HOW ORGANIZATIONAL COMMITMENT CAN INCREASE BEHAVIOR?

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Abstract

This study aims to examine the effect of personality and work environment on organizational commitment to the organization. This study uses explanatory quantitative research on 24 contractor companies in DKI Jakarta with 72 respondents who were processed using the SEM-PLS approach. The results of the study indicate that personality directly influences organizational commitment to organizations in contractor companies in DKI Jakarta Province, and the work environment directly influences organizational commitment to organizations in contractor companies in DKI Jakarta Province.

Keywords: Personality, Work Environment, Organizational Commitment, behavior.

INTRODUCTION

Employee performance shows the ability of employees to carry out all the tasks that are their responsibility. The success of an organization is very dependent on the good and bad performance of the organization. The performance of an organization depends on the performance of employees where each employee is a driver for the running of a company or institution. Good performance from employees will have a direct impact on the success and failure of a company agency.

Organizations that are successful in achieving their goals and being able to fulfill their responsibilities are highly dependent on leaders. If the leader is able to carry out his responsibilities well, it is very likely that an organization will achieve its goals. An organization needs an effective leader, who has the ability to influence the behavior of its employees. In addition, employees must also have motivation and a high level of discipline in achieving success and the desire to achieve optimal results. In accordance with the theory mentioned by Kasmir (2016) there are several factors that influence employee performance, namely abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline.

Performance appraisal is basically a key factor in developing an organization effectively and efficiently, due to better policies or programs for human resources in the organization. Individual performance appraisal is very useful for the dynamics of the growth of the organization as a whole, through this assessment it can be seen the actual condition of how the employee's performance is. One measure of increased performance is based on the successful implementation of visionary leadership, personality, work environment and organizational commitment.

Thus, the direction of the research is to identify and examine the factors that influence employee performance in road contractor companies in DKI Jakarta, so that they can provide input for management in formulating appropriate human resource strategies to

improve employee performance as a basis for competitive advantage.

Then, another factor that affects employee performance is personality, as revealed by research by Athota, et al (2019) which states in their research that personality affects employee performance. Supported by research by Awadh, et al (2012) that personality affects employee performance. Then, Baker, et al (2012) stated that personality affects employee performance. Further research by Imam, et al (2013) explains that personality affects employee performance. Supported by Laura and Surnaryo (2020) that personality affects employee performance. Likewise, Shi, et al (2011) and Tracey, et al (2007) reveal that personality affects employee performance.

Furthermore, the factor that affects employee performance is the work environment, which is supported by research by Amjad, et al (2015) explaining that a comfortable and conducive work environment has a positive and significant effect on employee performance. Ukah, et al (2021) stated that a comfortable and conducive work environment has a positive and significant effect on employee performance. Furthermore, research by Munira et al (2013) suggests that a comfortable and conducive work environment has a positive and significant impact on employee performance. Then, Pradhan and Jena's research (2017) states that a comfortable and conducive work environment has a positive and significant effect on employee performance. Supported by research by Ramli (2017) that a comfortable and conducive work environment has a positive and significant effect on employee performance. Likewise, research by Riaz, et al. (2017) explains that a comfortable and conducive work environment has a positive and significant effect on employee performance. Samarayake and De Silva (2010) in their research state that a comfortable and conducive work environment has a positive and significant impact on employee performance. Also, research by Zafar, et al (2017) says that a comfortable and conducive work environment has a positive and significant effect on employee performance.

Literature Review

Personality

Personality is a personal characteristic that causes consistent feelings, thoughts, and behavior to emerge (Sjarkawi, 2008). Then, Cervone and Pervin (2012) explain that a person's personality is shaped by the influence of expected behavior as determined by their respective communities and at work, according to the nature of their work. Furthermore, Spector (2011:347) says that personality has the potential to influence the process of counterproductive work behavior at every step. It can affect people's perceptions and judgments of the environment, their attributions to the causes of events, their emotional responses, and their ability to inhibit aggressive and counterproductive impulses. Also, Robbins (2001) states that a person's personality can be seen from how a person reacts and interacts with someone, the personality created by heredity, environment and situation.

Based on the explanation above, it can be concluded that personality is a person's characteristic that is seen from how he responds to something and interacts with something in front of someone, where this personality is created from their respective environmental backgrounds.

Work environment

Udenga (2012) said that the work environment can be defined as an environment in which people work which includes physical settings, job profiles, culture and market conditions. Then, Briner (2000) suggests that the workplace environment can be considered simply as an environment in which people work as such; it is a very broad category that includes the physical setting (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity). Furthermore, Olukkaran and Gunaseelan (2012) explain that the work environment can be identified as a place where a person works, which means the environment around a person. It is a social and professional environment in which one is supposed to interact with a number of people.

Based on the explanation above, it can be concluded that the Work Environment is the workplace environment can be considered only as an environment in which people work including the physical setting, job profile, culture and market conditions.

Organizational Commitment

Syarif and Herlina (2019) stated that organizational commitment, reflects the strength of employees in identifying self-involvement into organizational parts, characterized by acceptance of the values and goals of the organization, readiness and willingness to fight earnestly on behalf of the organization, and the desire to maintain membership. in the organization. Then, Darmawan (2013:171) explains that Organizational Commitment is the desire of employees to maintain membership in the organization and are willing to do business for the achievement of organizational goals. McDonald and Makin (2008:84-91) state that organizational commitment is a psychological agreement signed between people and organizations. In conclusion, organizational commitment is related to the strong desire of employees in the form of active involvement and participation in the organization, cognitive and affective. Likewise, Kreitner and Kinicji (2014:165) reveal that organizational commitment is the extent to which a person knows the company and its goals. Supported by Newstorm (2007:207) that Organizational Commitment is the level / degree of self-identification of employees with the organization and their desire to continue their active participation in the organization. And, Luthan (2008:142) explains that Organizational Commitment is a strong desire to remain a member of the organization; the desire to demonstrate a high level of business on behalf of the organization; and a strong belief in accepting the values and goals of the organization.

Based on the explanation above, it can be concluded that Organizational Commitment is the extent to which employees believe in the organization by involving themselves emotionally and psychologically with a view to assisting the organization in achieving its goals.

Theoretical Framework

Abdullah, et al (2013) suggested that personality has a positive and significant effect on organizational commitment to the organization. Supported by research by Arifin, et al (2019) that a comfortable and conducive work environment can increase organizational commitment to the organization. Then, research by Zudek, et al (1991) suggests that a comfortable and conducive work environment can increase organizational commitment to the organization. Furthermore, Erdheim, et al (2006) stated that a comfortable and conducive work environment can increase organizational commitment to the organization. Farrukh, et al (2017) explain that a comfortable and conducive work environment can increase organizational commitment to the organization. Furthermore, research by Gelade, et al (2017) revealed that a comfortable and conducive work environment can increase organizational commitment to the organization. Likewise, research by Guay, et al (2015) that a comfortable and conducive work environment can increase organizational commitment to the organization. Also, research by Indarti, et al (2017) which explains that a comfortable and conducive work environment can increase organizational commitment to the organization.

Research by Laschinger and Wong (2006) explains that a comfortable and conducive work environment can increase organizational commitment to the organization. Then, research by Djuwita, et al (2018) states that a comfortable and conducive work environment can increase organizational commitment to the organization. Rollad, et al (2015) suggest that a comfortable and conducive work environment can increase organizational commitment to the organization. Furthermore, Kazemipour, et al (2012) revealed that a comfortable and conducive work environment can increase organizational commitment to the organization. Likewise, Funminiyi (2015) explains that a comfortable and conducive work environment

can increase organizational commitment to the organization. Supported by research by Laschinger, et al (2015) that a comfortable and conducive work environment can increase organizational commitment to the organization. The same thing was expressed by Mousa and Alas (2016) that a comfortable and conducive work environment can increase organizational commitment to the organization. Also, research by Vandenberghe (2011) that a comfortable and conducive work environment can increase organizational commitment to the organization.

Research Methodology

This study uses a quantitative method with an explanatory approach. The population in this study were employees of a contractor company in the DKI Jakarta Province. The number of samples is 72 respondents from 24 contractor companies in DKI Jakarta Province, where the sample is obtained based on the rule of thumb from the statistical analysis used. The data collection technique in this study was a questionnaire using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach. The hypothesis in this study is:

Table 1. *Research Hypotesis*

No.	Hypothesis
H1	Personality has a direct influence on Organizational Commitment
H2	Work Enviroment has a direct influence on Organizational Commitment

Result and Discussion

Validity and Reliability

Table 2. *Outer Model Evaluation*

Variables	Sub-Variables	Cross Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)	Critical Value
Personality	Extroversion	0.805	0.885	0.793	1.0000
	Awareness	0.790	0.923	0.858	1.0000
	Neuroticism	0.783	0.933	0.765	1.0000
	Friendliness	0.713	0.944	0.899	1.0000
	Openness	0.843	0.754	0.812	1.0000
Work Enviroment	Furniture	0.682	0.943	0.891	1.0000
	Air Temperature	0.770	0.831	0.710	1.0000
	Lighting	0.745	0.866	0.763	1.0000
	Noise	0.693	0.785	0.646	1.0000
Organizational Commitment	Affective Commitment	0.797	0.885	0.793	1.0000
	Continuous Commitment	0.842	0.828	0.706	1.0000
	Normative Commitment	0.796	0.930	0.869	1.0000

From table 2 above, it can be seen that the data that has been processed using the Wrap-PLS application indicates convergent validity in the study, showing that each variable has a loading factor value above 0.5 which means that the questionnaire instrument used in this study is valid and represents the condition of the personality, environmental variables. work and organizational commitment. Then, from the table above, it can be seen that the AVE value is greater than 0.5, which means that this research questionnaire has met discriminant validity. In addition, the variables from the table above have met the composite reliability, where the value is more than 0.70, which means that the research is feasible to continue in the hypothesis testing process

Hypotheses Testing

Table 3. *Direct Impact*

Hypothesis	Impact	Path Coefficients	t-test	Result
H1	Personality ->> Organizational Commitment	0.528	8.119	Significant
H2	Work Environment ->> Organizational Commitment	0.714	9.136	Significant

Referring to table 3 above, it can be seen that the t-test value in hypothesis 1 is greater than t-table 1.99, which means that there is a significant influence between personality and organizational commitment. And the results of the t-test on hypothesis 2 are also greater than t-table 1.99, which means that there is a significant influence between the work environment and organizational commitment.

Discussion

H1: The Influence of Personality on Organizational Commitment

Personality has a direct influence on organizational commitment, which means that employees who have a strong commitment to the organization are influenced by the personality of the employee. This study supports the results of research by Abdullah, et al (2013), Arifin, et al (2019), Erdheim, et al (2006), Zudek, et al (1991), Farrukh, et al (2017), , et al (2017), Guay, et al (2015) and Indarti, et al (2017) that a comfortable and conducive work environment can increase organizational commitment to the organization.

H2: Effect of Work Environment on Organizational Commitment

 From the results of the calculations and hypothesis testing above, it can be seen that the work environment has a direct effect on organizational commitment in this study, which means that employees can increase their commitment to the organization, if an adequate and comfortable work environment is facilitated. This study supports the results of research by Laschinger and Wong (2006), Djuwita, et al (2018), Rollad, et al (2015), Kazemipour, et al (2012), Funminiyi (2015), Laschinger, et al (2015), Mousa and Alas

(2016), and Vandenberghe (2011) explain that a comfortable and conducive work environment can increase organizational commitment to the organization.

Conclusions

The results showed that the ups and downs of organizational commitment to the organization were influenced by the personality of the employee and an adequate work environment. Based on result study, it can be seen that personality has a significant effect on organizational commitment, meaning that the better the personality possessed by employees, the higher the organizational commitment. Also, the work environment has a significant effect on organizational commitment, which means that the more adequate the work environment, the higher the commitment of employees.

Suggestions and Recommendations

The limitation of this research is that the research only focuses on personality and work environment as factors that influence organizational commitment, in fact the factors that influence organizational commitment are not only personality and work environment, but also work motivation, competence, empowerment, and so on.

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