the linearity test with the value $t_{calculated} = 1.430 < F_{table} (\alpha = 0.05) = 1.479$ and $F_{table} (\alpha = 0.01) = 1.733$ which means neither significant nor regression is linear. The value of the resulting correlation coefficient of 0.355 indicates that any increase in Personality scores will increase the Commitment to the Organization.

The coefficient of determination between the Personality of the Commitment to the organization is $r_{y1}^2 = 0.1260$. This means that 12.60% commitment to the organization is the result of the work of the personality, while 87.40% is contributed by other variables that have a relationship with the increase in commitment to the organization. The findings obtained in this study indicate that Personality is a set of characteristics that are relatively stable in a person that forms a way of feeling, thinking, behaving, reacting and interacting with the environment. Lecturers will be encouraged to be innovative and ready to take risks, attention to detail, attention to results rather than the techniques and processes used to achieve results, taking into account the impact of effects on people in the organization, working on a team basis, rather than on an individual basis, aggressive, competitive and not relaxed, and maintaining the status quo [5].

Table 1: Correlation Significance Tests Calculation of Variable X₁

Correlation coefficients	Degree of Freedom	T value	t Table		Conclusion
			$\alpha = 0.05$	$\alpha = 0.01$	
0.355	249	3.063	1.970	2.596	Very Significant

Terms significant: $t > t_{Table}$

This means that the higher personality, then the higher the commitment to the organization, and vice versa, the lower the personality, the lower the commitment to the organization. Similarly, based on qualitative research, the results of the analysis of interviews, observation, and documentation in the Region XIII Private Islamic Religion College in Jambi Province, it can be seen that there is a tendency for the relationship between personality and commitment to the organization. This explains the strengthening of quantitative research as a result of testing the hypothesis which states that there is a functional relationship between personality and commitment to the organization that has significant regression and shows that an increase in personality score will increase commitment to the organization.

From the findings obtained in this 2-stage study, it can be seen that personality which is a set of characteristics that are relatively stable in a person that shapes the way of feeling, thinking, behaving, reacting and interacting with the environment will be able to contribute to increased job satisfaction [6].

From the results of testing the hypothesis shows that there is a functional relationship between organizational culture and commitment to the organization with the regression equation $\hat{Y} = 123.01 + 0.2426 X_2$ with $F_{count} = 10.853 > F_{table} (\alpha = 0.05) = 3.033$ and $F_{table} (\alpha = 0.01) = 4.692$ which means that the significance of regression is significant. The functional relationship is linear as evidenced by the linearity test with the value $t_{calculated} = 1.430 < F_{table} (\alpha = 0.05) = 1.479$ and $F_{table} (\alpha = 0.01) = 1.733$ which means neither significant nor regression is linear. The value of the resulting correlation coefficient of 0.369 indicates that an increase in organizational culture scores will increase commitment to the organization.

Table 2: Correlation Significance Tests Calculation of Variable X₂

Correlation	Degree of Freedom	t	t table		Conclusion
			$\alpha = 0.05$	$\alpha = 0.01$	
0.369	247	3.294	1.970	2.596	Very Significant

Terms significant: $t > t_{Table}$

In this analysis shows that the cultural variables an organization with a commitment to the organization has a coefficient of determination of $r_y^2 = 0.1362$. This means that organizational culture contributes to the commitment to the organization by showing that the degree of relationship (correlation) between the independent variables and the dependent variable is 13.62%. This means that the higher the organizational culture, the higher the commitment to the organization, and vice versa, the lower the organizational culture, the lower the commitment to the organization. By finding facts and data in the analysis of this study, it increasingly supports previous research regarding the existence of a positive relationship between organizational culture and commitment to the organization [7].

Similarly, based on qualitative research, the results of the analysis of interviews, observation and documentation in three Region XIII Private Islamic Religion Colleges in Jambi Province, can be known to tend to link between organizational culture and commitment to the organization. This shows that there is a strengthening of quantitative research results of testing hypotheses which states that there is a functional relationship between organizational culture and commitment to the organization with significant regression and shows that an increase in organizational culture scores will increase commitment to the organization. From the findings obtained in this 2-stage research, it can be seen that the organizational culture of the values espoused by members of the organization, beliefs, understanding, behavioral patterns and norms shared by all members of the organization can contribute to increased commitment to the organization [8].

From the results of testing the hypothesis shows that there is a functional relationship between job satisfaction and commitment to the organization, the regression equation $\hat{Y} = 116.90 + (0.2987) X_3$ with $F_{count} = 14,451 > F_{table} (\alpha = 0.05) = 3.033$ and $F_{table} (\alpha = 0.01) = 4.692$ which means that the significance of regression is significant. The functional relationship is linear as evidenced by the linearity test with $F_{count} = 1.251 < F_{table} (\alpha = 0.05) = 1.485$ and $F_{table} (\alpha = 0.01) = 1.742$ which means neither significant nor regression is linear. The value of the resulting correlation coefficient of 0.450

indicates that an increase in job satisfaction scores can increase commitment to the organization. The coefficient of determination between job satisfaction and commitment to the organization is $r_{y3}^2 = 0.2025$. This means that 20.25% of commitment to the organization is the result of the workings of satisfaction, job while amounting to 79.75% contributed by other variables that have a relationship with an increased commitment to the organization. The findings obtained in this study indicate that satisfaction job is a process that directs and encourages activities to achieve organizational goals [9].

Table 3: Correlation significance tests calculation result variable X_3

Correlation coefficients	Degree of Freedom	T value	t Table		Conclusion
			$\alpha = 0.05$	$\alpha = 0.01$	
0.450	247	3.802	1.970	2.596	Very Significant

Terms significant: $t > t_{Table}$

From these results indicate that the research hypothesis accepted, which means there is a very significant relationship between job satisfaction and commitment to the organization. This means that the better job satisfaction, the higher the value of commitment to the organization, and vice versa, the lower the job satisfaction, the lower the commitment to the organization. With the discovery of facts and data in the analysis of this study further supports previous research regarding the existence of a positive relationship between job satisfaction and commitment to the organization.

Similarly, based on qualitative research, the results of the analysis of interviews, observation and documentation in three Region XIII Private Islamic Religion Colleges in Jambi Province, it can be seen that there is a tendency of the relationship between satisfaction job and commitment to the organization. This shows that there is a strengthening of quantitative research as a result of testing the hypothesis which states that there is a functional relationship between satisfaction job and commitment to the organization with significant regression and shows that an increase in satisfaction scores job will increase commitment to the organization.

From the findings obtained in this 2-stage research, it can be seen that job satisfaction is a general attitude and feeling of a person based on an assessment of various aspects of his work related to the work situation, rewards, interpersonal cooperation and other matters concerning physical factors and psychologically will be able to contribute to increasing commitment to the organization.

From the results of testing the hypothesis shows that there is a functional relationship between personality, organizational culture and job satisfaction together with commitment to the organization is shown by the regression equation $\hat{Y} = 335,767 + (0,872) X_1 + (1,257) X_2 + (3,476) X_3$ with $F_{count} = 412,872 > F_{table} (\alpha = 0,05) = 2,641$ and $F_{table} (\alpha = 0,01) = 3,836$ meaning that the significance of regression is very significant. The multiple correlation coefficient between personality, organizational culture, and job satisfaction together with a commitment to the organization of 0.650 indicate that each increase in personality scores, organizational culture, and job

satisfaction together will increase commitment to the organization. The results obtained for the coefficient of determination $r_{y12.3}^2$ of the correlation between personality, organizational culture, and job satisfaction together with a commitment to the organization of 0.4225. This means that 42.25% commitment to the organization is the result of working personality, organizational culture, and job satisfaction together, while 57.75% is contributed by other variables that have a relationship with an increased commitment to the organization.

Table 4: Calculation of Significance Correlation Test on Variables X_1, X_2 , and X_3 to Y

Correlation coefficients	F calculated	t Table		Conclusion
		$\alpha = 0.05$	$\alpha = 0.01$	
0.650	412.872	2,641	3,863	Very Significant

The findings obtained in this study indicates that if the lecturer has a set of characteristics that are relatively stable in someone who forms the way of feeling, thinking, behaving, reacting and interacting with the environment and the values espoused by members of the organization, beliefs, understanding, behavior patterns and norms shared by all members of the organization, as well as the general attitudes and feelings (emotional condition) of a person based on an assessment of various aspects of his work related to the work situation, rewards, interpersonal cooperation and other matters concerning physical and psychological factors, the commitment to the organization will increase as well. Thus a lecturer who has a good personality and organizational culture with the support of good job satisfaction together will also increase commitment to the organization [10].

The tendency that can be seen from the results of this study is the correlation between personality and commitment to the organization that is $r_{y1} = 0.355$ when compared with the relationship between organizational culture and commitment to the organization that is $r_{y2} = 0.369$ and the correlation between satisfaction job and commitment to the organization is $r_{y3} = 0.450$, it can be seen that job satisfaction is above the three independent variables, but each or all of these three variables can contribute to an increase in commitment to the organization. The results of this study indicate that job satisfaction is a determining factor for the realization of a positive attitude that is possessed by lecturers regarding various aspects of feelings related to work. The personality and organizational culture factors also determine the commitment to the organization. Thus it can be seen that personality factors, corporate culture, and satisfaction job are essential things that can continue to be developed so that the value of commitment to the organization will also increase, to realize organizational goals. However, the correlation coefficient is higher if the three variables are personality, organizational culture and satisfaction job together with the commitment variable to the organization, namely the correlation coefficient between personality and organizational culture $r_{12} = 0.586$, correlation coefficient between personality and satisfaction job $r_{13} = 0.596$ and the correlation coefficient between organizational culture and satisfaction job $r_{23} =$

0.597. This implies that personality, organizational culture, and satisfaction job together are factors for achieving commitment to the organization.

4. Conclusion

1. There is a significant positive relationship between personality and commitment to the organization with correlation coefficient $r_{y1} = 0.355$ and the coefficient of determination $r_{y1}^2 = 0.1260$ (12.60%). The results of qualitative research strengthen this positive relationship. Thus it can be stated that the higher the personality, the higher the commitment to the organization.
2. There is a significant positive relationship between organizational culture and commitment to the organization with correlation coefficient $r_{y2} = 0.369$ and the coefficient of determination $r_{y2}^2 = 0.1362$ (13.62%). The results of qualitative research strengthen this positive relationship. Thus the higher the organizational culture, the higher the level of commitment to the organization.
3. There is a significant positive relationship between job satisfaction and commitment to the organization with the correlation coefficient $r_{y3} = 0.450$ and the coefficient of determination $r_{y3}^2 = 0.2025$ (20.25%). The results of qualitative research strengthen this positive relationship. Thus the higher the job satisfaction, the higher the level of commitment to the organization.
4. There is a significant positive relationship between personality, organizational culture, and job satisfaction together with a commitment to the organization with correlation coefficient $r_{y123} = 0.650$ and coefficient of determination $r_{y123}^2 = 0.4225$ (42.50%). The results of qualitative research strengthen this relationship. Thus the higher the personality, organizational culture, and job satisfaction together, the higher the commitment to the organization.

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