

The Influence of Organizational Culture and Personality on Job Satisfaction and The Implications on Commitment to The Organization Village-Owned Business Agency in North Barito District

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ABSTRACT

Development in general aims to build independence and improve the standard of living and welfare of the community, with the hope of avoiding poverty, including rural development. One of the government's missions is to build a rural economy that can be achieved through community empowerment to increase the productivity and diversity of rural businesses, provide facilities and means to support the rural economy, build and strengthen institutions that support the production and marketing chain, and optimize village resources and potential. as the basis for rural economic growth.

This study aimed to determine: 1. the direct influences of organizational culture on job satisfaction of the headman of village-owned enterprises in North Barito Regency; 2. the direct influences of personality on job satisfaction of the headman of Village-Owned Enterprises in North Barito Regency; 3. the direct influences of organizational culture on a commitment to the organization of the headman of Village-Owned Enterprises in North Barito Regency; 4. the direct influences of personality on a commitment to the organization of the headman of Village-Owned Enterprises in North Barito Regency; 5. the direct influences of job satisfaction on a commitment to the organization of the headman of Village-Owned Enterprises in North Barito Regency; 6. the indirect influences of organizational culture on a commitment to the organization through job satisfaction of the headman of the Village-Owned Enterprise in North Barito Regency; 7. the indirect influences of personality on a commitment to the organization through job satisfaction of the headman of the Village-Owned Enterprise in North Barito Regency; 8. the influences of organizational culture and personality on job satisfaction together. 9. the influences of organizational culture, personality, and job satisfaction on a commitment to the organization together.

The population in this study were 93 headmen of village-owned enterprises, then the sample was taken as many as 30 headmen of village-owned enterprises in North Barito Regency who had worked for more than 2 years. The research instrument was a questionnaire. The data collected was then processed using path analysis techniques. The results showed that: 1. Organizational culture had a direct influence against organizational commitment. 2. There was no positive direct influence of personality against organizational commitment; 3. Job satisfaction had a direct influence against a commitment to the organization. 4. Organizational culture had a direct influence against job satisfaction; 5. Personality had a direct influence against job satisfaction.

Keywords: rural development. economy, production and marketing

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1. INTRODUCTION

The development aims to build independence and increase the standard of living and welfare of the community, including rural development. One of the government's missions is to build a rural economy that can be achieved through community empowerment to increase the productivity and diversity of rural businesses, provide facilities and means to support the rural economy, build and strengthen institutions that support the production and marketing chain, and optimize village resources and potential. as the basis for rural economic growth. The aim is to provide opportunities for regional and rural capacities as the backbone of the regional and national economy to achieve these national development goals.

The village is the smallest unit of the state that is closest to the community and in real terms, it directly touches the community's need for welfare. The basis of a strong community system in the village is the strength to develop a political, social, cultural, and economic system. In Indonesia, there are 75,436 villages, 8,444 Kelurahan, and 51 Transmigration Settlement Units (BPS 2019), of which more than 32 thousand villages are categorized as underdeveloped villages. This condition is very contradictory to the aim of regional autonomy. In the era of regional autonomy, it should be a manifestation of a show of strength in various fields, because the main goal of regional autonomy is to expand the welfare of the community, including rural communities. Now the village is facing a new era. Law Number 6 of 2014 concerning Villages, intends to deliver the village as life support. The village is expected to be independent socially, culturally, economically, and even politically. In Government Regulation Number 43 of 2014 as amended through PP 11 of 2019, the Second Amendment to PP 43 of 2014 has stated that now the village has the authority to regulate resources and development direction. The enactment of regulations on villages opens hopes for village communities to change. The village is entering an era of self-governing community where the village has autonomy and authority in planning, public services, and finance. So the village is no longer awaiting instructions from supra villages (District, Regency, Province, and Center). For this reason, the basis for the dynamics of village life is very dependent on community participation in encouraging the establishment of village management agreements, being able to foster and develop social, cultural, economic, and knowledge values.

The existence of this Village-Owned Enterprise is very important so that the economy in the village can develop and be independent. Until now, there are still many villages that do not have or form Village-Owned Enterprises. Various efforts by the central and regional governments aimed at developing and independent economies have not yet been maximized. Moreover, Law No. 6/2014 on the Use of Village Funds has been running for several years, but its use by villages in North Barito Regency is more focused on physical, but lacking community empowerment. Also, village officials still do not understand how to implement the village financial management system mechanism, which already has regulations. In the regulation, it is stated that a village is required to have a Village-Owned Enterprise, which type of business is adjusted to the potential, resources, and services for the basic needs of the community. So the North Barito Regency Government has now directed and obliged every village to have a Village-Owned Enterprise.

Leaders of Village-Owned Enterprises have low levels of commitment to the organization. Some examples of low commitment to the organization of the head of Village-Owned Enterprises include:

1. Attendance level, the attendance level of the Heads of Village-Owned Enterprises at the workplace is still very low.
2. The turnover rate, the turnover rate for the head of Village-Owned Enterprises is still very high

In order to maximize commitment to the organization, several things need to be considered. One of them is personality. In general, that personality has a meaning that is more than just an attractive character which is composed of all the characteristics it possesses. These properties vary. As it concerns the way people act, describes attitudes, relates to interests, and emotional temperament. There is a view that explains that one of the indicators of personality related to organizational commitment is openness and experience. In an organization, there must be several individuals who have an open attitude in all things. These open individuals tend to be more creative as members of the organization. Indicators other than openness to experiences of personality that are part of the five main models of personality are friendliness, stable emotions, kindness, and caution. Each person's personality is different and in an organization, a person will not show the characteristics or nature of his existence. Of the 5 main models, openness to experience is an important element in achieving high organizational commitment in the organization

Research purposes

This study was intended to analyze the factors that influence the commitment against the organization of the headman of Village-Owned Enterprises (BUMDES) in North Barito Regency. The analysis was directed at the factors that caused commitment against the organization of the headman of Village-Owned Enterprises in North Barito Regency.

According to the research background and research problem that had been identified, the aim of this study was to obtain a causal explanation that can explain the relationship between the factors that cause the headman's job satisfaction and increased the commitment against the organization of the headman of Village-Owned Enterprises. In detail the objectives of this study are aimed at analyzing and uncovering:

1. The direct influences of organizational culture on job satisfaction of the Headman of Village-Owned Enterprises in North Barito Regency

2. The direct influences of personality on job satisfaction of the headman of Village-Owned Enterprises in North Barito Regency.
3. The direct influences of organizational culture on a commitment to the organization of the headman of Village-Owned Enterprises in North Barito Regency.
4. The direct influences of personality on a commitment to the organization of the headman of Village-Owned Enterprises in North Barito Regency.
5. The direct influences of job satisfaction on a commitment to the organization of the headman of Village-Owned Enterprises in North Barito Regency.
6. The indirect influences of organizational culture on a commitment to the organization through job satisfaction of the headman of Village-Owned Enterprises in North Barito Regency
7. The indirect influences of personality on a commitment to the organization through job satisfaction of the Headman of Village-Owned Enterprises in North Barito Regency.
8. The influences of organizational culture and personality against job satisfaction together.
9. The influences of organizational culture, personality, and job satisfaction against a commitment to the organization together.

2. LITERATURE REVIEW

Commitment to Organization

Allen and Meyer in their book explain about three dimensions of organizational commitment as a concept, affective, normative, and continued commitment. The level of how far an employee is emotionally bound is called affective commitment, recognizes and involvement in a organization. Commitment could be defined as an cost assessment that associated with leaving the organization. While commitment normatively determined the percentage of which a person is bound to become an employee of an organization psychologically, based on several feelings such as ownership, pride, attachment, happiness, loyalty, pleasure, warmth, etc.

Meanwhile, a similar opinion regarding the definition of organizational commitment was put forward by Caldwell, Chatman, and O'Rielly (2002: 148) which stated that commitment to the organization is a psychological bond between employees and the organization. This organizational commitment can be expressed in three separate bases of attachment, namely compliance, identification, and internalization. Compliance leads to instrumental attachment in the form of special rewards. Identification leads to attachment based on the desire to join the organization. Internalization leads to the similarity between individual and organizational values. O'Rielly and Chatman further suggest that the consequences of commitment depend based on individual attachment.

The same thing is stated by Davis and Newstorm (2006: 87) which explains that commitment to the organization or employee loyalty reflects how far employees feel bound and involved with the organization so that employees are willing to remain active in the organization. This is a willingness measure of employee to remain in the organization and reflects the employee's belief in the mission and objective of organization, willingness in working hard to achieve goals, and having the intention to work continuously in the organization. A strong commitment is usually owned by employee who has worked in the long run, they have experienced personal success in the organization. The committed employee will have a good attendance record, demonstrate adherence to organizational policy, and has a low turnover rate.

Job satisfaction

According to the Robbins and Judge (2013: 79), job satisfaction could be defined as a feeling that positively towards their job resulted from the characteristics evaluation. An individual with a job satisfaction in high level holds positive feelings towards their job, while a dissatisfied individual holds negative feelings towards their job.

Ivancevich (2010: 72) Satisfaction is a feeling experienced by someone, where what is expected has been fulfilled or even what is received exceeds what is expected, while work is someone's effort to achieve goals by obtaining income or compensation from his contribution to his place of work. Thus, job satisfaction is such an attitude of person against his job, which comes from his perception of his job.

Colquitt, Lepine, and Wesson in their books *Organizational Improving Performance And Commitment In The Workplace* explain that job satisfaction is an individual's emotional condition that arises out of an appraisal from the job or experiences at work. It is also said that job satisfaction is an expression

of how a person about to feel and think of his job. Heads of Village-Owned Enterprises with high job satisfaction will have positive feelings when thinking about the duties and Heads of Village-Owned Enterprises with lower on the other hand.

Luthans also states that job satisfaction is a positive emotion from a person arising from an appreciation for something he has done. He also said that job satisfaction is the result of one's achievements on how well their work provides something useful for them.

Organizational culture

Luthans (2011: 72) explains that organizational culture is an understanding of the values and norms that are important in the organization, which direct the behavior of organizational members. Kreitner and Kinicki (2007: 66); argued that organizational culture is the social glue that remembers the members of the organization. It seems that for different characteristics or personalities between one person and another to be united in organizational strength, there is a need for social glue. Robbins state in his book (2003:525): "*A system of shared meaning held by members that distinguish the organization from other organizations*".

This means that organizational culture is defined as a meaning system that held by several members that distinguish the organization jointly from other organizations. The virtue of organizational culture is the oversee and direction in shaping the attitudes and behavior of human who involve themselves into the activities of an organization. Person and group of people will not be separated from the organizational culture and generally, they will be influenced by the diversity of existing resources as a stimulus for someone to do an action.

Gibson (2012: 31) states that "Organizational culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and expectations." It can be said that organizational culture is pattern assumption that basically discovered, created, or developed by a group of people.

According to Colquitt (2009: 546-551), organizational culture is social knowledge that is spread and understood in an organization by paying attention to the norms, rules, and values that build the organization and the behavior of its workers. According to Greenberg & Baron (2008: 544-549), organizational culture is a cognitive framework that consisting of behavior, behavioral norms, values, and expectations that are shared among organizational members.

Personality

Personality is the awareness from within a person himself to become a discipline based on the values that a person embraces or instills. According to Helmi (2013: 78), personality factors are related to the value system adopted by the individual. Values that uphold discipline taught or instilled by parents, teachers, and society are used as a frame of reference for the application of discipline in the workplace.

Robbin and Judge (2013: 167) mention that personality is the total number of ways in which individual acts and interacts with other people. Thus what is meant by personality is a series of characteristics that are relatively stable and persistent in a person is reacting and interacting with people. Personality is very important for an organization, because it is a reflection of an employee who is in an agency if he has a bad personality, then the resulting job satisfaction is not good so that the employee does not commit to the organization.

Manahan (2003: 28) writes that: "personality is the difference between individual characteristics, personality or personality is a profile picture of a person or is a combination of characteristics and uniqueness of a person naturally and interactions with others." Personality can also be said to be a combination of a set of physical and characteristics. mentally someone. Personality can be seen from his behavior, such as how he speaks, acts and does something, or others ".

3. METHODS

Research methods

This type of research is verification research with an explanatory survey method, which explains the influence of independent variables on the dependent variable. The information obtained from the research variables will be analyzed in the research design described below. Field research is carried out through surveys in the observation unit to obtain relevant information related to the research variables.

Population and Sample

The population in this study were the Head of Village-Owned Enterprises in North Barito Regency, each of which was the Head of Village-Owned Enterprises who had worked for more than 2 years, totaling 93 people. In determining the sample in this study, the authors used a purposive sampling technique. The author uses a sample of 30 heads of village-owned enterprises in North Barito.

Data analysis technique

Test Requirements Parametric statistical analysis (Correlation, Regression)

1. Estimated Standard Error Normality Test
2. Variance Homogeneity Test
3. Linearity Test
4. Hypothesis Testing
5. Path Analysis

4. RESULTS AND DISCUSSION

1. Direct Influence of Organizational Culture on Commitment to Organization

The results of testing the first hypothesis indicate that Organizational Culture influence directly Commitment to BUMDES Organizations in the North Barito Regency which is indicated by the value of $t_{count} > t_{table}$ ($2.009 > 1.960$). The findings of this study confirm that efforts to increase commitment to the organization must start from human resources (HR), namely building a superior organizational culture.

The results of research by Ferdinand (2018) whose research results state that organizational culture has a direct influence on the organizational commitment of lecturers, further research conducted by Dadgar, Barahouei, Mohammadi, Ebrahimi, and Ganjali (2017) the results of the study show that organizational culture has a positive and significant relationship with the intention to stay in the organization.

Greenberg and Baron (2008) state that "Organization Culture is a cognitive framework consisting of attitudes, values, behavioral, norms and expectations shared by organization members, a set of basic assumptions shared by members of an organization". (Organizational culture is an overall framework containing attitudes, values, behavior, norms, and expectations shared by organizational members and as a set of basic assumptions shared by organizational members). This proves that organizational culture affects organizational commitment.

In addition to having a direct positive influence on organizational culture on employee performance, it also has an indirect influence, namely through job satisfaction, this shows that employees are an integral part of business process activities at BUMDES organizations in North Barito Regency when employees are satisfied with the values, guidelines behavior that has been compiled and implemented together to achieve the goals. This means that every member of the organization or employee gives a positive assessment of the indicators contained in the organizational culture so that it can increase commitment to the organization.

2. Influence between Personality and Commitment to Organization

Based on the data from the test results of the path analysis model, it turns out that the data shows that personality does not influence directly on organizational commitment as indicated by the value of $t_{count} < t_{table}$ ($1.346 < 1.960$), this means that these findings are facts and data that can provide understanding. that the personality of organizational members does not have a direct influence on a commitment to the organization.

3. Influence of Job Satisfaction on Commitment to Organization.

Based on the results of the path analysis model testing, it shows that job satisfaction has a direct influence on organizational commitment as indicated by the results of the $t_{count} > t_{table}$ ($18.890 > 1.960$), this finding is the fact that job satisfaction of high employees will increase commitment to the organization. Thus to increase commitment to the organization the organization should be able to stimulate job satisfaction. By fulfilling job satisfaction to members of the organization or employees, it will have an impact on

employees to commit to the organization which will certainly fight for the achievement of the desired company goals.

Furthermore, the theory described by Byars and Rue (2002: 4) states that job satisfaction factors can influence employee commitment to the organization. Hodge and Anthonini in Poerwati et.al. (2002: 2), "commitment is a condition in which members of the organization provide the ability and loyalty to the organization in achieving its goals in return for the satisfaction they get. Griffin and Ebert in Poerwati et.al. (2002: 2), suggest that satisfied employees are more committed and loyal because psychologically they feel more cared for by the company.

4. The Influence of Organizational Culture on Job Satisfaction.

Based on the results of the path analysis model test analysis, it turns out that organizational culture has a direct influence on job satisfaction as indicated by the value of $t_{count} > t_{table}$ ($5.062 > 1.960$), this indicates that the values of trust and behavior guidelines that have been formed together can provide job satisfaction to its members so that the performance will be achieved properly.

The results of this study are in line with Ferdinand's research (2018), the results of his research state that organizational culture has a direct influence on lecturer job satisfaction.

This finding is following the theory put forth by Colquitt, Lepine. And Wesson (2009) that "Culture is social knowledge among members of the organization. Organization Culture is the shared social knowledge within an organization regarding the rules, norms, and values that shape the attitudes and behaviors of its employees. Culture is a pattern of belief that exists between members of the organization and as shared social knowledge about how, rules, norms, and values can shape the attitudes and behavior of members of the organization.

The agreements that have been formed together are multidimensional, subordinates, superiors so that each member of the organization feels that he/she has received justice and equality following the functions and roles of each member of the organization, of course, this can guarantee job satisfaction of its members in an organization. Feelings of pleasure and a positive attitude of a member of the organization are manifestations of a value order and code of conduct and direction that are mutually agreed upon and carried out jointly by all members of the organization.

Thus, the findings of the data in the analysis of this study will have an impact on the support of previous findings regarding the positive influence of organizational culture on job satisfaction.

5. The Influence of Personality Satisfaction of the Job.

From the results of this analysis, it can be concluded that personality has an influence directly on job satisfaction as indicated by the results of the $t_{count} > t_{table}$ ($2.682 > 1.960$), these findings identify that personality is an important part that can create a calm and peaceful state so that job satisfaction can be created. This is closely related to the research data that has been carried out that personality is very influential on job satisfaction.

The same thing is also expressed in a previous theory put forward by Robbin (2008: 127), "personality is the whole where an individual reacts and interacts with other people". Employee personality that is good and can be accepted by other colleagues, can provide separate job satisfaction for the organization. "Job satisfaction is the (positive) attitude of the workforce to their work, which arises based on an assessment of the work situation." Therefore, personality influences job satisfaction because of their reactions and interactions with other employees, a (positive) attitude of workers will appear towards their work. And for the long term, the results of the work obtained by related individuals can provide distinct advantages for the organization in accelerating the achievement of its goals to be achieved.

Furthermore, the theory put forward by Robbin and Judge (2013: 167) suggests that personality is total number of methods in which individual acts and interacts with other people. Thus what is meant by personality is a series of characteristics that are relatively stable and persistent in a person is reacting and interacting with people. Personality is very important for an organization, because it is a reflection of an employee who is in an agency if he has a bad personality, then the resulting job satisfaction is not good so that the employee does not commit to the organization.

Research Limitations

This study has several limitations regarding the concept, methodology, and results of the analysis. These limitations include the following;

1. Conceptually this study uses the assumption of a causal relationship between the variables that affect organizational commitment, but the variables chosen to explain the variable commitment to the organization are limited to organizational culture variables which are part of the extra organization, personality variables which are part of the behavior of organizational members, and job satisfaction.
2. The result of the instrument from each respondent is limited to personal perceptions which of course are limited by the space, place, and time. The respondent's response may be inaccurate or investment due to feelings factors that can influence the response. Researchers were not able to fully monitor the seriousness and honesty of each respondent.
3. The results of this study are compared with the development of human resources and social sciences which will have limitations, this is because the results of research that are supported by books or theories that are still considered good in their era are not necessarily considered new. . currently. This means that it will be a form of time-limited use of research results that will be degraded by time and the development of time.

5. CONCLUSION

According to the results of the discussions that described in the previous chapters, thus could be concluded that:

1. Organizational culture has a direct influence on a commitment to the organization. This means the level of organizational commitment of the employees of Village-Owned Enterprises in North Barito Regency is influenced by the organizational culture. If the organizational culture is good, then commitment to the organization will be good.
2. There is no positive direct influence of personality on organizational commitment.
3. Job satisfaction has a direct influence on a commitment to the organization. This means that the level of commitment to the organization is influenced by job satisfaction. If the employee's job decisions are fulfilled, then the commitment to the organization will increase.
4. Organizational culture has a direct influence on job satisfaction. This means that the level of job satisfaction of employees of Village-Owned Enterprises in North Barito Regency is influenced by organizational culture. If the organizational culture is good, then employee job satisfaction will be high.
5. Personality has a direct influence on job satisfaction. This means that the level of job satisfaction is influenced by personality. If the employee's personality is good, then the job satisfaction of the employees of Village-Owned Enterprises in North Barito Regency will increase.

Suggestion

According to the conclusions described above, several suggestions that should be considered are as follows:

To the Management of Village-Owned Enterprises in North Barito Regency

In order to strive to improve Organizational Culture, Personality, and Job Satisfaction to increase Commitment to the Organization, this effort can be done by increasing indicators including:

- a. The management of Village-Owned Enterprises in North Barito Regency makes an effort so that each member of the organization can further increase interaction and communicate in completing their work and can take advantage of the informal atmosphere as a forum to discuss ideas or ideas and management must be able to show appreciation for someone who makes the best contribution.
- b. The management of Village-Owned Enterprises in North Barito Regency determines organizational decisions by considering the aspirations of employees and can provide assessments and awards for outstanding work units.
- c. The management of Village-Owned Enterprises in North Barito Regency responds to any changes made, provides satisfying service, focuses on comfort and speed and the organization must be able to maintain an attitude and appearance both inside and outside the organization.
- d. The management of Village-Owned Enterprises in North Barito Regency imposes a salary/wage that can meet daily needs, according to established regulations, can increase work morale, can increase job satisfaction.
- e. The organization carries out work supervision, helps and supports work, supports competent and friendly colleagues and learning opportunities, according to interests and talents, accepts responsibility.

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The 1st International Conference in Social Science | Malang, November 5-6, 2020
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- f. For employees, they must be able to create social sensitivity to be sociable, the ability to speak, and be assertive; able to agree; to be responsible; openness to experience that characterizes someone who is imaginative, genuinely sensitive, and intellectual.

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