

The Effect of Personality and Motivation on Employees Organizational Commitment in Managing the Environment

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Abstract

Organizational commitment, particularly environmental commitment, during the Covid-19 pandemic at any corporation is interesting and important issue to be studied. Whether it could be built in a structural model related to personality and motivation was the objective of this research. Therefore, a causal survey method used by involving 87 employees as sample which selected randomly. Three instruments have been developed with its reliability respectively, to measure employee's organizational commitment (0,79), personality (0,84), and motivation (0,77). Data analyzed by path analysis. The research results revealed that employee's motivation was a significant mediator between personality (using big-5 personality) and organizational commitment of employees to manage the environment. Of course, motivation in this case was not a general concept, but it is mostly related to employee's motivation in protecting the only one planet as a human habitat. Moreover, it was found that personality and motivation, directly and significantly affected on employee's organizational commitment as well. These findings were important for environmental leaders or managers in trying to overcome some align to environmental problems, especially during the pandemic by considering the role of their motivation based on employee's personality.

Keywords

Big-5 Personality, Environmental Commitment, Path-Analysis, Reliability.

INTRODUCTION

Indonesian government is committed in achieving sustainable development goals (SDGs) to meet the needs of the present without compromising the ability to meet the needs of future generations. The things that must be considered are the use of the environment and its sustainability so that the quality of the environment is maintained. Success in achieving the goals of the SDGs depends on three main factors that are made into priority programs which are acceleration, financing, and inclusion.

Industry or company plays an important role as a contributor to environmental pollutants. [16] (2018) state that industry has many impacts on environmental problems, as well as the loss of humanities social values. Various wastes enter the environment and cause air, water, soil and noise pollution. Sustainable development is a solution to environmental problems that arise in this era. Sustainable development is a planned effort that integrates the environment to ensure social and environmental capabilities. Improvement efforts continue to be made with the mental revolution of stakeholders related to development. The issuance of environmental quality standards by the government helps control the increasing volume of pollutants.

The industrial revolution 4.0 is expected to be a tool for achieving the SDGs goals. It is said that the industrial revolution 4.0 has fundamentally resulted in the way humans think, live, and relate to one another. This era does not only affect the field of technology but also other fields such as economics, social, and the environment ([16], 2018). In line

with the industrial revolution 4.0 and sustainable development, players in the industrial world in practice have begun to apply environmental insight. In addition to environmentally infrastructure development, human resource development also needs to be considered.

Environmental management is one of the things that need to be considered in the industry. By instilling an environmentally vision and mission, people within the company will gradually aware of the organization's commitment to manage the environment. One of the commitments to the environment made by the company is implementing the ISO 14001 Environmental Management System (EMS) standard. This system is an international standard that has been widely implemented around the world.

Achieving the goals of an organization cannot be separated from good human resources. [19] (2017) state that human resources is very vital in a company. Human resources is considered important because it can affect the efficiency and effectiveness of the organization, and are the main expenses of the organization in carrying out its activities ([20], 2004). Person's motivation and personality are very important in an organization that applies discipline and high work commitment to their employees. Organizations need members who have personalities that support the emergence of behaviors that are in accordance with organizational goals.

In order to realize the sustainable development, organizations and companies must first focus on their human resources whether the existing human resources are in line with the organization's vision and mission related to environmental management. The personality and motivation of employees must be in line with the organizational

commitment to managing the environment.

Organizational commitment is a person's attitude or behavior towards the organization in the form of loyalty to achieve the vision, mission, values, and goals of the organization. A person can be said to have a high commitment to the organization if he has trust and accept the goals and values of the organization. They also should have a strong willingness to work and to remain in the organization. If an employee has a high personality and motivation towards the environment even though the company's vision and mission have changed, the employee will still have organizational commitment to the environment in accordance with the previous goals.

Based on the description, there is an assumption that there are still a lot of employees does not have environmentally conscious thoughts. Therefore, the personality type and employee motivation need to be identified so that the mapping of organizational commitment in managing the environment can be achieved. It is in order to achieve the sustainable development goals. In connection with the description, it becomes interesting to study.

The operational objective of this research is to describe and to analyze the understanding of personality type and motivation towards organizational commitment in managing the environment. In detail, the intended purpose is to find out the following:

1. The direct influence of personality on the organizational commitment of employee in the company.
2. The direct influence of personality on employee motivation in the company.
3. The direct effect of motivation on employee organizational commitment in the company.
4. Indirect influence of personality on organizational commitment of employee in the company through motivation.

This research is limited to an attempt to analyze the direct influence between personality type and employee motivation on organizational commitment in managing the environment due to the limited time and research costs.

MATERIALS AND METHODS

This research was aimed at finding out information about direct effect of employee's personality and motivation on organizational commitment. The research's type is quantitative research with a causal survey method by selecting 87 employees as a sample representing the population of employees mining company in South Jakarta. The instrument was developed to measure three variables with details reliability organizational commitment (0,79), personality (0,84), and motivation (0,77). The research data obtained were then analyzed by path analysis.

RESULTS AND DISCUSSIONS

The result of hypothesis testing has a direct and indirect effect on several test variables. It describes the relationship among personality, organizational commitment, and

motivation as described in the following table:

Table 1 : Phi Coefficient Table

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	56.985	8.974		6.350	.000			
	X1	.301	.076	.394	3.955	.000	.394	.394	.394

Based on table 1, personality has direct effect on organizational commitment with $\phi_{31} = 0.394$ and the calculated value $t_{cal} = 3,95 > t_{tab} = 1.98$.

Table 2 : Phi Coefficient Table

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	33.206	8.933		3.717	.000			
	X1	.479	.076	.566	6.334	.000	.566	.566	.566

a. Dependent Variable: X2

Based on table 2, personality has direct effect on motivation with $\phi_{31} = 0.566$ and the calculated value $t_{cal} = 6.33 > t_{tab} = 1.98$.

Table 3 : Phi Coefficient Table

Coefficients ^a									
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	72.940	8.529		8.552	.000			
	X2	.217	.095	.241	2.288	.025	.241	.241	.241

a. Dependent Variable: X3

Based on table 3, motivation has direct effect on organizational commitment with $\phi_{31} = 0.241$ and the calculated value $t_{cal} = 2.28 > t_{tab} = 1.98$.

Table 4 : The result of hypothesis testing

Direct / Indirect Effect	n	Path Coefficient	t - Count	T - Table	
				0,05	0,01
X1 to X3	87	0,394	3,95	1,98	2,63
X1 to X2	87	0,566	6,334	1,98	2,63
X2 to X3	87	0,241	2,288	1,98	2,63

Table 1 illustrates that personality has an indirect effect on organizational commitment through motivation so it is a considered mediator between personality and organizational commitment. The empirical model of the final path analysis result is presented in Figure 1 below:

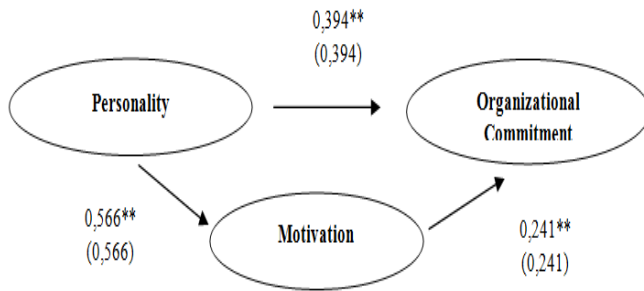


Figure 1. Empirical model of the final path analysis result

Based on the results of the study, it is known that the overall hypothesis is proven significantly and can be accepted. The results of the first hypothesis test state that organizational commitment is significantly influenced by personality. In other words, it can be proven that personality affects employee organizational commitment. This is also reinforced by research conducted by Sayuti and Sam Mang in 2018 that conscientiousness is one of the personality traits that has the most dominant influence on organizational commitment.

Openness to experience also has a positive influence on organizational commitment. In addition, personality traits such as friendliness and prudence also positively and significantly affect employees' affective commitment (Hawwas, 2012). This statement is supported by Abdullah's (2013) research that extraversion, agreeableness, and conscientiousness significantly and positively affect organizational commitment. Panaccio and Vandenberghe (2012) state that extraversion personality has a significant positive effect on affective commitment, agreeableness has a large influence on the commitment component, conscientiousness shows a significant direct effect on affective commitment, while neuroticism has an indirect effect on affective commitment. This is also reinforced by the statement of Choi et al (2015) that all dimensions of the big five personality have a direct influence on employee organizational commitment. In particular, agreeableness has the strongest influence on employee commitment.

Conscientiousness has the characteristics of being careful, organized, hardworking, and achievement-oriented so that employees who have these traits can work well (Choi et al, 2015). While the tendency to obey the rules at work that develops a sense of affective attachment to the organization (Farukh et al, 2017). Extraversion is a dimension based on positive emotions (Farukh et al, 2017). These characteristics tend to perceive their work environment more positively so that they get a more positive experience with the organization which will lead to a sense of attachment to the organization (Choi et al, 2015). This is also in line with the statement of Kumar and Bakhshi (2010) that conscientiousness and extraversion have a positive effect on organizational commitment.

Based on the results of second hypothesis testing, it shows that there is a significant direct influence between personality on motivation so that it can be proven that motivation is

influenced by personality. Mahlamaki et al (2018) revealed that several personality traits such as extraversion, agreeableness, conscientiousness, and emotional stability have a significant relationship with motivation. Research conducted by Nuckcheddy (2018) also shows the same thing, emotional stability and extraversion factors have a significant influence on motivation. This is reinforced by the statement of Hazrati-Viari et al (2012) that the conscientiousness factor has an effect on motivation, both intrinsic and extrinsic motivation.

Gibson et al (2012) revealed that efforts to understand behavior would be good when considering personality which is very closely related to motivation. Then motivation has a relationship with behavior and performance. The personality of an employee who is conditioned well can stimulate work motivation where it is a psychological impulse in a person that determines the direction of behavior and how much effort and perseverance is done when facing obstacles in the organization (Herzberg in Gomez-Meijaet et al, 2008). Sulestiawan (2012) states that the active involvement of an employee in his company is due to the good personality of the employee shown by the responsibility in work and also the emergence of creative ideas. This employee involvement creates motivation in employees to always work well. Based on the explanation above, the personality of an employee can determine how motivated he is to be able to work well in the company.

Based on the results of testing the third hypothesis, it shows that organizational commitment is significantly influenced by motivation so that it can be proven that motivation affects organizational commitment. Kim (2018) states that intrinsic motivation has a significant effect on employee turnover. Employees with greater intrinsic motivation will reduce turnover intention. This statement is reinforced by Mc Shane (2010) that an employee who has high motivation tends not to quit his job, is more competitive, and has a higher affective commitment. Agreeing with the values and feeling comfortable in the company will increase their motivation to stay in the organization.

Research conducted by Purnama et al (2016) shows that high work motivation will significantly increase organizational commitment, and vice versa. Therefore, giving motivational encouragement is one way to grow organizational commitment. In line with this, the results of research conducted by Sousa (2017) also show that there is an influence of motivation on organizational commitment. The higher the motivation then the higher the organizational commitment has. Radiani (2009) argues that motivation to do work in services will have a significant effect on organizational commitment.

Badjuri (2009) in his research states that organizational commitment is built on employee beliefs about organizational values, employee willingness to help realize organizational goals, and employee loyalty to remain members of the organization. Motivation arises because of the need and motivation encourages the emergence of action

in order to meet these needs. So if employees have high work motivation, commitment in carrying out their work will also increase (Lestari, 2016). Probo (2008) states that organizational commitment is a combination of attitude and behavior while motivation is something that starts a movement, makes someone act or behave in certain ways. It means that organizational commitment to a person will lead to motivation to work as well as possible in an organization as an effort to realize common goals as a consequence that this commitment can be achieved (Lestari, 2016).

Based on the previous explanation, motivation is influenced by personality. So it can be said that motivation is a mediator that needs to be considered between personality and organizational commitment. It is in line with the fourth hypothesis in this study which shows that there is an indirect influence between personality on organizational commitment through motivation. In accordance with the statement of Colquitt et al (2015) which suggests an integration model of organizational behavior that personality will affect organizational commitment through motivation. Surbakti (2011) also wrote that personal characteristics consisting of age, length of work, gender, and level of education; job characteristics consisting of job challenges, role conflict and role ambiguity; and work experience consisting of leadership style, organizational reliability, and co-workers have an influence on organizational commitment.

Novian and Akbar (2019) in their research state that a person's personality is shown in terms of dynamic and integrated individual mental, moral, and social qualities. This is manifested through a person's way of thinking, feeling, and responding to situations as well as work motivation, in high conditions that determine the direction of his behavior, and the level of effort when facing obstacles in the organization. Motivation theory is a concept that provides an explanation of a person's needs and desires to indicate the direction of his actions. Work motivation is a mediator variable between the personality of employees and their organizational commitment to the company (Surbakti, 2011). The organizational commitment of employees will be great if they have a good personality and a good work motivation.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the data analysis and hypothesis testing that have been carried out, several findings were obtained which have been discussed as follows :

1. Organizational commitment is directly influenced by personality. This means that variations that occur in employee organizational commitment even though all management systems are made the same but the size of the variation is influenced by the personality of employees who also vary.
2. Motivation is directly influenced by personality. This means that employee motivation is not too varied even though the company's management system is the same but if the employee's motivation varies which is

characterized by a high variance then this is due to the influence of the employee's personality which also varies.

3. Organizational commitment is directly influenced by motivation, meaning that variations that occur in employee organizational commitment even though all management systems are made the same but the size of the variation is influenced by employee motivation which also varies.
4. Organizational commitment is indirectly influenced by personality through motivation, meaning that besides personality affects organizational commitment, it can also affect motivation which in this finding is a suitable variable as a mediator between personality and organizational commitment.

Based on these findings, it can be concluded that if employees' organizational commitment is expected to be high, then factors such as personality and employee motivation need to be considered because organizational commitment is important for employees. This relates to how an employee can work properly and responsibly in his company.

Recommendations

Based on the above implications, some suggestions are as follows:

1. Employees are expected to improve the quality of their personality through work motivation, both self-motivation and company motivation in order to create positive attitudes at work.
2. Company management must provide rewards to increase employee motivation and provide personality training so that employee organizational commitment can increase.
3. Researchers who are interested in conducting further research can add several other factors such as performance or employee satisfaction levels, so that the hypothetical model to be verified becomes more comprehensive.

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