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Normative commitment is needed to prevent a decline in the quality of education. The principal has an important role, providing an example for teachers to increase normative commitment to advance the quality of education.

This study aims to examine the influence of personality dimensions, job satisfaction and work motivation on the normative commitment of the principals of the State Vocational School in DKI Jakarta. The technique of data collection in this research is a questionnaire method, which is a distributed question to 63 civil servant teachers samples, including teachers who received additional duties as principals of state vocational high schools in DKI Jakarta. It was a population of 75 teachers.

The sample of this study was selected using the Slovin formula and taken randomly simple. Variables in this study were evaluated using correlation and regression analysis. The results show personality had a direct positive influence on normative commitment,

job satisfaction and work motivation had too.

Furthermore, personality and job satisfaction have a direct positive influence on work motivation, as well as personality has a direct influence on job satisfaction. Therefore, personality, job satisfaction, and work motivation are required to enhance the principals 'obligation in a schools' organization. Copy Right, IJAR, 2020,. All rights reserved.

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Introduction:- Teacher work productivity is a determining factor for the success of education quality because teachers face directly with students in providing guidance that will produce professional graduates(Puji Utami et al., 2019).The commitment of an employee towards their organization is known as normative commitment. It is concerned with the committed person feeling a more or less moral duty including the feeling of responsibility for the continuing relationship.

The person who has a strong normative commitment feels that one should continue the relationship for moral or duty-related reasons(Meyer, John P., Thomas E. Becker, 2004). Iaoganizatn,a er fomasws come.Oriol mmitntappos meo's emotional attachment to, identification with, including involvement in the particular organization. It is defined as the desire to remain a member of the organization.

Moreover, organizational commitment can be seen as the degree to which an employee identifies with a particular organization and wishes to maintain membership in the organization(S.P. Robbins & Judge, 2017). Furthermore, organizational commitment as a kind of mental indicates inclination, requirement or obligation to continue working in an organization.

It represented a three dimensional model of organizational commitment consist of affective, continuance, and normative components. Finally, Corresponding Author:- Hegar Harini Address :- STKIP Kusuma Negara, Jakarta 13770, Indonesia . ISSN: 2320 -5407 Int. J. Adv. Res. 8(08), 554-564 555 normative commitment means that an individual decides to stay in an organization only due to the pressure of norms and moralities(Shabahang & Amani, 2016)points out that normative commitment is the work ethics and implicit responsibilities of the employees in their organizations.

This can be explained as a sense of responsibility to continue to work in a specific organization. Normative commitment reflects the obligation to feel about continuing the work. Human Resources with a high level of normative commitment feel that they must stay with the organization.

The definition of normative commitment itself has been widely defined by experts. Based on Utami (2018) research, it is explained that employee organizational commitment is an employee's promise to the organization with the responsibilities felt by members of the organization.

with indicators: (1) the desire to remain loyal to the organization; (2) a sense of responsibility; (3) the desire to continue to help the organization; (4) emotional attachment to institutions; (5) involvement in the organization; (6) feels indebted to the organization. Pincas rive mmitntis fee warschol rganization to continue working.

Normative commitment can be defined as a desire to remain a member of an organization due to a feeling of obligation(Colquitt, Jason A., Jeffery, A. Lepine, Wesson, 2015). Normative commitment, a type of organizational commitment, differs mainly from other two major commitments, such as affective commitment and continuous commitment.

Normative commitment relates to how much the feeling of the employee to stay in the organization; it is the right thing to do. It is the choice to stay attached because of strong cultural or familial ethics that drive to do so(Luthans, 2011).As the educational l eaderotsco incaustnd udentneeds ludts. Principals do not have extensive managerial or leadership role.

Mainly, they act as administrators and ensure centrally formulated educational policy(Koutouzis, Manolis., 2017).Due to summarize, normative commitment is deas he mpyeedeirtosty aoganizatn e to ethical reasons, by which they increase the prbabily f he ganizatn'coinuatn (Oztekin, Ozge, Sabiha Isci, 2017). Pincas mmitntbeco s a priority and important in managing and improving the education.

It is an individual value as an employee to be more determined in their work including fitting in and understanding the oganizatn's a he incl deined a eacherwhoget the additional task to lead and manage schools organization or Madrasahas an effort in improving the quality of education (The National Educational Ministry Regulation of Republic Indonesia, Number 28, 2010).

The principals as a key role to deliver a qualified education, including a qualified instructional practice in order to ensure educational strategies t oenhae udent achievement. The principal is regarded as a leader and having primary work performance as manager of an oganizatn.Sopripadre ship haurwh ffecttsperioconing organizational commitment(Akdemir, 2017).

In this current study, the authors believe that personality, job satisfaction including work motivation have concetwartpripas rive ome.T he ese uda oana 1)dect influence of personality towards normative commitment; (2) direct influence of job satisfaction towards normative commitment; (3) direct influence of work motivation towards normative commitment; (4) direct influence of personality towards work motivation; (5) direct influence of job satisfaction towards work motivation; and (6) direct influence of personality towards job satisfaction.

Personality Traits: Personality can be explained as a combination of stable physical, behavioural, and mental characteristics. They give the unique of individual identities when an individual reacts and interacts with others(Sinding et al., 2018). Psolitcabe nderooas he ivl's tibutwhicmakhim niqua different from other indidua tcan deined s n ivl' harericpaterso hink ling,abeving.I

t unique and distinctive characteristics which set a person as apart from another. Personality should include how a pern s,timprsn hata socres oher t soticapaterso har (Adeniyi, 2014). Every individual has some characteristics which make them unique in away. They can be the attitude towards a job, demographic features (like age, etc.), personality, etc(Sharma, 2017). Therefore, the personality traits giving influence to personal values and attitudes, as most recent empirical research has demonstrated(Azizi.

et al Yahaya, 2012). ISSN: 2320 -5407 Int. J. Adv. Res. 8(08), 554-564 556 Psolitdnsns ectpeo's hareric attns f hos,fees,and haur.Te e dimensions of personality. These dimensions are referred to as the big five. They consist of extraversion, agreeableness, conscientiousness, emotional stability, and openness to experience.. Table 1:-The Big Five Personality Dimensions. The Big Five Personality Dimension Personality Dimension 1 Extraversion Outgoing, talkative, sociable, assertive.

2 Agreeableness. Trusting, good natured, cooperative, softhearted. 3 Conscientiousness Dependable, responsible, achievement oriented, persistent. 4 Emotional Stability. Relaxed, secure, unworried 5 Openness to experience. Intellectual, imaginative,curious, broad minded (Colquitt, Jason A., Jeffery, A. Lepine, Wesson, 2015). Extraversioncan be seen as being sociable, talkative, outgoing and active.

It is important to be involved in social interaction and also can be described as a predictor of leadership style. It shows energy, positive emotions, and the tendency to seek stimulation in the company of others. Extraversion assesses interpersonal interactions and activity levels of an individual.

The extraversion scale consists of being active, assertive, energetic, enthusiastic,

outgoing, and talkative(Stephen P. Robbins & Judge, 2017).The dimension of agreeableness dimension includes the attributes of trust, altruism, kindness, affection and social behaviours. It is generally associated with being soft, trusting, acquiescent and lenient.

Agreeableness is a marked tendency to prefer others, more altruistic, forgiving, can generally be trusted, either everyone likes to cooperate with others(Muslimin.Z, Ibnu Hajar, Nurwati, 2017).Conscientiousnessdescribes self-discipline, act dutifully and aims for achievement; planned rather than spontaneous behaviour. Conscientiousness refers to dependability and includes some dimensions such as being responsible, organized, orderly and thorough.

Conscientious employees take responsibility for their work, accomplishing their work tasks more thoroughly and orderly. The conscientiousness dimension can be seen as a reliability measurement. Conscientiousness trait encompasses a diligent, hardworking, thorough and organized(Mondal, 2017).Emotional stabilitydimension often labelled by its converse, emotional stability taps a person's ability to withstand stress.

People with having positive emotional stability tend to be calm, self-confident, and secure. Employees with a high emotional bond to their job try to do their best because they feel a strong emotional attachment to their organization and work(Dinc, 2017).The dimension of openness to experience addresses ranges of interests and fascination with novelty. Extremely open people are creative, curious, and artistically sensitive.

Openness is the degree to which a person has a broad range of interests and is imaginative, creative, and willing to consider new ideas(Richard L., 2012). Job Satisfaction: Job satisfaction is defined as an affective or emotional response toward various facets o f ne'jo (Angelo Kinicki and Brian K.Williams, 2011). It is related to the general attitude towards the job.

When we talk about attitude, we generally speak about job satisfaction because of the inter-relation of them in organizational behavior(V.G.Kondalkar, 2007). In line with Ivancevich et al., (2014)who defined job satisfaction is as an attitude that workers should have about their jobs. It can be tak en otirjoperio b isiois mmoy rded a nstllatn f mpyeefee utvarus b lent tis ut he etincar generllharlatn otelo's eauttintinsa extrinsic job elements.

Intrinsic satisfaction is derived from performing the work and consequently experiencing the feelings of accomplishment, self-actualization including identity with the assignments. On the other hand, extrinsic satisfaction is derived from the rewards

bestowed upon an individual by peers, supervisors or the organization, and can take the form of recognition, compensation, and advancement.

In other words, intrinsic job satisfaction is about how individuals feel about the nature of the job task; whereas extrinsic job satisfaction is about how individuals feel about the aspects of the work situation(Chiu, W Y B and Ng, 2013). While to Kinicky, A., & Fugate (2016), job satisfaction is defined as an affective or emotional response toward various fa cetoo's b.l

rlattotgenerl ittwartjo homeio fitns e with Ivancevich et al (2014)who define job satisfaction as an attitude that workers should have about their jobs. It can be observ ed otirjoperio b tfactn conly egaraa nstllatn f mpyees feelings about various job elements. To be more specific,Schermerhorn et al(2010) enunciate that job satisfaction is sone'lel f sive rnegatfee bo herjo n ie b isiosptlkaut sone'satfactrocoentfeeboh sito ive bo their job at their workplace. ISSN: 2320 -5407 Int. J. Adv. Res.

8(08), 554-564 557 There are five facets or dimensions of job satisfaction formulated by F. Luthans (2011) (see alsoKhan et al., 2014). The explications are as follows. Work Itself: Luthans (2011:142) expounds the work itself as the extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility and the content of the work itself is a major source of job satisfaction. Khan et al.,

(2014) frme hat loesintive lventin he b nt ibutes to tirfeeosatfactr hesly ferttwok seis conctn iteloesfeeolikea dislike to their job. Din, S., Nawaz, A., & Jan (2012)have empirically proved that employees job satisfaction is determined by their interest in their job. Pay: Luthans (2011:142) porpaas he montof ncl eneriot rived ndtdee h this is viewed as equitable vis-á- vist f ts t rio t,to Khan et al.,

(2014), the amount of this financial remuneration becomes the main forecaster of job satisfaction. They argue that normative commitment is influenced by the amount of compensation received by employees. Research conducted by (Mangi et al., 2011) have precisely declared how pay or compensation has substantial connection with normative commitment and job satisfaction.

Promotion: Promotion is defined as an opportunity to get into higher position within an organizationLuthans (2011). He claims that it is plausible for an employee who gets promotion based on his/her performance to experience more satisfaction, compared to those who get promoted by seniority consideration. Quoting from Khan et al., (2014) illue imi hing hatempye' omoiootbasoskl nd mpence ill ore he apposite working system.

Co-Workers: Co-workers is considered as a condition in which fellow workers have technical proficiency and social support Luthans (2011). He corroborates a number of research proving that hospitable, cooperative and competent co- workers can be a supply for job satisfaction. Additionally, Bateman (2009)values co-workers to assist with work stress reduction that provides a significant effect on job satisfaction.

Supervision: Supervision is characterized as the competence of supervisor to stipulate technical assistance and behavioral support (Luthans, 2011). He divides supervision style into two: employee-centeredness and participation. Khan et al., (2014)notably list th e nctn f viso: dect re guohereloseotome he oganizatn's aadma hebeve hattexistosuperris aimpotantcoiding elos'riot rblecoitn. Aydogdu, S.,

& Asikgil (2011) have validated that reactive and more accessible supervisors assist workers probability to raise voice about their concernment. I fond hattfacetlistgeaharlaiot telo's ling bo he ric nd xtins b satisfaction(Bektas, 2017). Intrinsic job satisfaction, to Lee (2017), is a satisfactory feeling coming from individual.

Supporting this idea, Bektas (2017) further states that in intrinsic satisfaction, perceptions of the individual match her/his expectations and evoke the individual. In contrast, when the expectations of the individual do not match her/his perceptions, the individual will be disappointed rather than satisfied. Factors affecting intrinsic satisfaction usually come from achievement, recognition, responsibility, advancement, growth and the work itselfBaylor (2010).

In other words, ==intrinsic job satisfaction is== about how individuals ==feel about the nature of the job task== (Chiu, ==W Y B and Ng,== 2013). While ==extrinsic job satisfaction is== perceived as job satisfaction elements provided by external sources which leads to specific behavior outside the individual(Bektas, 2017). ==Extrinsic job satisfaction is== about how individuals feel about the aspects of work situation (Chiu, ==W Y B and Ng,== 2013).

The factors influencing this frequently cover supervision, working conditions, co-workers, pay, policies and procedures, job security, status, and personal lifeBaylor (2010). ISSN: 2320 ==-5407 Int. J. Adv. Res.== 8(08), 554-564 558 Based on the definitions, dimensions, and kinds of job satisfaction, the researchers formulate six facets to measure job satisfaction in the present study: 1) high loyalty to work, 2) loving the work, 3) relation with co-workers, 4) having supporting co-workers, 5) promotion opportunity, and 6) adequate pay.

Three common of job satisfaction dimensions that can be accepted are, (1) the

emotional response to the work situation; (2) how well the results found or exceeded expectations; (3) represented some things related to attitude (Luthans, 2011). Job satisfaction is believed as a positive emotional feeling, a result of the evaluation towards job experience by comparing jobs expectation and what we actually get from it(Gangai, 2015). Furthermore, Steven M.Jex.,

(2012)points out that a positive attitude in job satisfaction consists of two components namely cognitive and behavioural. The cognitive aspect shows the worker's confidence in his work or condition, meanwhile behavioural represents a description of employee behaviour tendencies. Based on the description above, it can be concluded that josisiois sornse ods rltohis rexpiee nd sseme lving employment, work facilities, promotion opportunities, and the existence of colleagues support.

Work Motivation: Work motivation can be defined as a set of energetic forces that originates both within as well as beyond an indiduas ing,toinite work-related behaviour, and to determine its form, direction, intensity including duration(Meyer, John P., Thomas E. Becker, 2004). Furthermore, Colquitt et al., (2009)point out that motivation determines to the, (1) effort direction; (2) intensity of effort or level of effort; (3) effort persistence.

Motivation can besen s n nerizfoce elos'actn nd heimpatns f r lved irio eit nd behaviour duration. It indicates what employees are motivated to accomplish, how they will attempt to accomplish it, how hard they will work to do so, and when they will stop. Table 2:- Work Motivation Elements.

Motivation Elements Definition Behavior Direction Which behaviors does a person choose to perform in an organization ? Effort Level How hard does a person work to perform a chosen behavior? Persistence Level When faced with obstacles, roadblocks and stone walls, how hard does a person keep trying to perform a chosen behavior succesfully ? (Jennifer M. George, 2012). Work motivation can be described as a process that directs and sustains the performance.

Motivation encourages employees internally towards the actions which help them to achieve the goals or specific task which is assigned to him. The effectiveness of employees work can inspire them in working and can bring more motivation in performing their work and more commitment to their jobs. It can be seen as a motivation to perform an activity for it, in order to get the experience in having pleasure and satisfaction in the activity(Sohail et al., 2014).Motivation has both psychological and managerial meaning.

The psychological meaning of motivation relates to the internal mental state of a person

that refers to the initiation, direction, persistence, intensity and behaviour termination. On the other has,tmaiameaomoivatn ls ittmaeracty oinduce ts odertopro desired results by the organization or by the manager which conforms to a relationship between motivation, ability and performance(Mensah, 2016).

Based on motivation describes above,it can be proven that the indicators of motivation in working are as follow,(1) direction; (2) effort; (3) persistence. There are several previous studies that examine the influence of personality, job satisfaction and motivation on normative commitment, including research Sohail et al., (2014) which explains, "The results of the study indicate that there is a positive relationship job satisfaction and job commitment ".

Likewise, Choi et al., (2015) have the same opinion, "The results also showed that Agreeableness had stronger relationships with affective and normative commitment in collectivistic cultures than in individualistic cultures, we provide theoretical and practical implications of these findings for personality".

While research on the effect of job satisfaction on normative commitment, based on Köse & Köse (2017) research states, "Only extrinsic satisfaction is determined positive effect on normative commitment. In other words, an increase in the level of extrinsic satisfaction causes an increase in normative commitment. The relevant research results on the influence of job satisfaction on normative commitment were also carried out by Gangai (2015)who concluded, "Exploring the job satisfaction and organizational commitment of employees in the information technology environment". ISSN: 2320 -5407 Int. J. Adv. Res.

8(08), 554-564 559 Previous research on the effect of motivation on commitment, based on Al Madi et al (2017) who argues, "Results showed that significant impact from employee motivation employees on organizational commitment (affective, normative and continuous)". Based on previous research mostly done at companies, and no one has researched in.

Therefore state of the art in This research is this study about personality, job satisfaction, and work motivation towards the normative commitment of the headmaster of vocational high schools in DKI Jakarta. The main objective of this study is to examine the influence of personality, job satisfaction, and work motivation role in inca'rive mmitnt his udaddrt rcquestn: s her anystistlligicadectinfnce fpernay,josatfactn,and rmoivatn warpripls normativecommitment at the ste f catnahigscoin KIJtpro?".rly,tfow g hypotheses can be formulated: H1 : There is a direct positive influence of personality on normative commitment.

H2 : There is a direct positive influence of job satisfaction on normative commitment. H3 : There is a direct positive influence of work motivation on normative commitment H4 : There is a direct positive influence of personality on work motivation. H5 : There is a direct positive influence of job satisfaction on work motivation. H6 : There is a direct positive influence of personality on job satisfaction.

Method:- Population: The target population is state vocational school teachers with the status of civil servants and also including teachers who received additional duties as school principals, were 2,056 teachers from 63 state vocational schools. The population is affordable, teachers who have the status of civil servants in state vocational school DKI Jakarta and also includes civil servants teachers who get additional assignments as school principals, which will be the object of research, 5 (five) of state vocational school with 75 civil servants teachers.

Sample: This study was to assess the principal of a state vocational school in DKI Jakarta. Based on the population, 75 respondents were selected to conduct a measurement test. The sample is determined 63 principals using the Slovin formula. A questionnaire was used as an instrument to collect the required data.

It was prepared in the form of choice of answers in accordance with the perception of respondents, namely in the form of closed questions. In this study, the Likert scale was used in data measurement in order to examine (1) personality (X1); (2) job satisfaction (X2); (3) work motivation (X3); (4) normative commitment (Y) as the variables.

Development Instrument was taken through several steps, there are: (1) compiling indicators of research variables, (2) compiling instrument lattice, (3) conducting trial instruments and (4) testing the validity and reliability of instruments. Findings: The quantities of direct influence and significance test on each path described in the below tables, Table 1:- Research Data Description. No.

Description Statistically X1 X 2 X 3 Y 1. Mean 178.35 170.94 147.71 175.37 2. Standard Error 1.810 1.513 1.332 1.468 3. Median 178.00 170.00 148.00 175.00 4. Mode 168.00 170.00 135.00 168.00 5. Standard Deviation 14.36 12.01 10.58 11.65 6. Sample Variance 206.33 144.16 111.85 135.85 7. Range 57 49 45 48 8. Minimum 151 145 124 151 9. Maximum 208 194 169 199 10. Sum 11236 10769 9306 11048 11. Count 63 63 63 63 ISSN: 2320-5407 Int. J. Adv. Res.

8(08), 554-564 560 Noted: Y : Normative Commitment Variable X1 : Personality Variable X2 : Job Satisfaction Variable X3 : Work Motivation Variable Table 4:- Summary Result of

Path Significance Test. No. Direct influence Path coefficients Degrees of freedom tcount t table a 0, a 0, 1 X1 towards Y 0.239 59 2.02 2,00 2,63 2 X2 towards Y 0.366 59 3.09 2,00 2,63 3 X3 towards Y 0.216 59 2.30 2,00 2,63 4 X1 towards X3 0.384 60 3.51 2,00 2,63 5 X2 towards X3 0.392 60 3.59 2,00 2,63 6 X1 towards X2 0.472 61 4.18 2,00 2,63 * significant (tcount> t table ** very significant (tcount> t table The above table description presents the computation result of direct influence inter-exogenous variables towards endogenous variables.

The following is diagram structure of all path structure: Figure 1:- Path Diagram Influence Causal of X1, X2, and X3 towards Y. It shows X1 direct influence towards Y (py1) = 0,239 or 23.9%; X2 direct influence towards Y (py2) = 0,366or 36.6%; X3 direct influence towards Y (py3) = 0,216 or 21.6%; X1 direct influence towards X3 (p31) = 0,384 or 38.4%; X2 direct influence towards X3 (p32) = 0,392or 39.2%; and X1 direct influence towards X2 (p21) = 0,472 or 47.2%.

Based on the statistical result, it can be proved that ==personality, job satisfaction, and work== motivationhave a dectinfnce ods inclsnomatcome oste catnahigscoin KIJaktpro Discussion:- By the end, this research aim is focused on examining the influence ==of personality, job satisfaction, and work== moivatn oin inclsnomatcome.ot naisotrsus,itwa eveled me research discussions as follow.

First, ==the result of the== first hypothesis analysis describes that personality has a direct positive influence on normative commitment. ==It can be concluded that== normative commitment is influenced directly and positively by the personality role. The incr eaing f solitrle s he incl'perrnce ome.TrItotsty in line with the opinions of some experts including Shabahang & Amani (2016)who defined personality as the X1 X2 X3 r 1y = 0,286 p y1 = 0,239 r 2y = 0,363 p y2 = 0,366 Y r 3y = 0,315 p y3 = 0,216 r 13 = 0,323 p 31 = 0,384 r 23 = 0,329 p 32= 0,392 r 12 = 0,222 p 21 = 0,472 ISSN: 2320 ==-5407 Int. J. Adv. Res.==

8(08), 554-564 561 emotional stability. Ithas ==a significant influence on the== organizational commitment which is associated with positive working outputs. It is highly suggested that organizations should pay special attention to the personality features of thun esoces relont ernay imeioarhigcottopripanomat come moe ly obe horoin foming he bligatn.Ty e ched itpripa' normative commitment that is emotionally and cognitively invested and committed to perform their task.Moreover, the scale measures a normative commitment based on fulfillment and responsibility towards the work, reflected in the accomplishment of activities under the policies and norms established organizationally (Betanzos Díaz, Norma, Cyntia Shugey Rodríguez Loredo, 2017) Ter tcas he solitrle a atimprve he incl'nomat commitment towards the organization where they work.

Sow, Mouhamadou, Peter Anthony (2016) stated that normative commitment is the commitment that occurs when the employees have a moral attachment to their organizations. The results indicated that the greater the normative commitment, the lower the turnover intention. This result suggests that organizational leaders should try to create a moral link between their organization and their employees.

This personality may foster the development of principal's normative commitment to stay at school organization. The components of the big-five personality traits and organizational commitments influence significantly on organizational citizenship behaviour (Leephaijaroen, 2016).Kumar (2012)defined that if the organization selects personnel with high values of openness, fairness, logic, and moral integrity and promote these values in the organization,the workforces will be more effectively and normatively committed.

Second, the second hypothesis analysis resulted in the finding that job satisfaction has a positive direct influence on normative commitment. Based on the findings it can be concluded that normative commitment is influenced directly and positively by the role of job satisfaction. Increasing The role of job satisfaction will lead to the enhancement of normative commitment.

The results of this study are consistent with the opinions of some experts. Job satisfaction is one of the most research phenomena in the human resource management and organizational behavior domain. It is conly fas "psurbl e or positive emotional state resulting from the appraisal of one's job or job experiences (Culibrk J, Delic´ M, 2018).Job satisfaction shows a person's positive attitude toward his work. Theoretically, this view comes from social psychology research.

It shows the increment of a positive mood to the frequency of help and other forms of spontaneous prosocialbehavior. More positive moods and helpful behaviors (altruism) actually reinforce each other because it makes people feel good(Steven M.Jex., 2012).Satisfaction in the workplace is crucial for organizational success.

It can also be linked to other key factors of employees in the context of workload, stress, and supervision at work, and the balance in domestic activities and work environment. It descrteloescome fom he rmoe has herres rentn nd oivit (žma ,Trn,S, ,2017) . Third, the third hypothesis analysis resulted in the finding describes that work motivation had a positive direct effect on normative commitment.

Based on the finding, it can be concluded that normative commitment is directly and positively influenced by the role of work satisfaction. The increment of work motivation

role improved normative commitment. The result of this study is consistent with the opinion ofHuang (2015) who points out that there is a significant and positive link between intrinsic motivation and normative commitment.

This indicates that when an individual has a high level of intrinsic motivation, he/she is more likely to feel an obligation to continue employment.There is a significant impact on employee motivation of the organizational commitment, including affective, normative and continuance(Al Madi et al., 2017). It was found that the employees are neither motivated nor committed to their duts.we tfotalys he rs' itand rioot moivatnafaorvarho tmary,ty liet owages" "gritfo jowll dopy kerlein ting hein errti r duties in a desirable manner.

Therefore, work motivation can be seen as the factor that should be considered as an effort to improve normative commitment. Fourth, the result of the fourth hypothesis analysis described that personality has a direct positive influence on work motivation. It can be concluded that work motivation is directly and positively influenced by personality. The personality increment will improve work motivation.

This result in in line with the statement fromAshveen(2018) who defined that by knowing and understanding how personality affects the motivation of workers, management can take a whole different approach in aligning the interests of personnel and the organization together. It is advisable that relevant bodies in organizations adopt pertinent approaches that view personnel as being of different attributes, and tailor motivation strategies that induce positive organizational behavior. ISSN: 2320 -5407 Int. J. Adv. Res.

8(08), 554-564 562 Fifth, the result of the fifth hypothesis analysis showed that job satisfaction has a direct positive influence on work motivation. Based on this finding, it can be concluded that work motivation is directly and positively influenced by job satisfaction. The increment of job satisfaction leads in improving work motivation. This result is in line with the opinion of some experts,Octavian and, Ramona., Nurmala K.

Pandjaitan (2017), who point out that job satisfaction is partially having a igicnteffectotelos' fomae.JoSisioAnd rmoivatn e joly ffectotelo's fomaJosisiois lf - eluatn ohe incl'jo lue work motivation based on work environment, job security, working conditions, and income factors. Sixth, the sixth hypothesis analysis resulted in the finding described that personality has a direct positive effect on job satisfaction.

Based on the finding, it can be concluded that job satisfaction is directly and positively influenced by personality. Increased personality will result in increased job satisfaction.

The results of this study are consistent with the opinion from (A. Yahaya et al., 2012). He stated that job satisfaction and personality are related to the five factors of the big five personality model as well.

It would appear as though the relation between job satisfaction and the five factors is more a consequence of the social aspects of the workplace than actual ability. Level of workers competitiveness contributes to organizational performance. To maintain those conditions, it is a must for the employers to provide training facilities to their workers as a requirement.

Therefore, this study shows the role of personality that crucial thing for the principal to provide a good working as well as to enhance job satisfaction. Conclusion:- Normative commitment refers to a feeling of obligation to continue employment. The existence of personality, job satisfaction, and work moivatn e y rt o espoibita bligatn f mpyee ling, including principals as a part of the organizational commitment.

Based on the analysis findings, there is a direct positive influence of personality, job satisfac tn,and rmoivatn n incl'nomatcome. The research of hypothesis testing shows that: (1) personality had a direct positive influence on normative commitment; (2) job satisfaction had a direct positive influence on normative commitment; (3) work motivation had a direct positive influence on normative commitment; (4) personality had a direct positive influence on work motivation: (5) job satisfaction had a direct positive influence on work motivation; (6) personality had a direct positive influence on job satisfaction.

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