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120 INTRODUCTION The Industrial Revolution 4.0 era emerges stricter among both in national or international level. Facing such situation condition, should determine strategies and release management PERSONALITY: HOW DOES IT IMPACT TEACHERS' ORGANIZATIONAL COMMITMENT? Purwani Puji Utami 1 \*, Alexius Dwi Widiatna 2 , Syamzah Ayuningrum 1, Arbiana Putri1 , Herlyna 3 , Adisel 4 1 **STKIP Kusuma Negara, Indonesia** 2 **STKIP Widya Yuwana, Indonesia** 3 STBA Pertiwi, Indonesia 4 IAIN Bengkulu, Indonesia \*e-mail: purwani\_puji@stkipkusumanegara.ac.id Abstract: Teacher **organizational commitment is a** determining factor for achieving quality education.

It is believed that teacher personality is one of the main factors which either increase or decrease organizational commitment. research to the of personality their commitment. The quantitative approach was employed with the survey method. The samples were selected using simple technique applying Slovin participants this were **83 civil servant teachers** at public senior high schools located in East Jakarta.

The data of **this study were collected** a and analyzed Path results the show tcount is higher than ttable > This means H0 rejected H1 accepted. hypothesis testing shows that personality **has a positive direct effect on** teacher organizational commitment. Furthermore, is that are traits teacher namely stability extroversion and to (32.46%).

the **factors influencing organizational commitment are employee engagement (33.74%), moral responsibility (33.55%), loyalty** Based the of study, is that **principals take teacher personality into account in order to improve teacher organizational commitment at schools.** Keywords: organizational commitment, personality, teacher. KEPRIBADIAN: BAGAIMANA PENGARUHNYA TERHADAP KOMITMEN ORGANISASI GURU? Abstrak: berkualitas.

Kepribadian guru merupakan salah satu faktor utama yang diyakini dapat meningkatkan atau menurunkan komitmen organisasi. Penelitian ini bertujuan untuk mendeskripsikan peranan kepribadian komitmen organisasi. Sampel dipilih menggunakan teknik acak sederhana dengan memanfaatkan thitung lebih besar dibanding ttabel (4,329 > 2,64). ini pada H0 dan penerimaan H1.

pengujian menyimpulkan kepribadian pengaruh positif terhadap komitmen organisasi guru. Selain itu, terbukti ada tiga sifat yang mempengaruhi kepribadian, yakni kestabilan emosi (33,98%), keramahan (33,56%) dan keterbukaan terhadap pengalaman (32,46%). Sementara faktor utama yang mempengaruhi komitmen organisasi adalah: keterlibatan untuk tetap menjadi karyawan (33,74%); tanggung jawab moral (33,55%); dan kesetiaan individu terhadap organisasi (32,71%).

Studi ini kemudian merekomendasikan bahwa kepala sekolah bertanggung jawab untuk memperhatikan kepribadian guru dalam upaya meningkatkan komitmen organisasi guru di sekolah. Kata Kunci: komitmen organisasi, kepribadian, guru.

doi:10.21831/cp.v40i1.33766 121 policy, particularly on the development of human The of resource understanding and management which is claimed as one of the three management challenges 2009), obligatory promote schools' quality.

As organization, is for schools to take momentous changes to anticipate any demand effective leadership is an to school specifically to give their best in work. As far as it is concerned, teachers' is major of for the sake of quality advancement. Teachers possess commitment to carry on their duties and responsibility educators schools. mutual commitment, school goals will be unattainable reach 2015).

commitment well as commitment, in which individuals are expected to able emerge realize for the of vision and It be defined organizational is psychological to organizations marked by trust and acceptance to organizational values and characteristics, as well as intense motivation and desire to reach vision and mission for organizational existence (Situmorang, 2014).

The of commitment been being a particular concern based on a premise that individuals are related to their organizations as power individual within specific (Suriansyah, 2014). (2016) that employee whose organizational is 'great warrior Wherefore, principals to review and evaluate teacher commitment for continuant of quality. of attempt should be applied to keep teacher work and This becomes one of the considerations behind a public policy of Jakarta Governance to pay special attention to their teachers particularly civil servant teachers; of is granting with regional allowance.

Kumorotomo (2011) finds out that the allowance is distributed based on structural position, not functional objective indicators. Hence, the possibility of significant performance improvement is not promising. The mentioned becomes an point investigate; to foster organizational is not by them More analysis on their personality is worth to apply.

Excellent personality is underlined as one of the competencies to possess by teachers based on of Republic Indonesia 14 2005 the of and lecturers. to & (2016), the of physical, behavioral, and mental characteristics which signal unique While & Judge view as individual typical reaction and interaction with other people. Providing complex McShane & Glinow perceive as pattern of thoughts, emotions, and behaviors that distinguish someone by the involvement of processes.

concepts of personality certainly signal that personality involves one's physical performance, behavioral, mental react interact people his/ her surroundings. Touching teacher it unavoidably has a close connection with educational improvement at school as their organization. basically determine school or Zuber Altrichter (2018) claimed that teacher personality like self-efficacy and positive affectivity nurtures openness to educational standard reform. Being more (2017) shown teacherpersonality a party school to empower students.

A number of research have empirically proven **the relation between personality and commitment**. research conducted Fakhrudin, & (2020) showed that personality affects employee job and commitment positively. be specific, Novian, & (2019) that **structure, personality and work motivation** gives direct on commitment.

Basnet Regmi also that Big Five traits organizational commitment in a positive way. To more some investigate analyze factors or indicators in positive correlation between Personality: How Does It Impact Teachers' Organizational ... 122 doi:10.21831/cp.v40i1.33766 personality organizational Choi, & (2015) the **between the Big Five Personality** and the three types organizational (affective, continuance, normative).

All personality traits are reported to correlate with all the organizational commitment types. Agreeableness is as determinant & Oral identified connection the same determinant factor. By way of addition, they discovered that consciousness gives quite big impact organizational (see Leephaijaroen, A conducted Syed, & (2015), Thiruvarasi & Kamaraj (2017) either highlighted a significant and positive relation between **the five personality traits and organizational commitment** dimension.

Consciousness and openness are the two facets predicting the relation. Pointing out personality traits comprehensively, research Kumar noted that openness is the predictor bridging personality organizational Yielding findings, research conducted Njoku, & (2017) significantly the between employee and organizational commitment.

further personality test for employees to assess potential Shabahang Amani (2016) significant between personality, on stability, with commitment. Lee, Back, & (2020) out expressive personality as a part of emotional stability as the ultimate factor determining the relation personality organizational commitment. The research different indicators or factors to see the correlation between personality organizational Other than that, research focusing on civil servant working at vocational high schools have not frequently Accordingly, present study is worth to conduct as an attempt to see the impact of personality on organizational commitment which is further expected to advance school quality.

**METHODS** The research quantitative with method causal or analysis find impact between variables according to the causal model. It portrays two variables in the way they are. Facts are analyzed by looking at independent variable's on variable. research categorized inferential the result of data calculation is used to predict the forthcoming The connects the of error test.

path is to out effect appearing from the two variables, independent variable and variable (endogen). exogenous of research is personality, and the endogen one is organizational commitment. The involved the research was civil servants from public vocational high schools. The target population is 2.056 civil servant from public high schools, meanwhile the accessible population is civil teachers 5 vocational high schools in East Jakarta.

The involved the research were taken using simple random sampling. respondents chosen for checking the validity and reliability of questionnaire. the was and reliable, the research data were taken from 83 civil servant teachers. The used the research questionnaire a of generated personality organizational Likert (1-5) utilized the alternative (1) disagree, disagree, neutral, (4) and strongly The blueprint of each variable is presented in Table The reliability also checked.

The result shows that the questionnaire of both variables are reliable to use as the research The result the questionnaire is presented in Table 2. Having the a of analysis applied. data were first analyzed using descriptive statistics analysis continued by inferential analysis. Descriptive statistics were applied to get data characteristic description as of histogram, mode, median and standard deviation, while inferential

statistics were applied by normality using formula, completed by path analysis consisting of model 123 Personality: How Does It Impact Teachers' Organizational ...

analysis, test of hypothesis and decision of effect level. of item was also applied in advance. Table 1. Result of Questionnaire Validity Variable Blueprint Before Validity Test After Validity Test Item number Total Item Number Total Personality Extraversion 1,2,3,4,5,6,7,8,9,10,11 11 1,2,3,4,5,6,7,8,9,10 10 Emotional stability 12,13,14,15,16,17,18,19,20,21,22,23,24,25,26,27,28,29,30 19 11,12,13,14,15,16,17,18,19,20,21,22,23,24,25,26 16 Openness to experience 31,32,33,34,35,36,37,38,39,40,41,42,43,44,45 15 27,28,29,30,31,32,33,34,35,36,37,38,39,40 14 Total 45 40 Organizational commitment Employee engagement to stay in organization 1,2,3,4,5,6,7,8,9,10,11 11 1,2,3,4,5,6,7,8,9,10,11 11 Moral responsibility 12,13,14,15,16,17,18,19 8 12,13,14,15,16,17,18,19 8 Individual loyalty to organization 20,21,22,23,24,25,26,27,28,29,30,31 12 20,21,22,23,24,25,26,27,28,29,30 11 Total 31 30 Table 2.

Result of Questionnaire Reliability Variable Coefficient Status Personality .979 Reliable Organizational commitment .960 Reliable FINDINGS AND DISCUSSION Findings Test of Descriptive Statistics The first step to do in analyzing the data is descriptive statistics calculation covering some of general data of personality and organizational commitment such as mean, standard error, media, mode, standard deviation, sample variance, range and count.

The calculation result is displayed in Table 3. Table 3. Summary of Descriptive Statistics of Personality and Organizational Commitment No. Description X Y 1. Mean 146.46 121.47 2. Standard error 2.63 1.68 3. Median 144.57 121.61 4. Mode 140.62 121.00 5. Standard deviation 24.00 15.31 6. Sample variance 575.81 234.52 7. Range 103.00 60.00 8. Minimum 97.00 90.00 9. Maximum 200.00 150.00 10. Sum 12,156 10,082 11. Count 83.00 83.00 Note: X: Personality; Y: Organizational Commitment Analysis of Questionnaire Item Score Each item of the two variable questionnaire was based the of blueprint.

The result is shown in Table 4 and 5. Table 4. Item Score Analysis of Personality Variable (X) No. Indicator Total Item Average Answer Percentage (%) 1. Extraversion 10 3.68 33.56 2. Emotional stability 16 3.73 33.98 3. Openness to experience 14 3.56 32.46 Total 40 10.97 100 Table directs to conclusion emotional stability places the highest rank as the predictor in personality variable. The second indicator follow extraversion.

last indicator to predict the civil servant personality is openness to experience. It is simply inferred that to promote civil servant noble personality, the concern on the emotion stable as the top facet. 124 doi:10.21831/cp.v40i1.33766 Table 5. Item Score

Analysis of Organizational Commitment (Y) No. Indicator Total Item Average Answer Percentage (%) 1.

Employee engagement to stay in organization 11 4.10 33.74 2. Moral responsibility 8 4.08 33.55 3. Individual loyalty to organization 11 3.97 32.71 Total 30 12.15 100% Table explicates employee engagement stay organization the contribution organizational commitment. responsibility the one give The one individual loyalty. It sketches out that the attempt to build the servant commitment be by teachers' in any educational activities at schools.

Test of Normality of Y above X The test  $L_{count}$  = which is less than  $L_{table}$  = ( n 83 a .05). Considering the result, the data of personality and commitment to a curve. is that null hypothesis stating "the samples are not normally distributed" rejected. other this to verbalize all come a distributed population. The of test shown Table Based Table containing the values of  $L_{count}$  and  $L_{table}$ , it is convinced that all pairs of data from the instrument of organizational above are from normal distribution samples.

Test of Significance and Linearity of Regression Coefficient Organizational above Personality The of equation model organizational and personality results in regression constant  $a$  = and coefficient  $b$  .31. this manner, the model correlation of simple regression is  $Y = + X$  . analyzing the model and using it in drawing conclusion, tests significance regression linearity were applied. The result of the two tests are arranged in Table 7.

In regression  $Y = + X$  , test significance  $F_{count}$  24.51 is greater  $F_{table}$  at level significance  $\alpha$  .01. that the regression linearity is stated to be very significant. the of  $F_{count}$  = is less than  $F_{table}$  = at of  $\alpha$  = For reason, estimated point forms a linear line. The visualization of the distribution point can be vividly viewed in the Figure 1. The of test regression is in 8.

Table clearly that change one personality unit shall increase **the value of commitment** .31. it is to organizational promotion can be enhanced by veracious management of teacher personality. Table 6. Test of Normality Result (Estimation Error of Regression) Estimation Error of Regression n  $L_{count}$   $L_{table}$  Decision  $\alpha$  = .05  $\alpha$  = .01 Y above X 83 .054 .097 .111 Normal Table 7. ANAVA for Significance and Linearity of Regression Coefficient  $Y = 76.42 + .31X$  Variance df SSE RMS  $F_{count}$   $F_{table}$   $\alpha$  = .05  $\alpha$  = .01 Total 83 1243890 Regression a 1 1224659.33 Regression b/a 1 4467.11 4467.11 24.51\*\* 3.96 6.96 Residual 81 14763.56 182.27 Standard Error of The Estimate 50 9952.99 199.06 1.28 ns 1.59 31 4810.57 155.18 Note: \*\* : the regression is very significant (  $F_{count}$  = 24.51 >  $F_{table}$  = 6.96 at  $\alpha$  = .01); ns : the regression is linear (  $F_{count}$  = 1.28 <  $F_{table}$  = 1.59

pada  $\alpha = .05$ ; df : degree of freedom; SSE : sum of squared error; RMS : root mean square

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Test of Path Significance The result of path significance test on two variables is displayed in Table 9. Table 9 unveils that  $t_{count}$  has much higher value compared to  $t_{table}$  any of (both and  $.01$ ). is to that has positive effect organizational commitment. Test of Hypothesis Having the analysis, hypothesis testing was applied. Table 10 assuredly shows that  $t_{count}$  is higher than  $t_{table}$  ( $4.329 > 2.64$ ) .

To this extent, alternative hypothesis is accepted. This undoubtedly the servant gives direct on commitment an of alternative hypothesis (  $H_1$  ). Table 8. Summary of Significance Test and Regression Linearity Reg Equation Regression Test Linearity Test Conclusion  $F_{count}$   $F_{table}$   $F_{count}$   $F_{table}$   $.01$   $.05$  X on Y  $Y = 76.42 + .31 X$   $24.51^{**}$   $6.96$   $1.28$  ns  $1.59$  Very significant/ Regression is linear Note : Reg : Regression;  $**$  : Very significant; ns : Non-significant (regression is linier) Table 9.

Summary of Path Significance Test Direct Effect Path Coefficient  $t_{count}$   $t_{table}$   $.05$   $.01$  X on Y  $.482$   $4.329^{**}$   $1.99$   $2.64$  Table 10. Summary of Hypothesis Testing Hypothesis Statistical Hypothesis Statistical Test Decision Conclusion Personality gives **positive direct effect on** organizational commitment  $H_0 : \beta_{yx} < 0$   $H_1 : \beta_{yx} > 0$   $t_{count} > t_{table}$  ( $4.329 > 2.64$ ) at  $\alpha = .01$  for  $p_{yx} = .482$   $H_0$  is rejected Positive direct effect Figure 1.

Linear Regression Graphic  $Y = 76.42 + .31X$  126 doi:10.21831/cp.v40i1.33766 Discussion Personality on Commitment The research's is dig up relation personality organizational of servant teachers **in vocational schools in** Jakarta. Likewise, analysis determinant or predictors of each variable researched is also targeted.

The of testing that the teacher personality gives positive and direct on commitment. The analysis testifies direct effect, value correlation  $.482$  and value path  $.482$ . it draws a conclusion that the civil servant teacher organizational commitment is influenced directly by personality. The significance the conclusion is the notion that well teacher personality shall elevate more commendable organizational commitment.

The of present is commensurate with the following research discovery. begin Choi et al . had conducted meta-analysis deconstructing a of which the **of personality on organizational** commitment. They finally came to a conclusion that personality gives suggestive effect on organizational commitment.

In higher education level, taking a number of staffs working at university as the respondents, Farrukh, & (2017) proved that almost all personality traits examined to the

university represent connection with organizational The commitments featured in the research are normative, and A research by Putrawan Supadi reported result their investigation but different commitment focus. Concerning affective they discovered commitment influenced by directly significantly.

While secondary a of & (2020) the of direct on organizational among high school teachers. Giving prominence to the pertinent Aspan, Effendy, Bahri, & (2019) out that has organizational commitment of university staffs they surveyed. The present research discovery is either on the testimony of comparable research in banking and sector.

Omar Rashid (2013) empirically bank personality be categorized into predictor their commitment. In Indonesia, the research of Kawiana, Martini Suardana explicitly attested that personality variable has a close positive relation with bank employee organizational commitment. The correlation in research is either compliant with suchlike research health private Mehr Dashti specifically a to in They eloquent between and commitment.

private enterprise, Naimi & Ghafeli (2016) authenticated that all components of personality traits except neuroticism, or also known as emotional stability, organizational To further, & (2019) illuminated the five traits play consequential in amplification employee organizational commitment. On top that, analyzed relevant Nuckcheddy affirmed personality give on organizational notably the of tolerance, environment, and ethics.

concluded verified the research of Yunus, Wahab, Ismail & Othman (2018), is and characteristics cognitive motivation and behavior of employee towards the organization they stay. Apropos of the present and previous germane it picturesque well-founded shall the teachers perform organizational commitment especially in case of engagement to in willingness work responsibility to finish their work, and allegiance to organization.

a degree, present sharpens main that nurturing organizational cannot only be stimulated by regional allowance, but also by solicitude acts on their personality. 127 Personality: How Does It Impact Teachers' Organizational ... Predictors Personality Organizational Commitment From **the Big Five Personality traits** proposed Goldberg the research adapts three traits as the predictors involving extraversion, emotional stability **and openness to experience**.

Supporting main discussed earlier, it is exhibited that the highest determining predictor of the civil servant teacher personality is stability, 3.73 answer or 33.98%. This is honoring the finding revealed by & (2016) conducted the to principals. noticed emotional stability as a critical factor in principals' to organization. Setting out even



further, they designated how organizational has tight with job Exposing identical Lee et al .

viewed fact that emotional stability among hospitality industry workers, i.e. expressive personality, has a function raise organizational commitment, in conjunction commitment in service quality. The highest is contributing 33.56% to the whole percentage with average answer per indicator 3.68.

This predictor is in proportion to the research conducted by Kulwanich, & Kwanmuangvanich (2020) to some pharmacists. The depicted level extraversion the starting point of advancing to much higher career. Easy recognition by other employees also stands as the point characterized by extraversion. Abdullah al. conveyed result after into of of employee.

The employee extraversion is claimed to positive on commitment the The of & (2015) had also proven how employees' extraversion of a hospital positively impacts their commitment to their workplace. The factor openness experience with per 3.56 32.64% the total percentage. Similar result has been attested Acaray Yildirim They researched private school teachers and found out that their openness attitude brings positive effect cognitive affective Having systematically connection of with commitment a staffs, Dashti Mokhtari (2016) a that is believed as a positive predictor on organizational commitment.

The research symbolizes that personality traits of the civil servant teachers are The of emotional stability, extraversion and openness to experience should be done to promote the growth of commitment and responsibility to schools. **Predictors of Organizational Commitment** There are three factors used to measure the organizational of civil teachers.

They comprise of employee engagement to in moral and individual loyalty to organization. The predictor determine organizational in research employee to in The score 4.10 percentage 33.74%. result in with research result reported by Rameshkumar (2019). surveyed number mariners and concluded that there is a positive relation between mariner engagement and all types of organizational except commitment.

out quantitative survey professional Tasleem & (2016) indistinguishable result, specifying that employee engagement or what called job influences organizational positively significantly. be detail, (2018) postulated that from employees' perception, their engagement contributes to their commitment. While perception employers, to step on higher position or career and team work experience the of commitment. The observed is responsibility.

The score of average per indicator is 4.08 (33.55%). The finding is in harmony with a from (2016) examining employee commitment a multinational The summarized the perception responsibility give impact on their organizational commitment. Presenting detail Turker (2009), tested professionals the professed social non- social responsibility is a revealing predictor on 128 doi:10.21831/cp.v40i1.33766 organizational While & Tahir conducted research employees of public companies and found out a tendency that their economics responsibility side is also influential to organizational commitment notably affective commitment. The facet individual to organization. average is or 32.71%.

to previous result, analyzing data from company Iqbal, & (2015) positive correlation between employee loyalty and their commitment to the company. Examining employees of heavy equipment Nasiri, & Nasiripour pointed similar finding, even that loyalty of the dealership positively impacts on quality to A done Mahalingam Suresh to IT employees also confessed the resembling result.

Those three factors indicate that to maintain the commitment civil teachers, the school management is supposed to provide more portion and opportunity for them to involve actively in any school activities which at the end will improve their sense of belonging to school. Other than that, giving good model and creating reasonable as well as steady policy are suggestive.

**CONCLUSIONS** The result of path analysis shows that tcount is higher than ttable > The research then concludes that there is a positive direct of on commitment of the civil servant teachers. It further means the enhancement of personality will develop civil servant teachers' organizational commitment. Correspondingly, this result is in consonance with a number of previous relevant research.

The conclusion the indicators determine The is stability percentage The facet predict personality is giving 33.56%. The factor openness experience 33.56% to whole The implication of this finding insinuates school principals be solicitous the personality stability teachers' emotion as the empowerment for them to work in intense electrifying environment. The supporting is to affect commitment. being calculated, is the indicator employee to in (33.74%).

The second one is moral responsibility (33.55%). last with lowest percentage is loyalty organization. This necessity school principals to keep engaging their teachers in school work and duties. Providing honorable role model and vigorous rules or policy are either vitally important. The research three of predictors for each variable.

It is highly suggested for the future research to apply all traits of **the Big Five Personality** to measure the variable. the of organizational is admonished. Besides, surveying respondents with much broader i.e. or teachers, is worth to conduct.

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