
THE IMPROVEMENT OF ORGANIZATIONAL COMMITMENT THROUGH THE STRENGTHENING PERSONALITY TRAITS, TRANSFORMATIONAL LEADERSHIP, ORGANIZATIONAL CULTURE, AND JOB SATISFACTION

¹Tiarma Ika Yuliana, ²Soewarto Hardhienata, ³Griet Helena Laihad
Manajemen Pendidikan Sekolah Pascasarjana, Universitas Pakuan, Bogor, Indonesia
E-mail: tiarmaika@gmail.com

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ABSTRACT

The purpose of this research is to find the strategies and ways to improve the organizational commitment of private vocational school teachers, namely by strengthening the independent variables that have a positive effect on teacher commitment. These variables are Personality Traits, Transformational Leadership, Organizational Culture, and Job Satisfaction. The optimal solution of this research can be used as a recommendation to related parties, namely teachers, principals, school supervisors, school management institutions and education agencies. The method of this research is quantitative method by using survey methods, path analysis techniques and SITOREM analysis, those are used to indicators to determine optimal solutions in improving teacher commitment. The research was conducted on permanent foundation teachers (GTY) of private Vocational High Schools (SMK) in East Jakarta with a population of 381 teachers, with a sample of 195 teachers calculated using the Taro Yamane formula. The results of this research show there is a positive direct an significant effect of personality traits, transformational leadership, organizational culture and job satisfaction variables on Organizational Commitment; there is a positive direct and significant effect of personality traits, transformational leadership and organizational culture on Organizational Commitment; there is a positive indirect effect of personality traits, transformational leadership, organizational culture, on Organizational Commitment through Job Satisfaction.

Keywords: organizational commitment, personality traits, transformational leadership, organizational culture, and job satisfaction.

INTRODUCTION

The quality of education has always been a government program from year by year, one of which is to improve the quality and professionalism of teachers in carrying out their roles and duties. In this case, teachers play a very important role in achieving quality education, the role of teachers is not only to convey knowledge to students but also expected to participate in school organizational activities in order to achieve better school performance. Therefore, teachers are required to have active work behavior and attitudes towards achieving school goals. The work attitude of a teacher includes having responsibility in carrying out his duties and being willing to work harder for the achievement of the goals of the school organization which is strengthened by a high commitment to the organization.

The commitment refers to the loyalty and responsibility of a teacher towards the school where he works. Teacher commitment to the organization is a work attitude, emotion, belief, willingness that reflects desire, need, responsibility, alignment and involvement to work hard, a definite desire to stay in the organization and give the best effort, energy and time for a job or activity.

Teachers with high commitment have high morale, characterized by high discipline, interest, enthusiasm and motivation to work, creative and imaginative thinking, consistency and always trying to find alternatives in their teaching methods. Teachers with low morale will show disciplinary behaviour, stick to one teaching method, lack creativity, only do routine tasks, and lack motivation. A teacher is expected to be committed in teaching quality, adaptive and solutive.



Some of the problems that arise due to low teacher commitment include the problem of high teacher absenteeism and low teacher enthusiasm in improving their work creativity. Based on the Indonesian Education Service Delivery Indicators (SDI) organized by the World Bank in collaboration with the Ministry of Religious Affairs, the Ministry of Education and Culture (Kemendikbud, 2020:15), there is a 25.5% teacher absence rate (under the Ministry of Education and Culture) and 20% of madrasah schools experience a class absence rate above 40%. This shows the low level of teacher loyalty to the schools where they work.

The Central Statistics Agency (BPS) reported that the majority of unemployment in Indonesia comes from the Vocational High School (SMK) graduate group. The unemployed population with the final education level of SMK reached 11.13% in August 2021. The government has made various efforts to improve the quality of education provision in SMK. This is evidenced by the issuance of Presidential Instruction Number 9 of 2016 concerning the Revitalisation of Vocational High Schools (SMK) and in collaboration with the Ministry of Industry to improve the competence of SMK teachers.

The previous research conducted by I Wayan Sucipta Wibawa and Made Surya Putra (2018) entitled '*Pengaruh Budaya Organisasi Terhadap Komitmen Organisasional di Mediasi Kepuasan Kerja pada PT. Bening Badung Bali*' shows that organizational culture and job satisfaction have a positive effect on organizational commitment. The research subjects were employees of a limited liability company while this study was a private TKJ vocational school teacher. In addition, commitment to the organization in this study is also associated with teacher personality and transformational leadership. Rudi Prihadi et al's research (2019) entitled '*Peningkatan Komitmen terhadap Organisasi melalui Penguatan Budaya Organisasi, Efikasi Diri dan Kecerdasan Emosional*'. The unit analysis of this research is private vocational school teachers in Tangerang by using a correlational method. The results showed that there was a

significant positive relationship between emotional intelligence and commitment to the organization with a correlation coefficient (r) = 0.481 and the coefficient of determination (r^2) = 0.232, meaning that 23.200% of the increase in commitment to the organization is the result of the contribution of emotional intelligence. The similarity with this previous research is private SMK teachers as the analysis unit and the difference is researchers focus on permanent teachers of SMK Computer Network Engineering (TKJ) foundations in the East Jakarta.

Greenberg & Baron (2008) said that organizational commitment is the extent to which an individual identifies and involves himself with the organisation or is reluctant to leave the organisation. The dimensions of organisational commitment are: a) Affective Commitment positive feelings towards his job. b) Continuing Commitment refers to the material sacrifice as a consequence of leaving work, c) Normative Commitment refers to work obligation. McShane and Von Glinow (2018: 119) state that organisational commitment is an employee's emotional connection and willingness to sacrifice for the organisation.

Winarsih et al (2021) revealed that 'organisational commitment means loyalty, trust and loyalty that a person has towards the organisation'. The dimensions/indicators of organisational commitment are: a) Affective commitment, b) Continuing commitment and c) Normative commitment.

Based on the definitions of organizational commitment above, it can be synthesized that organizational commitment is an attitude or loyalty of a person to the organisation where he works so that the vision, mission and goals of the organisation can be achieved properly. Indicators: a) Affective Commitment Dimension with indicators of self-involvement in the organisation and loyalty to the organisation. b) Continuing Commitment Dimension with indicators of feelings of loss of leaving the organisation and good work relationships. c) Normative Commitment Dimension: the obligation to pay debts to the

organisation and the obligation to be responsible for the organisation.

Colquitt, J. A., Lepine, J. A., & Wesson, M. J. (2019:266) said that Personality refers to the structures and propensities inside people that explain their characteristic patterns of thought, emotion and behavior. Personality refers to a person's structure and tendencies that characterize them in their thinking patterns, emotions and habits'.

Griffin, R. W., Phillips, J. M., & Gully, S. M. (2020) revealed that Personality is the relatively stable set of psychological attributes that distinguish one person from another. Firqan Mukroma. (2019) entitled 'Pengaruh Kepribadian dan Integritas Terhadap Kreativitas SD Negeri di Kabupaten Aceh Singkil' states that personality is a person's relatively stable habits that have permanent characteristics and unique characteristics, both in behaviour, thoughts and feelings that can distinguish individuals from other individuals.

Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2014) said that Personality refers to a relatively stable set of feelings and behaviors that have been significantly formed by genetic and environmental factors, Dimensions of the Personality variable are: a) Extroversion is a person's tendency for socialize. b) Emotional stability is a person's tendency to have a positive emotional. c) Agreeableness is a person's tendency to be sociable. d) Conscientiousness is a person's tendency to be reliable, organised, conscientious and responsible. e) Openness to experience reflects that a person has broad interests and takes the risks.

Simarmata (2014) defines personality as a person's dynamic and integrated character that is manifested in a unique and stable way of thinking, feeling and acting that characterises a person's response to life situations. Dimensions of personality variables: a. Conscientiousness, b. Extraversion, c. Agreeableness, d. Emotional stability, and emotional stability. Emotional stability, e. Openness to experience.

Based on the theories above, it can be synthesised that personality is a combination of psychological traits possessed by individuals

and can be used to classify a person's character, which is influenced by factors such as heredity, social, culture and environment. Indicators of personality variables are: trust and responsibility, cooperation, politeness, expression and emotional stability, imagination and creativity, socialisation and assertiveness.

Bas, Riggio. (2006:4) reveals that Transformational leadership involves inspiring followers to commit to a shared vision and goals for an organization or unit, challenging them to be innovative problem solvers, and developing followers' leadership capacity via coaching, mentoring, and provision of both challenge and support.

Colquitt et al (2019: 456) state that Transformational leadership involves inspiring followers to commit to a shared vision that provides meaning to their work while also serving as a role model who helps followers develop their own potential and view problems for new perspectives. A similar statement was also expressed by Robbins, Judge. (2018:226) Transformational Leaders are Leaders who inspire followers to transcend their own self-interests and who are capable of having a profound and extraordinary effect on followers.

Bindawati (2020) defines transformational leadership as the behaviour of a leader who inspires and motivates his followers to commit to achieving organisational goals and has a positive impact on his followers. Factors that influence Transformational Leadership are: a) Idealised influence with indicators: 1) instil moral values 2) respect subordinates. b) Inspirational Motivation: 1) provide examples of good behaviour. 2) provide examples of good performance. c) Intellectual Stimulation: 1) having intelligence. 2) rationality 3) provide a way out of a problem. 4) provide creative and innovative examples. d) Individual Consideration: 1) providing the development needs of subordinates. 2) pay attention to the abilities of subordinates. 3) provide advice and input to subordinates.

Based on the theories above, the synthesis of transformational leadership is the behaviour of a leader who involves all members to commit to realising the vision, motivating and

intellectually stimulating his followers and providing the self-development needs of his members in order to achieve common goals. The indicators are: a) Idealised influence b) Inspirational motivation c) Intellectual stimulation d) Individualised consideration.

Jason A. Colquitt, et.all (2019: 546) defines organisational culture as shared social knowledge in an organisation about rules, norms, and values, which shape the attitudes and behaviour of employees. The indicators are: 1) Physical symbols and behaviour. As a visible manifestation of deeper cultural elements, 2) Values that are verbally stated to be developed, and 3) Basic assumptions and beliefs.

Steven McShane and Marry Ann Von Glinow (2010: 416) suggest that organisational culture is the established values and assumptions shared within an organisation, to define what is important and not important in a company and finally, direct everyone towards the right way of doing things in the organisation. The indicators are 1) Innovation: Experimenting, looking for opportunities, taking risks, 2) Stability: Predictability, security, rule-oriented, 3) Respect for People: Honesty, Tolerance, 4) Outcome Orientations: Action orientated, High expectation orientated, 5) Attention to Detail: Precise, analysable, 6) Team orientation: Collaboration among members, people orientated, and 7) Aggressiveness: Competitive, low pressure on social responsibility.

Based on the definitions above, organisational culture is a belief, values and norms that become a reference in shaping the mindset and behaviour of organisational members to achieve organisational goals and can distinguish it from other organisations. The indicators are: a) individual freedom b) tolerance of risky actions c) management support d) structure e) reward identity f) tolerance for conflict.

Richard L. Daft (2010:444) briefly states “Job satisfaction is the degree to which an individual feels positive or negative about a job.” The dimensions and indicators are: a) The work itself (indicators of responsibility, interest, and growth), b) Quality of supervision (technical

assistance and social support), c) Relationships with co-workers (social harmony and respect), d) Promotion opportunities (opportunities for further advancement) and e) Salary (adequacy in receiving salary and other needs).

Robbins, S. P (2003: 78) asserts that job satisfaction is a general attitude towards one's job that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. Dimensions: a) The work itself (tasks, learning opportunities, and responsibilities); b) Salary (the system and equity of pay); c) Promotion opportunities; d) Leadership (leadership style); and e) Co-workers (supporting by co-workers).

McShane and Glinow (2010: 108) state: “Job Satisfaction is a person evaluation of his or her jobs and work context.” The dimensions are: a) Appraisal of the perceived job characteristics, b) Work environment and c) Emotional experiences at work.

Gibson, et al (2006: 108) define job satisfaction as an individual's attitude towards his job which is based on perceptions about his job. The proposed dimensions are a) Pay (salary, wages, honoraria, etc.), b) Job (job conditions: facilities, challenges, job requirements), c) Promotion Opportunities (promotion opportunities, career development, status improvement), d) Supervisor (Supervision of leadership, superior-subordinate relationships) and e) Co-Workers (colleagues, teamwork).

From the above theories, it can be synthesised that job satisfaction is an emotional attitude that arises from within a person in undergoing his work Indicators: a) The work itself b) Quality of Supervision c) Relationship with Co Wokers d) Promotion Opportunities e) Salary

Based on the background and some previous research described above, the researcher is interested in examining the increase in commitment to the organisation through strengthening personality, transformational leadership, organisational culture and job satisfaction using path analysis and SITOREM analysis. This research will focus on finding the strengths of both direct and

indirect effects between variables. indicators of each variable will be found to be improved so that it has an impact on increasing organisational commitment.

METHODS

The method of this research is quantitative research by using survey methods, path analysis techniques and SITOREM analysis. Setyaningsih (2020) revealed that path analysis can be said to be an extension of multiple regression analysis, although based on history there are basic differences between path analysis which is independent of statistical procedures in determining causal relationships; while linear regression is indeed a statistical procedure used to analyze causal relationships between the variables studied. SITOREM method for indicator analysis to determine the optimal solution in improving teachers' Commitment. The research was conducted on permanent foundation teachers (GTY) of private Vocational High Schools (SMK) in East Jakarta with a population of 381 teachers, with a sample of 195 teachers calculated using the Taro Yamane formula (Riduwan, 2017).

Data collection of this research used questionnaires instruments' form which are distributed to teachers as the respondents. The items of the research instrument are derived from the research indicators that will be explored. Before being distributed to respondents, the research instrument was first tested to determine its validity and reliability. The validity test was carried out using data analysis techniques, namely descriptive statistical analysis, prerequisite test analysis and research hypothesis testing using path analysis techniques. SITOREM method from (Hardhienata, 2017) to determine the priority order of indicator improvement as a recommendation to related parties which is the result of this research. In determining the priority order of handling indicators, SITOREM uses three criteria, namely (1) the strength of the relationship between variables obtained from hypothesis testing, (2) the priority order of handling indicators resulting from expert judgment, and (3) the value of indicators

obtained from data calculations obtained from the answers of research respondents.

RESULTS AND DISCUSSION

1. Hypothesis Test

a) First Hypothesis Testing

From the calculation results, the path coefficient value is obtained with $\beta_1 = 0.737$. The results of testing the meaning of the coefficient obtained t count of 6.902 and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602.

b) Second Hypothesis Testing

From the calculation results obtained the path coefficient value with $\beta_2 = 0.089$. The results of testing the meaning of the coefficient obtained t count of 2.862 and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602.

c) Third Hypothesis Testing

From the calculation results obtained the path coefficient value with $\beta_3 = 0.116$. The results of testing the meaning of the coefficient obtained t count of 2.913 and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602.

d) Fourth Hypothesis Testing

From the calculation results, the path coefficient value is obtained with $\beta_4 = 0.150$. The results of testing the meaning of the coefficient obtained t count of 3.117 and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602.

e) Fifth Hypothesis Testing

From the calculation results obtained the path coefficient value with $\beta_{41} = 0.287$. The results of testing the meaning of the coefficient obtained t count of 3.215 and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602.

f) Sixth Hypothesis Testing

From the calculation results, the path coefficient value is obtained with $\beta_{42} = 0.142$. The results of testing the

meaning of the coefficient obtained t count of 3.557 and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602.

g) Seventh Hypothesis Testing

From the calculation results, the path coefficient value is obtained with $\beta_{43} = 0.508$. The results of testing the meaning of the coefficient obtained t count of 5.262

and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602.

h) Eighth Hypothesis Testing

From the calculation results, the Z statistic value is 3.44, then the test results obtained Z statistic $3.44 > 1.96$. Thus, it can be concluded that Job Satisfaction functions effectively as an intervening variable in the indirect effect of Personality on Commitment to the Organisation.

Then, the Indirect Coefficient value is 0.144, which means that the amount of indirect influence of X1 on Y through X4 is 14,4%.

i) Ninth Hypothesis Testing

From the calculation results, the Z statistic value is 0.991, then the test results obtained Z statistic $0.991 < 1.96$. Thus, it can be concluded that Job Satisfaction does not function

effectively as an intervening variable on the indirect effect of Transformational Leadership on Commitment to the Organisation.. Then, the Indirect Coefficient value is 0.017, which means that the amount of indirect influence of X2 on Y through X4 is 1.7%.

j) Tenth Hypothesis Testing

From the calculation results, the Z statistic value is 1,957 then the test results obtained Z statistic $1.957 \geq 1.96$. Thus, it can be concluded that Job Satisfaction functions effectively as an intervening variable on the indirect effect of Organisational Culture on Commitment to the Organisation. Then, the Indirect Coefficient value is 0.039, which means that the amount of indirect influence of X1 on Y through X4 is 3.9%.

2. SITOREM Analysis

After obtaining the average results of school research on each indicator and the weight (%) of each indicator, further analysis can be carried out to determine the classification of the indicators of the research variables, namely into (a) group of indicators that need immediate improvement (high weight and low score), and (b) group of indicators that need to be maintained or developed (weight and high score), as described in the table below.

Table 1 SITOREM Analysis Results

Commitment to the organizational		
Leading Indicator	Indicator After Expert Assessment	Indicator Value
1. Self-involvement in the organisation	1 st Loyalty to the organisation (18,85%)	4,39
2. Loyalty to the organisation	2 nd Responsibility to the organisation (18,85%)	4,29
3. Feeling of loss outside the organisation	3 rd Self-involvement in the organisation (18,32%)	4,36
4. Good working relationship	4 th Good working relationship (16,23%)	4,37
5. Obligation to repay the debt of gratitude towards the organisation	5 th Feeling of loss outside the organisation (14,14%)	3,92
6. Responsibility to the organisation	6 th Obligation to repay the debt of gratitude	3,99



	towards the organisation (13,61%)	
Personality Traits ($\beta=0,737$) Rangkaing I		
Leading Indicator	Indicator After Expert Assessment	Indikator Value
1. Trust and Responsibility	1 st Politeness (16,43%)	4,11
2. Cooperative	2 nd Expression and Emotional stability (15,49%)	4,21
3. Politeness	3 rd Trust and Responsibility (15,02%)	4,38
4. Expression and Emotional stability	4 th Assertiveness (15,02%)	4,24
5. Creativity	5 th Cooperative (14,08%)	4,56
6. Socialisation	6 th Creativity (12,21%)	4,44
7. Assertiveness	7 th Socialisation (11,74%)	4,2
Transformational Leadership ($\beta=0,089$) Rangkaing IV		
Leading Indicator	Indicator After Expert Assessment	Indicator Value
1. Idealised Influence	1 st Inspirational Motivation (27,48%)	4,16
2. Inspirational Motivation	2 nd Intellectual Stimulation (25,95%)	4,11
3. Intellectual Stimulation	3 rd Idealised Influence (25,19%)	4,18
4. Individualised Consideration	4 th Individualised Consideration (21,37%)	4,05
Organizational Culture ($\beta=0,116$) Rangkaing III		
Leading Indicator	Indicator After Expert Assessment	Indicator Value
1. Individual Freedom	1 st Award Identity (18,18%)	3,85
2. Tolerance of Risk Actions	2 nd Management Support (17,61%)	3,99
3. Management Support	3 rd Tolerance of Conflict (17,61%)	4,14
4. Structure	4 th Individual Freedom (15,91%)	4,05
5. Award Identity	5 th Tolerance of Risk Actions (15,34%)	4,17
6. Tolerance of Conflict	6 th Structure (15,34%)	4,29
Job Satisfaction ($\beta=0,150$) Rangkaing II		
Leading Indicator	Indicator After Expert Assessment	Indicator Value
1. The work itself	1 st The work itself (22%)	4,21
2. Quality of Supervision	2 nd Relationship with colleagues (21,33%)	4,23
3. Relationship with colleagues	3 rd Quality of Supervision (20,67%)	4,17
4. Promotion opportunity	4 th Salary (18,67%)	3,79
5. Salary	5 th Promotion opportunity (17,33%)	4,18

DISCUSSION

1. Hypothesis Test Results

a) There is a Positive Direct Effect of Personality Traits (X_1) on Commitment to Organizational (Y)

The calculation result shows that the path coefficient value is obtained with $\beta_{y1} = 0.737$. The results of testing the meaning of the coefficient obtained t-

count of 6.902 and t table ($dk = 192$, with $\alpha = 0.05$) of 1.973 and t table ($dk = 192$, with $\alpha = 0.01$) of 2.602. Based on the calculation results as shown in the table above, it is obtained that t-count > t-table, then H_0 is rejected and H_1 is accepted. Thus it can be concluded that Personality (X_1) has a direct positive

and significant effect on Commitment to the Organisational (Y).

b) There is a Positive Direct Effect of Transformational Leadership (X₂) on Commitment to Organizational (Y)

The calculation result shows that the path coefficient value is obtained with $\beta_{y2} = 0.089$. The results of testing the meaning of the coefficient obtained t-count of 2.862 and t-table (dk = 192, with $\alpha = 0.05$) of 1.973 and t table (dk = 192, with $\alpha = 0.01$) of 2.602. Based on the calculation results as shown in the table above, it is obtained that t-count > t-table, then H₀ is rejected and H₁ is accepted. Thus it can be concluded that Transformational Leadership (X₂) has a direct positive and significant effect on Commitment to the Organisational (Y).

c) There is a Positive Direct Effect of Organizational Culture (X₃) on Commitment to Organizational (Y)

The calculation result shows that the path coefficient value is obtained with $\beta_{y3} = 0.116$. The results of testing the meaning of the coefficient obtained tcount of 2.913 and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602. Based on the calculation results as shown in the table above, it is obtained that t-count > t-table, then H₀ is rejected and H₁ is accepted. Thus it can be concluded that Organizational Culture (X₃) has a direct positive and significant effect on Commitment to Organizational (Y).

d) There is a Positive Direct Effect of Job Satisfaction (X₄) on Commitment to Organizational (Y)

The calculation result shows that the path coefficient value with $\beta_{y4} = 0.150$. The results of testing the meaning of the coefficient obtained t-count of 3.117 and t-table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602. Based on the calculation results as shown in the table above, it is obtained that t-count > t-table, then H₀ is rejected and H₁ is accepted. Thus it

can be concluded that Job Satisfaction (X₄) has a direct positive and significant effect on Commitment to Organizational (Y).

e) There is a Positive Direct Effect of Personality Traits (X₁) on Job Satisfaction (X₄)

The calculation result shows that the path coefficient value with $\beta_{41} = 0.287$. The results of testing the meaning of the coefficient obtained t-count of 3.215 and t- table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602. Based on the calculation results as shown in the table above, it is obtained that tcount> ttable, then H₀ is rejected and H₁ is accepted. Thus it can be concluded that Personality Traits (X₁) has a direct positive and significant effect on Job Satisfaction (X₄).

f) There is a Positive Direct Effect of Transformational Leadership (X₂) on Job Satisfaction (X₄)

The calculation result shows that the path coefficient value is obtained with $\beta_{42} = 0.142$. The results of testing the meaning of the coefficient obtained tcount of 3.557 and t table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602. Based on the calculation results as shown in the table above, it is obtained that tcount> ttable, then H₀ is rejected and H₁ is accepted. Thus it can be concluded that Transformational Leadership (X₂) has a direct positive and significant effect on Job Satisfaction (X₄).

g) There is a Positive Direct Effect of Organizational Culture (X₃) on Job Satisfaction (X₄)

The calculation result shows that the path coefficient value is obtained with $\beta_{43} = 0.508$. The results of testing the meaning of the coefficient obtained t-count of 5.262 and t-table (dk = 191, with $\alpha = 0.05$) of 1.973 and t table (dk = 191, with $\alpha = 0.01$) of 2.602. Based on the calculation results as shown in the

table above, it is obtained that $t_{count} > t_{table}$, then H_0 is rejected and H_1 is accepted. Thus it can be concluded that Organizational Culture (X_3) has a direct positive and significant effect on Job Satisfaction (X_4).

h) Positive Indirect Effect of Personality Traits (X_1) on Commitment to Organizational (Y) through Job satisfaction(X_4)

The calculation result shows that the path coefficient value $\beta_{y41} = 0.144$ was obtained. The test results obtained Z-statistic of 3.44 and Z-table of 1.96. Based on the calculation results as shown, the Z-statistic $>$ Z-table is obtained. Thus, it can be concluded that Job satisfaction functions effectively as an intervening variable on the positive indirect effect of personality traits on Commitment to Organizational (Y).

i) Positive Indirect Effect of Transformational Leadership (X_2) on Commitment to Organizational (Y) through Job Satisfaction (X_4)

The calculation result shows that the path coefficient value $\beta_{y42} = 0.017$ was obtained. The test results obtained Z-statistic of 0.991 and Z-table of 1.96.

Based on the calculation results as shown, the Zstatistic $<$ Ztable is obtained. Thus, it can be concluded that Job satisfaction does not function effectively as an intervening variable on the positive indirect effect of transformational leadership on Commitment to Organizational (Y).

j) Positive Indirect Effect of Organizational Culture (X_3) on Commitment to Organizational (Y) through Job Satisfaction (X_4)

The calculation result shows that the path coefficient value $\beta_{y43} = 0.039$ was obtained. The test results obtained Z-statistic of 1.957 and Z-table of 1.96. Based on the calculation results as shown, the Z-statistic \geq Z-table is obtained. Thus, it can be concluded that Job satisfaction functions effectively as an intervening variable on the indirect effect of organizational culture on Commitment to Organizational (Y).

2. SITOREM Analysis

The following are the results of the SITOREM analysis to determine which indicators need to be maintained and improved.

Table 2 Results of SITOREM analysis

SITOREM ANALYSIS RESULT	
Priority order of indicators to be strengthened.	Indicator retained/developed
1 st Salary	1 st Self-involvement in the organisation
2 nd Award Identity	2 nd Loyalty to the organisation
3 rd Management Support	3 rd Good working relationship
4 th Obligation to repay the debt of gratitude towards the organisation	4 th Responsibility to the organisation
5 th Feeling of loss outside the organisation	5 th Trust and Responsibility
	6 th Cooperative
	7 th Politeness
	8 th Expression and Emotional stability
	9 th Creativity
	10 th Socialisation
	11 th Assertiveness
	12 th Idealised Influence
	13 th Inspirational Motivation
	14 th Intellectual Stimulation
	15 th Individualised Consideration
	16 th Individual Freedom

	17 th Tolerance of Risk Actions
	18 th Structure
	19 th Toleransi terhadap Konflik
	20 th The work itself
	21 st Quality of Supervision
	22 nd Relationship with colleagues
	23 rd Promotion opportunity

CONCLUSIONS

The following are the conclusions of this research:

1. There is a direct and significant positive effect of personality on commitment to the organisation with a path coefficient value of $\beta_{y1} = 0.737$, p (sig) $<0.05 = 0.000 <0.05$. This means that a strong personality can increase commitment to the organisation, if the stronger personality traits can be applied so the commitment to the organisation stronger.
2. There is a direct and significant positive effect of transformational leadership on commitment to the organisation with a path coefficient value of $\beta_{y2} = 0.089$, p (sig) $<0.05 = 0.032 <0.05$. This means that strong transformational leadership can increase commitment to the organisation, if the stronger transformational leadership can be applied so the commitment to the organisation can be also strong
3. There is a direct and significant positive effect of organisational culture on commitment to the organisation with a path coefficient value of $\beta_{y3} = 0.201$, p (sig) $<0.05 = 0.034 <0.05$. This means that a strong organisational culture can increase commitment to the organisation, so that the stronger the organisational culture implemented, the stronger the commitment to the organisation..
4. There is a direct and significant positive effect of job satisfaction on organisational culture with a path coefficient value of $\beta_{y4} = 0.195$, p (sig) $<0.05 = 0.000 <0.05$. This means that strong job satisfaction can improve organisational culture, if the stronger job satisfaction can be applied so the organisational culture can be stronger
5. There is a direct and significant positive effect of personality on job satisfaction with a path coefficient value of $\beta_{41} = 0.287$, p (sig) $<0.05 = 0.002 <0.05$. This means that a strong personality can increase job satisfaction, if the stronger the personality trait can be applied so the job satisfaction can be stronger.
6. There is a direct and significant positive effect of transformational leadership on job satisfaction with a path coefficient value of $\beta_{42} = 0.142$, p (sig) $<0.05 = 0.024 <0.05$. This means that strong transformational leadership can increase job satisfaction, if the stronger transformational leadership can be applied so the job satisfaction can be stronger..
7. There is a direct and significant positive effect of organisational culture on job satisfaction with a path coefficient value of $\beta_{43} = 0.508$, p (sig) $<0.05 = 0.000 <0.05$. This means that a strong organisational culture can increase job satisfaction, if the stronger the organisational culture implemented, the stronger job satisfaction.
8. Effective functioning of job satisfaction as an intervening variable on the indirect effect of personality on commitment to the organisation. This is evidenced by the value of $Z\text{-count} > Z\text{-tabel}$ ($3.44 > 1.96$) with a path coefficient value of $\beta_{y41} = 0.144$
9. Job satisfaction does not function effectively as an intervening variable on the indirect effect of transformational leadership on commitment to the organisation. This is evidenced by the value of $Z\text{hitung} < Z\text{tabel}$ ($0.991 < 1.96$) with a path coefficient value of $\beta_{y42} = 0.017$.
10. Effective functioning of job satisfaction as an intervening variable on the indirect effect of organisational culture on commitment to the organisation. This is evidenced by the value of $Z\text{-count} \geq Z\text{-tabel}$ ($1.96 \geq 1.96$) with a path coefficient value of $\beta_{y43} = 0.039$.

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