THE INFLUENCE OF LEADERSHIP STYLE AND PERSONALITY TOWARDS ORGANIZATIONAL COMMITMENT AT PT. PUPUK SRIWIDJAJA PALEMBANG IN INDONESIA

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BY

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ABSTRACT

Organizational commitment plays pivotal role for a company to acquire the loyalty of its employs. Organizations with greater loyalty of their employees turn such potential resources into their goal with more efficiency. On the other hand, organizations will suffer from low performance on account of high turnover, absenteeism, less motivation and job withdrawal behavior. Hence, both leadership style and personality may become major determinants to organizational commitment. In addition, the stereotype of gender is considered to be exogenous variable to determine the impact of both leadership style and personality on organizational commitment.

This research aims to determine the influence of leadership style and personality on organizational commitment. To answer the research questions, this study uses quantitative method with a set of questionnaires adapted from literatures. The survey was conducted in Indonesia industrial scenario, specifically at PT Pupuk Sriwidjaja Palembang (PUSRI). The questionnaires were distributed to 300 employees with random sampling approach, then 285 respondents contributes to this study. Data analysis uses multistage least square with SPSS.

Overall, the study provides evident that both leadership style and personality of the managers have significant effect on organizational commitment. This shows that a great managerial personality integrates with strong leadership styles may generate better commitment among employees within the observed organization. This study give extend contribution to the theory which explains the impact of both leadership style and personality on organizational commitment by considering the gender perspective.

Keyword: Leadership style, Personality, Organizational Commitment

ABSTRAK

Komitmen organisasi memainkan peranan yang penting bagi Syarikat untuk memperoleh kesetiaan yang menggaji. Organisasi yang mempunyai kesetiaan yang lebih besar daripada pekerja-pekerja mereka menjadikan sumber berpotensi itu matlamat mereka dengan efisien. Di sisi lain, organisasi akan mengalami prestasi yang rendah disebabkan oleh perolehan tinggi, ketidakhadiran, kurang motivasi dan tingkah laku kerja pengeluaran. Oleh itu, kedua-dua gaya kepimpinan dan keperibadian boleh menjadi penentu utama kepada komitmen organisasi. Di samping itu, stereotaip jantina dianggap sebagai pembolehubah luaran untuk menentukan kesan daripada kedua-dua gaya kepimpinan dan keperibadian komitmen organisasi.

Kajian ini bertujuan untuk menentukan pengaruh gaya kepimpinan dan personaliti pada komitmen. Untuk menjawab soalan-soalan penyelidikan, kajian ini menggunakan kaedah kuantitatif dengan satu set borang soal selidik yang diadaptasi daripada literatur. Kajian ini telah dijalankan di Indonesia senario industri, khususnya pada PT Pupuk Sriwidjaja Palembang (PUSRI). Borang soal selidik yang telah diedarkan kepada pekerja-pekerja yang 300 dengan pendekatan persampelan rawak, maka responden 285 menyumbang kepada kajian ini. Analisis data menggunakan square-kurangnya multistage dengan SPSS.

Secara keseluruhannya, kajian ini memberikan bukti bahawa kedua-dua gaya kepimpinan dan personaliti para Pengurus mempengaruhi komitmen organisasi. Ini menunjukkan bahawa keperibadian pengurusan mengintegrasikan dengan gaya kepimpinan yang kuat boleh menjana komitmen yang lebih baik antara pekerja dalam organisasi yang diperhatikan. Berikan kajian ini menyampaikan sumbangan kepada teori yang menjelaskan kesan daripada kedua-dua gaya kepimpinan dan keperibadian komitmen organisasi dengan mengambil kira perspektif gender.

Kata kunci: Gaya kepimpinan, personaliti, komitmen

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TABLE OF CONTENT

TOPIC		PAGE NUMBER
PERMISSION TO USE		ii
ABSTRACT		iii
ABSTRAK		iv
ACKNOWLEDGEMENTS		v
TABLE OF CONTENTS		vi
LIST OF TABLES		ix
LIST OF DIAGRAM		xii
LIST OF ABBREVIATIONS		xiii
CHAPTER 1 : INTRODUCTION		
1.1	Background of study	1
1.2	Problem Statement	7
1.3	Research question	11
1.4	Research objectives	11
1.5	Significance of studies	12
1.6	Scope and limitation of the study	13
1.7	Organization of study	14
CHAPTER 2 : LITERATURE REVIEW		
2.1	Organizational Commitment	16
2.2	Theoretical Background of Organizational Commitment	17
2.3	Organizational Commitment Model	19
2.4	Leadership	25
2.5	Theoretical Background of Leadership	27
2.6	Multifactor Leadership Model	36

2.7 Personality 39

2.8 Theoretical Background of Personality 40

2.9 The Big Five Dimension of Personality 47

CHAPTER 3 : METHODOLOGY

3.1 Research Framework 52

3.2 Hypotheses Development 53

3.2.1 Leadership Style and Organizational Commitment 53

3.2.2 Personality and Organizational Commitment 59

3.2.3 Gender and Leadership 63

3.2.4 Gender and Personality 70

3.2.5 Gender, Leadership Style and Organizational Commitment 74

3.2.6 Gender, Personality and Organizational Commitment 81

3.3 Research Design 86

3.4 Operational Definition 88

3.5 Measurement of variables 90

3.6 Data collection 92

3.7 Population 92

3.8 Sampling 93

3.9 Data collection procedure 94

3.10 Techniques of data analysis 95

3.11 Conclusion 100

CHAPTER 4 : RESULT AND DISCUSSION

4.1 Response Rate 101

4.2 Domagraphic Profile of Respondents 102

4.3 Descriptive Statistics 104

4.4 Classical Assumption 105

4.4.1 Normality Test 106

4.4.2 Heteroscedacitiy test 108
4.4.3 Multicollinearity test 109
4.5 Hypothesis test 110
4.6 Summary of findings 123
4.7 Discussion 124
4.7.1 Leadership Style on Organizational Commitment 124
4.7.2 Personality on Organizational Commitment 127
4.7.3 Gender on Leadership Style 128
4.7.4 Gender on Personality 129
4.7.5 Gender, Leadership Style and Organizational Commitment 130
4.7.6 Gender, Personality and Organizational Commitment 131
CHAPTER 5: CONCLUSION AND RECOMMENDATION
5.1 Conclusion 133
5.2 Recommendation 135
5.2.1 Policy Level 135
5.2.2 Managerial Level 136
5.2.3 Theoritical level 137
Refference 138
Appendix A : Letter to Conduct a Survey by Universiti Utara Malaysia 151
Appendix B : Letter of Completed Survey at PT. Pupuk Sriwidjaja Palembang 152
Appendix C : Questionnaire Sheet 153
Appendix D : Questionnaire Sheet in Bahasa Indonesia 158

LIST OF TABLE

NAME OF TABLE		PAGE NUMBER
Table 1.1 :	Turnover rate in PT. Pupuk Sriwidjaja Palembang	3
Table 2.1 :	The Three Type of Organizational Commitment	20
Table 2.2 :	Review of Leadership Theory	27
Table 2.3 :	Leadership Traits and Skill	29
Table 2.4 :	The Difference of Transactional and Transformational Leadership	35
Table 2.5 :	The Big five Personality Traits	48
Table 3.1 :	Leadership Style and Organizational Commitment	56
Table 3.2 :	Personality and Organizational Commitment	62
Table 3.3 :	Gender and Leadership	67
Table 3.4 :	Gender and Personality	72
Table 3.5 :	Gender moderates Leadership Style on Organizational Commitment	78
Table 3.6 :	Gender moderates Personality on Organizational Commitment	83
Table 3.7 :	Description of Questionnaire's Section	91
Table 3.8 :	Main References for the Questionnaire Design	91
Table 3.9 :	Range of Cronbach's Alpha with Reliability	96
Table 3.10 :	The Result of Reliability Test	97
Table 4.1 :	The Response Rate	101
Table 4.2 :	Demographic Profile of Respondents	102
Table 4.3 :	Mean Score Points on Leadership style, Personality, and Organizational Commitment.	105
Table 4.4 :	Model Summary Leadership Style on Organizational Commitment	110
Table 4.5 :	ANOVA Leadership Style on Organizational Commitment	111
Table 4.6 :	Coefficients of Leadership Style on Organizational Commitment	111
Table 4.7 :	Model Summary Personality on Organizational Commitment	112
Table 4.8 :	ANOVA Personality on Organizational Commitment	112
Table 4.9 :	Coefficients of Personality on Organizational Commitment	113
Table 4.10 :	Model Summary Gender on Leadership Style	114
Table 4.11 :	ANOVA Gender on Leadership Style	114
Table 4.12 :	Coefficients of Gender on Leadership Style	115
Table 4.13 :	Model Summary Gender on Personality	115
Table 4.14 :	ANOVA Gender on Personality	116
Table 4.15 :	Coefficients of Gender on Personality	116
Table 4.16 :	Model Summary Gender Moderating Leadership Style on Organizational Commitment	117
Table 4.17 :	ANOVA Gender Moderating Leadership Style on Organizational Commitment	118
Table 4.18 :	Coefficients of Gender Moderating Leadership Style on Organizational Commitment	119
Table 4.19 :	Model Summary Gender Moderating Personality on	

	Organizational Commitment	130
Table 4.20 :	ANOVA Gender Moderating Personality on Organizational Commitment	121
Table 4.21 :	Coefficients of Gender Moderating Personality on Organizational Commitment	122
Table 4.22 :	Summary of the Overall Hypotheses	123

LIST OF FIGURE

FIGURE NAME	PAGE NUMBER
Figure 1.1: The Graph Decreasing of Productivity	4
Figure 3.1: Research Framework	53
Figure 4.1: Histogram	106
Figure 4.2: P-P Plot	107
Figure 4.3: The Result of Heteroscedasticity Test	108
Figure 4.4 : The Result of Multicolinearity Test	109

LIST OF ABBREVIATIONS

G	Gender
H1	First Hypothesis
H2	Second Hypothesis
H3	Third Hypothesis
H4	Fourth Hypothesis
H5	Fifth Hypothesis
H6	Sixth Hypothesis
L	Leadership
OC	Organizational Commitment
P	Personality
PT	Limited Companies

CHAPTER 1

INTRODUCTION

The introductory chapter consists of seven major sections. They are the background of the study, problem statement, research questions, research objectives, the scope of the study, the significance of the study and the organization of the study. The purpose of this section is to describe the context of the research and the structure of this study. This chapter explores the general idea of the research that was carried out. Furthermore, it discusses about the human factors which correlated leadership and personality, and its influence on organizational commitment, whereby commitment is a fundamental aspect which affects the performance of an organization.

1.1 BACKGROUND OF THE STUDY

Commitment of employees towards work and organization is an important aspect subjected to continuous study by the researchers across the world. Committed employees are considered as an asset to any organization. Committed employees' are the motivated workforce who provide better functional excellence and business performance (Meyer, et al., 1996, 2002; Mowday, et al., 1979). Employee commitment plays an important role towards the organizational effectiveness and efficiency to promote the better productivity, and accountability in achieving organization goals (Ahmadi, et al., 2012).

There are several factors that influence the commitment of employees within the organization such as organizational culture, organizational structure, leadership style,

power and negotiation, processes and communication, characteristics and diversity, justice and ethics, personality, tension, motivation, faith, job satisfaction, and decision making (Colquitt, Lepine, & Wesson, 2013). This research focuses on two factors; leadership style and personality as the main determinants to organizational commitment (Bass &Avolio 2004; Erdheim, et al., 2006). Commitment theory highlights the contribution of leadership in the development on organization (Meyer & Allen, 1997; Wayne, et al., 2009), Observing personality and characters will help to gather information about the work quality of an individual (Spagnoli& Caetano, 2012).

Previous researches indicated that organizational commitment brings about number of issues related to job satisfaction, organization behavior, organizational culture, turnover intention, work performance, individual performance, personal characteristics, employee motivation, work effectiveness, management styles and absenteeism, (Porter, et al., 1974; Allen & Meyer, 1996; Meyer, el al., 2002; Chughtai & Zafar, 2006; Kumar & Giri, 2007; Ahmadi, et al., 2012; Mahanta, 2012).

On the other hand, an organization with a poor level of commitment, is an indicator of dissatisfied work force. Poor level of commitment leading to high level of absenteeism, and employee turnover. Long term effect of low level commitment is leading poor level of organizational performance (Khasewneh. et. al., 2012). Furthermore, a study by Klein, Becker, & Meyer (2009) indicated that low organizational commitment is associated with work outcomes such as turnover, absenteeism, low performance, less motivation, and job withdrawal behaviors. Hence, organization commitment has become a main reason for organizations to take account human resources as valuable asset (Mowday, et al., 1979; Raiz, 2012, Spagnoli& Caetano, 2012).

Low commitment in the organization will cause an unfavorable situation either for the individual or the organization. Low commitment affects employee turnover rates. This happened at PT. Pupuk Sriwidjaja Palembang (PUSRI), in Indonesia, whereby the commitment of employees was found to be of low level. This can be seen from the level of employee displacement at PUSRI. In 2010,there were 314 employees (11.2%) moving from the company, then 324 employees (12%) in 2011, and in 2012 there are 293 employees (11%) (Annual Report PUSRI, 2012, 2011).

Table 1.1
Turnover of employees in PT. Pupuk Sriwidjaja Palembang (PUSRI)

No	**Years**	**Total of Employee's Turnover**	**Total of new Employee**	**Total of employee**
1	2010	314	0	2792
2	2011	324	271	2739
3	2012	293	263	2695

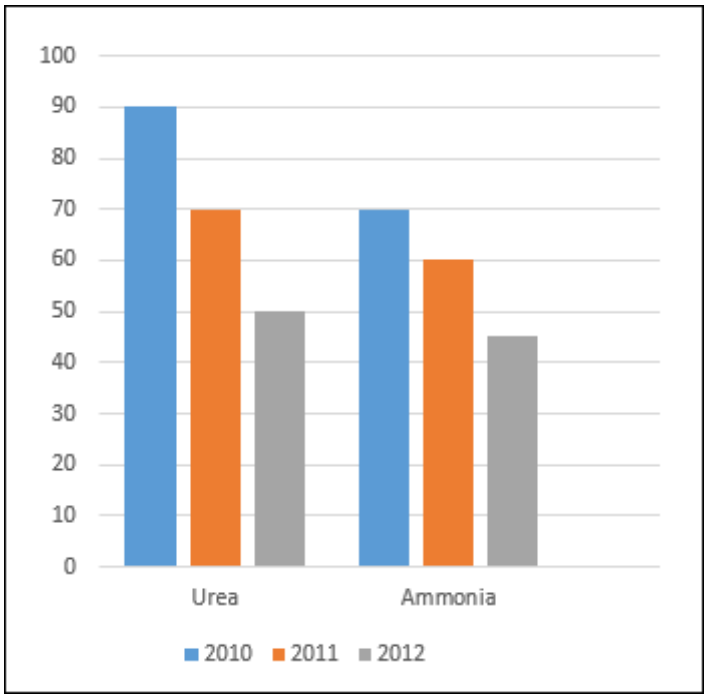
Source: (Annual Report PUSRI, 2011, 2012)

Employees move to another company, change to another department or move to the company subsidiary because of the leaders' deliberate interventions which are deemed by the employees as autocratic leadership in decision making. Furthermore, rationality in decision-making quality or impact on the performance of employees, sometimes dynamic, but does not improve the current situation and also the decisions or set policy for employees are often ambiguous. Furthermore, the frequent turnover of leadership happens in every year because PUSRI changes the managers every year based on their

performance. A manager who performance well in one department will be rotate to another department with low performance.

Low level of commitment increases employee turnover and in turn affects the performance of the organization (Bass &Avolio 2004; Erdheim, et. al., 2006). In 2012, PUSRI have to produce about 2.050.000 tons of urea fertilizer and 1.345.540 tons of ammonia fertilizer in order to fulfill demand. However, production output only reached 1.900.060 tons of urea fertilizer. In 2011, PUSRI also had a deficit production with 1.989.000 tons of urea fertilizer. In 2010, PUSRI produced around 2.131.700 tons of urea fertilizer. In terms of ammonia fertilizer production, PUSRI produced about 1.356.700 tons in 2010, and then 1.313.310 tons in 2011, and 1.254.540 tons of ammonia productions in 2012 (Annual Report, 2012).

Figure 1.1
The graph decreasing of productivity in PUSRI from 2010 to 2012



An organization needs a leader that could maintan its organization performance by suitable leadership. Leaders also need to know variations in personality to ensure that people are focused and motivated towards achieving the goals (Meyer & Allen, 1997; Wayne, et al., 2009; Jackson, Meyer & Allen, Wang, 2013). Also, leaders can guide people through uncertainties and confusion, which in turn will impact people's commitment to work and to the organization (Bass, 1985; Mclaggan, 2013).

Leadership is vital to the organization. A person's sense of leadership would affect individuals and team performance in order to realize the organization vision and goals. In addition, organizations need strong leadership and strong management for optimal effectiveness. The capability of organizations to react effectively to face challenges and opportunities has created new conditions which dependent on the quality of leadership and the commitment of employees. The relationship between employees' commitment and their managers' leadership and personality, seems to be the most decisive factor in promoting organizational effectiveness (Ismail, Mohamed, Sulaiman, Mohamad, & Yusuf, 2011).

Managers with good leadership and sound relationship with employees will retain them within the organization. Their leadership style can make employees commit, build good relationship between subordinates, appreciate and respect one another, make decisions together, understand the needs of work, receive adequate income, and being in a good working environment. Managers with poor leadership will have poor communication with their team members, which their sparks off higher turnover rates (Allen & Meyer, 1996, 1997; Mowday, et al., 1979, Porter, et al., 1974; Stallworth, 2003; Khasawneh, et al., 2012).

Another aspect one needs to look into in relation to leadership, is that the personality of the members within the organization would also influence organizational commitment (Kumar & Bakhshi, 2010). Managerial psychology considers personality as a pivotal concept in management study (Cattel, 1982). Personality is a reliable and sustainable predictor of work attitudes and work outcomes, thus personality behaviors of every individual may impact his or her principles, attitudes, moods and behaviors (Luthans, 2011). Moreover, an individuals of diverse socio economic backgrounds have different principles, attitudes and norms as it reflects their cultural heritage (Black, et al., 2010).

The differences in individual personalities bring about different managerial and leadership actions. Understanding the different personalities is advantages in getting to know employees' willingness to stay and happiness level, which in term produces and sustains productivity and quality of work. The differentiation among gender in workplace, especially in management field is getting attention nowadays (Powell, 2011). The different management styles of male and female managers in leading people and organization is attributed to the variations in thinking, beliefs attitude, and also due to personality traits (Brandt, & Laiho, 2013). This study aims to to determine the influence of leadership style and personality on organizational commitment , which is moderated by gender variation. This study hape to identify the leadership style and personality which are pivotal in making members commitment.

Based on the study background, a research is conducted to investigate the influence of leadership style and personality on organizational commitment with gender as a moderator variable in order to see whether the human factor has a significant

contribution to organizational commitment and whether it has an indirect or direct link to employee turnover. In addition, this study background is structured to develop and test the structural framework that establish the influence of leadership style and personality on organizational commitment of managers at PT. Pupuk Sriwdjaja Palembang (PUSRI) in Indonesia.

1.2 PROBLEM STATEMENT

The Indonesia industrial sector is growing significantly as it records positively over the years. Its performance in 2011 (6.83%) is higher than the Gross Demestic Product (GDP) growth which is around 6.5%. Furthermore, Indonesian urea consumption is also a growing by approximately 5.12% in 2013, when the approximate world urea consumption rate has increased by 4.91%. This means that the fertilizer industry is a great business opportunity for the plantation sector, for industry and for export (Ministry of Industry Republic of Indonesia, 2012).

Considering that the fertilizer consumption is increasing every years, PUSRI's steady in production cannot be left alone. In order for companies to survive and maintain its competitiveness, PUSRI must aim to increase production. A high turnover rate over the years will affect the productivity and performance of the organization in long term. With organizational commitment, organizations are more able to attract and retain high quality employees, especially during times of labor market turbulence (Mahanta, 2012; Spagnoli & Caetano, 2012). Hence, it appears that organization's commitment plays pivotal role in the organizational effectiveness in order to increase the productivity (Meyer, el at., 1997, 2002 Mowday, et al., 1979: Dale & Fox, 2008).

Business performance related issues are linked to manay factors; majority of which are related to human factors, especially in terms of leadership, personality and employee commitment. Lack of satisfaction with the work, and the leaders behavior leads to absenteeism, and high turnover issue. Leadership is a critical aspect in the instigation and the implementation of changes within the organization, because leaders are strong drives in the value of loyalty, trust, and giving personal attention to employees, which it turn can influence organizational commitment in order to make an organization productive. Moreover, the personality of leaders plays a role in the human capital development which also influences organizational commitment. Thus, the success of an organization significantly depends upon the manner in which it managers as human potentials. Human resource is a basic resource to make key changes and transform an organization towards gaining acompetitive advantage.

Jackson, Meyer, & Xiao-Hua (2013) stated that leadership has an impacted on employee commitment as it will boost employee commitment and improve members' competitiveness. In addition, transformational or charismatic leadership also affects members' commitment. Thus, this study attempts to fill the research gap which was identified by previous study that refers to Ismail, Mohamed, Sulaiman, Mohamad, & Yusuf (2011), who called for more investigation of the impact of leadership style on organization commitment in a wide range of industries, such as in construction companies and in manufacturing industries.

In addition, gender stereotypes exist; male and female members will adopt different leadership style. Gartzia & Engen, (2012) fo that female leaders tend to be communicative, more anxious in the emotional dimension and are more sensitive to an

individuals feelings; while male leaders are more inclines towards socializing. Snaebjornsson and Edvardsson, (2012) stressed that female leaders are more democratic and participative than male leaders, who have a tendency towards the autocratic behavior. Thus, this study was conducted to determine whether gender differences has a significant influence toward leadership style.

Another important aspect which affects commitment is personality, by observing the personality traits of managers with efficient leadership would support the information obtained from studies on work quality (Erdheim, et al., 2006; Spagnoli& Caetano, 2012). Ahmadi, Ahmadi & Zohrabi (2012) showed that personality traits, job satisfaction and job characteristics have a high impact on the organizational commitment. Panaccio & Vandenberghe (2012) examined the relationship of five personality traits to employee commitment. The result showed that there is a significant relationship between personality trais and organizational commitment.

Spagnoli and Caetano (2012) suggested further studies on the influence of personality and the organization's commitment because there are only few numbers of researches about the impact of personality on organizational commitment, which implies on the inconsistency of results. Furthermore, the different personality traitswould indirectly and directly impact the interaction of individuals in term of gender (Lippa, 2010). In addition, Brandt & Laiho (2013) argued that the gender of subordinates and personality types of member will provide a more sensational outcome for further studies.

Yahchouchi (2009) who studied on the employees' insights on leadership styles and its relation to organizational commitment with gender as moderator, found that

transformational leadership is significant influences on organizational commitment. Ismail, Mohamed, Sulaiman, Mohamad, & Yusuf (2011) stated that a future research can explored on organizational commitment from the aspect of managers, proprietorship and personal characteristics such as gender, age, and education level, which have potential variable that can influence the effectiveness of leadership styles and personality on organizational commitment.

Contextualizing the topic to PT. Pupuk Sriwidjaja Palembang (PUSRI), it is noted that the company is facing a problems of low business volume from 2009-2012. There is a research gap in establishing the impact of between human factors in line with leadership and personality which may or may not have influence on member's commitment. As we are aware employee commitment is an important aspect with major influence on business performance and turnover. Thus, a study is conducted employee turnover, human factors viz., leadership styles, and personality with organizational commitment and the loss of business volume. Hence this particular study tries to explore the influence of leadership and personality on organizational commitment at PT. Pupuk Sriwidjaja Palembang (PUSRI) in Indonesia.

1.3 RESEARCH QUESTION

The research questionsare as below:

1. Does the leadership style of the manager influence significantly on organizational commitment?
2. Does the personality of the manager influence significantly on organizational commitment?
3. Does gender influence the leadership style of managers?
4. Does gender influence the personality of managers?
5. Does gender moderate the influence of leadership style on organizational commitment?
6. Does gender moderate the influence of personality on organizational commitment?

1.4 RESEARCH OBJECTIVES

The research objectives are;

1. To determine whether the leadership style of managers significantly influences organizational commitment.
2. To determine whether the personality of managers has significant influence on organizational commitment.
3. To determine whether gender has any significant influence on the leadership style of managers.
4. To determine whether gender has any significant influence on the personality of managers.

5. To determine whether gender moderates the influence of the managers' leadership style on organizational commitment
6. To determine whether gender moderates the influence of personality of managers on organizational commitment.

1.5 SIGNIFICANCE OF STUDY

Many studies have been conducted to analyze the influence of leadership and personality on employee commitment. While only a few researches were conducted, contextualizing the variables to the Indonesian industrial scenario.

This particular research has its high significance at various aspects, such as in policy, managerial, theoretical aspect. The study provides valuable information to company leaders to analyze the influence of managers' personality traits and leadership in relations to employee commitment and employee turnover.

The research further supports that various leadership styles and have a high impact on employee loyalty, and level attachment and detachment organizational performance. This study also provides valuable information on leadership, personality and organizational commitment which further encouranges the leaders to look introspectively on their own leadership style, managerial philosophy, managerial approaches, and personality patterns followed by the organization which is having direct and indirect relationship with business performance.

This study also supports accumulated literature on three major human factor; personality, leadership and organizational commitment. These findings are great use to research scholars and academicians, who are involved in human resource research area, and to further gain insight into the issues of people management. Finally, the quantitative method of the research involves the application of major statistical techniques such as, the measure of central tendency,and dispersion as well as tests such as correlation, regression, etc.

Thus, the study will be an extended several research findings, which is highly beneficial to Indonesian companies especially PT. Pupuk Sriwidjaja Palemabang (PUSRI) in order to improve organizational commitment by observing leadership style and personality. This intern to reduce the employee turnover in the company.

1.6 SCOPE AND LIMITATION OF THE STUDY

There were a few limitations in the present study:

1. Generalizability of the findings

   The findings are based on the observation of a single manufacturing industry, i.e. PT. Pupuk Sriwidjaja Palembang (PUSRI). Furthermore, this research was conducted by using a quantitative research method.

2. Time Constraint

   The study was conducted within a limited time frame. Due to the constraint of time, the sample size was limited to 285 (n=285).

1.7 ORGANIZATION OF THE STUDY

1.7.1 Chapter 1: Introduction

This chapter discusses about the background of the study and provides the idea of the research to be conducted issues relevant to the topic are discussed. Organizational commitment is a vital component of in this research whereby several independent variables were identified such as, leadership style and personality, which are able to influencing employee commitment. This chapter also lays on the research questions, research objectives, significance of the study, as well as, the scope and limitations of the study.

1.7.2 Chapter 2: Literature Review

This chapter is the main part in this study whereby books, articles and journals related to this topic are reviewed. This part provides the foundation for the underpinning theoretical core of this study. The literature review includes an overview of leadership styles, with personality as an independent variable and organization commitment a dependent variable. Furthermore, The review has provided guidance to the development of hypotheses to analyse the relationship between the variables based on previous findings and the development a research framework for this study.

1.7.3 Chapter 3: Research Method

This section provides information about the research methodology which consists of research design, operational definition, measurement of variables and instrumentation,

data collection, population, sampling, data collection procedures, and techniques of data analysis.

1.7.4 Chapter 4: Result and Discussion

This section informs the results obtained from observation and distribution of the questionnaire. Data are gathered and analyzed using SPSS software. The demographic factors of the respondents are presented in order to establish the relationship between the independent and dependent variables. In addition, a classical assumption is required to use the multiple regression test prior to performing a hypothesis testing of this study, such as the normality test, the heteroscedasticity test, and the multicollinearity test. Lastly, this chapter provides hypothesis testing by using multiple regression to analyses the influence of leadership style and personality on organizational commitment, and whether there is significant or insignificant relationship between variables.

1.7.5 Chapter 5: Conclusion and Recommendation

The final chapter discusses about the annual view of the study, the methodology followed and the result of this study. The conclusion, recommendations and contribution of this study as well as the implication of the study and further areas of research are provided.

CHAPTER 2

LITERATURE REVIEW

This chapter discusses about the literature review and past researches regarding organizational commitment with its determinants that may influence individual to be committed. The factors that may influence commitment is leadership style, personality, and also gender moderate between independent and dependent variable. Finally, theoretical framework and hypotheses development are presented to show the influences among those variables.

2.1. ORGANIZATIONAL COMMITMENT

According to Meyer, et al., (2012) organizational commitment is a psychological state that characterizes the employee relationships with the organization and has implications for the decision to continue membership in the organization. Dale & Fox (2008) emphasis that organization's commitment is the psychological bond an individual has with an organization which, given the contribution a highly trained and committed employee can make organization productivity, keeping such an employee should be a high priority for the organization.

According to Ivancevich, Konopaske & Matteson (2013) organizational commitment is a sense of identification, participation, and loyalty expressed by a member towards the corporation when an individual brings into line very closely with the program, objectives, and system of the institute. Furthermore, they have indicated about the commitment to organization involves three attitudes such as a sense of identification,

with the organization's goal, a feeling of involvement in organizational duties and a feeling of loyalty to the organization.

In other side, organizational commitment is classically linked to the characteristics, the occupations and performances of staff and the sociocultural, environmental of an organizational (Read & Lee, 2012). Daneshfard (2012) pointed out that commitment is the connection between individual and individual behavior, which the individuals have to depend each other and have responsibility for their actions and behavior with the organization. In conclusion, organizational commitment refers the strength of the individual to continue with the organization or leave to pursue another job.

2.2 THEORETICAL BACKGROUND OF ORGANIZATIONAL COMMITMENT

In the earlier study commitment only found a single dimension concept that's based on an attitudinal affective commitment (Porter, et al., 1974). Ahmadi, Ahmadi, & Zohrabi, (2012) highlighted that an attitudinal perspective refers to the psychological attachment in other words called as the affective commitment that formed by identification the intention of the employee to stay with the organization, by taken into consideration the values and goals of the organization, because, in fact that employees are looking for their characteristics from that organization. Furthermore, the individuals reflect the level to which their personal values and goals relate to that of the association as part of organizational commitment. Hence, it is reflected to be the connections among the individual members and the association (Porter, 1974).

Additional perception of organizational commitment is the "Exchange-based definition" or "side-bet" theory which explained about the behavioral commitment. Here commitment is about as a particle behavior-oriented concern rather than attitudinal one. It has based on individuals are committed how long they can control position in the institute and how they deal with this problem (Ahmadi, Ahmadi, & Zohrabi, 2012). Meyer & Allen (1984) initially viewed organizational commitment have two dimensional that founded on affective commitment and continuance commitment.

According to Oyeniyi (2013) affective commitment refers to emotional attachment to their organizations, which lead them to have a higher motivation encouraging positive contribution to their organization. Randeree & Chaudhry (2012) highlight that continuance commitment refers to the reason why members stay with their organizations that based on not emotional attachment but the cost associated reasons; funds, side bets and the accessibility of replacements. Allen & Mayer (1990) added a third dimension, namely normative commitment which means as the member's feelings of responsibilities to keep on with the organization.

Consequently, Mayer & Allen (1991) established a wide-ranging formation of commitment by classifying them into three component model (TCM) namely affective, continuance and normative commitment. The three component model of commitment, organizational commitment is an observation of commitment which is an emotional state that characterizes members' association with the corporate and the effects of the decision to remain or withdraw of relationship with the organization (Meyer & Allen, 1997). The three components were developed originally to stress observed similarities

and differences in prevailing one-dimensional conceptualizations of commitment for the organization (Mowday, Porter, & Steers, 1982).

Commitment is the main issue that has been and would always be of great significance for organizations to increase the productivity and reduce cost bear of turnover employee. Moreover, organizations are always looking for the committed human resource in order to achieve its strategic objectives (Raiz, 2012). Subsequently, Meyer & Allen (1991) created strong and methodical classifications for relationships between dimension, which can effectively explain the collaborative relationship between workforces and the organization, and define the source and dissimilarities in the connectivity aspect.

2.3 ORGANIZATIONAL COMMITMENT MODEL

According to Meyer & Allen (1991, 1997) commitment can take multiple forms, each characterized by a different psychological state or mindset. In this literature indicated the different process of three component model of commitment; Affecting refers to the emotional attachment, identification with, involved in the organization; continuance commitment refers to perceived cost associated with leaving the organization; and normative commitment refers to responsibility to retain at the organization (Meyer & Allen, 1984, 1990).

Table 2.1
The Three Types of Organizational Commitment

What Makes Someone Stay with their Current Organization?		
Affective Commitment **(Emotion-Based)**	**Continuance Commitment** **(Cost-Based)**	**Normative Commitment** **(Obligation-Based)**
"Some of my best friend work in my office… I had missed them if I left".	"I'm due for a promotion soon… will, I advance as quickly in the new company?"	"My boss has invested so much time in me, mentoring me, training me, showing me the ropes".
"I really like the atmosphere at my current job… its fun and relaxed".	"My salary and benefits get us a nice house in our town… the cost of living is higher in this new era".	"My organization gave me my start… they hired me when another thought I was not qualified".
"My current job duties are very rewarding…. I enjoy coming to work each morning".	"The school system is good here, my spouse has a good job… we have really put down roots where we are".	"My employer has helped me out of a jam on a number of occasions… how could I leave now?"
Staying because You ***want*** to	Staying because You ***need*** to	Staying because You ***ought*** to

Source: Colquitt, Lepine, & Wesson (2013).

a. Affective Commitment

Mowday, Streers, & Porter (1979) as the pioneer define the concept affective commitment which means" the relative strength of an individual's identification with and involvement in a particular organization". Allen & Meyer (1990) found that the affective commitment is an 'affective nature' of employees in order to get the characteristics from the organization and have a positive sense to continue working with an organization whereby the employees' have a unique reason why never leave their occupations. Nelson & Quick (2009) emphases about affective commitment as a member's intention to retain in an organization because of a strong desire to do so.

Mowday, et al., (1991) stress on three factors that need to concern like a confidence in the objectives and principles of the organization, a willingness to put forth determination on behalf of the organization, and need to continue a member of the organization in order to made individuals to be committed. Actually, the affective commitment, stress to faithfulness, but it is also a deep concern for the organization's welfare (Robbins, Judge, Odenddaal & Roodt, 2010). That statement supported by Robbins, & Judge, (2011) stated the affective commitment as an individual's orientation towards the organization in term if loyalty, identification and participation. The affective commitment process be affected by the personal characteristic, organizational structure, and work experience (Meyer & Allen, 1991).

In order to improve the affective commitment, an individual needs to achievement, affiliation, provide the fulfillment of needs, and utilization of abilities (Mowday, 1982; Meyer & Allen, 1991). In addition, organizational structure also can affect the affective

commitment by the good relationship between employee and supervisor, the hierarchy in corporations, in lastly, there is two categories of work experience which plays vital role make employee to be affective commitment such as the employees need to feel satisfaction and comfortable, then make employee have a contribution with work roles (Meyer & Allen, 1991). Thus, many corporations decide to reduce the affective become contagious, spreading like a disease across the work unit nowadays by providing the achievement in every year, games corner (billiard hall), and welfare (intensive bonus, health insurance) (Colquitt, Lepine & Wesson, 2013).

b. Continuance commitment

Allen & Meyer (1997) stated about continuance commitment as the individuals are aware of the costs of leaving an organization and then they stay at the organization because they are not able to leave. In other standpoint, continuance commitment is an attempt to keep the employees in the organization due to not being able to go. Since employees believe that if they leave their company then they will lose a lot of investment in time, effort, and nothing can replace these investments. (Nelson & Quick, 2009).

Colquitt, Lepine & Wesson (2013) stated that continuance commitment exists when there is earnings related to remaining and a cost related to leave-taking. The indicates that employees' want to remain in the organization, since they feels attracted by other gathered funds which they might lose, such as retirement pension plans, superiority (Meyer & Allen, 1997). Another factor that can increase continuance commitment is a lack of employment alternatives. Since employees think if they needs to turn over to

another organization about the profit associated and the cost of termination that already, sign, thus the longer individuals keep on in their organization, the more they have to lose (Colquitt, Lepine & Wesson, 2013; Ferreira, et al., 2010).

The continuance commitment perception as an interchange framework, while the performance and loyalty are presented in return for material benefits and reward (Dale & Fox, 2008). Moreover, continuance commitment, stress on the individual and family concerns which is difference with two commitment type's namely affective and normative commitment, because employees habitually want to stay for both work and non-work reason (Colquitt, Lepine & Wesson, 2013). However, the corporate essentials to give more attention and appreciation to those elements that enhance the employees' moral to be affective committed (Meyer & Allen, 1991, 1997).

c. Normative commitment:

Allen & Meyer (1991) emphasized that the current evolution of a normative commitment describes individuals who stay in an organization because it is "the right and moral thing to do". Normative commitment refers an employee who has a sense of obligation to remain with the organization. Then, the members must remain in the organization because of the philosophy of working in the Integration to stay viable in the company (Meyer & Allen, 1997). Experience of employees at work (such as organizational socialization) is part plays an important role in this regard. Nelson & Quick (2009) suggest that normative commitment is a type of organizational commitment that is perceived by the individual have obliged to retain with the organization.

Further, Meyer & Allen (1991) indicated “obligations might bring with commitment which is an original antipathy and inclination to keep an the truth account of inputs and outcomes that is absent in the case of need, where normative commitment results from the receipt of advanced toward, once the obligation has been paid, the employee may decide to leave the organization”. Colquitt, Lepine & Wesson (2013) stated that there are two ways to build a sense of obligation based commitment among individuals.

First, create a feeling that employees are the organization’ debt. For example, an organization may spend a great deal of money training and developing an employee, long with that it’s an investment because if an employee needs to pay the tuition of training and developmental job assignment that increased your skill, it’s impossible because the high cost of that training will be made employee think to refund it (Colquitt, Lepine & Wesson, 2013; Joo & Park, 2010).

Second, the organization built an obligation based on commitment by becoming a particular charitable organization (Colquitt, Lepine & Wesson, 2013). For example, build a playground on local communities. Meyer & Allen (1991) argue that this moral obligation ascends either through the process of socialization within the civilization or the corporation. In other words, if an individual obtains a profit, it will be placing him or her under the moral obligation to respond in compassion.

2.4 LEADERSHIP

Leadership is a very important factor in the initiation and implementation of change within the organization (Avolio & Bass, 1995). Yukl (2010) argued that leadership as an involvement of the process whereby intended effect is applied over other individuals to the controller, structure, and assist an activity and relationship in an organization. Northouse (2010) highlighted leadership as a process an individual influences a group or influences a group of individuals to accomplish a corporate goal. As an individual, leadership is not understanding a characteristic that founded in the managers. Here is process implies a give-and-take relationship between the leader and the followers as they affect each other (Grayson & Speckhart, 2006). In this regard the concern is with how the leader affect groups, because leadership is not occurring if there is no influence to another (Mclaggan, et al., 2013).

Leadership creates a special bond that must be accepted by the members to build and maintain credibility, to clarify principles, identifying the employee desires, build consensus, communicate shared values, raises confidence and give a good example in leading an organization (Navaretnam, 2011). Furthermore, Kumar (2013) stated that leadership is another factor that influences the behavior of the employee. However, leaders need through contribute energies toward individual who had tried to reach something together. A good leader knows to be the boss does not mean rule. In other words, the leader gives employees the resources, training and coaching they need and provide them with information so that they can see objective organization (Kumar, 2013). However, to be a good leader needs a characteristic such as innovates, inspires

trust, and develops, does the right things, long-term perception, and challenges the status quo (Robbins, 2011).

There are two main styles of leadership such as transformational and transactional leadership style (Bass, 1985). Transformational leadership refers to the process of how leaders can inspire followers to achieve the expected goals need to stimulate a higher level (Bass & Avolio, 1990). Leaders can also behave in ways that make others to believe, respect and admire, even more so in terms of empowering employees to address the interests of their own for the good of the organization, where the leader must be able to create an atmosphere to become more productive, and to give meaning to organizational life (Durbin, 2001; Northouse 2004). In addition, there are four main elements of transformation leadership such as individual consideration, intellectual stimulation, inspiration, motivation, and idealized influence (Bass, 1998).

In contrast, transactional leadership is an interchange procedure grounded on the implementation of contractual responsibilities and is naturally represented as setting objectives, monitoring, and controlling results (Antonakis, et al., 20003). Transactional leadership usually relies on set goals and objectives, do measure and monitor the followers further to ensure that mistakes are not being made and how the leaders will be rewarded for the member's effort and commitment. Then, provide beneficial feedback to keep every person on task (Bass & Avolio, 1994; Howell & Avolio, 1992; Lussier & Arcua, 2010). Transactional leadership motivates individual primarily through contingent reward exchanges, management by exception active and management by exception passive (Bass, 1994).

2.5 THEORETICAL BACKGROUNG OF LEADERSHIP

Leadership is a wide range controversial issue among the researchers and philosophers. From the ancient Greek philosopher Plato, which defined a leadership in the first time until right now already hundreds of investigators have been administered and thousands of article and books have been available about the leaderships (Awan & Mahmood, 2010). According to Wu, et al., (2006) theories of leadership have four categories such as trait theories, behavior theories, contingency theories, and neocharismatic leader.

Table 2.2
Review of Leadership theory

Leadership Theory	**Description**
Trait Theories	Trait theory refers to an effort to identify specific characteristics; physical, emotional, personality that related to leadership accomplishment. Developed by Stogdill (1963).
Behavior Theories	Concern in the accurate action leader take which is behavior as an observation and categories style of leadership. Two major studies about the behavior theories. Firstly, Halpin & Winner (1957) stated that the two dimensions of behavior theories such as initiating structure and consideration. Secondly, Rensis Likert (1971) who is classified two

	dimensional of behavior, leadership such as job-centered and employee-centered
Situational Theories	Fiedler as the first developed the situational theory of leadership in term of a leader-member relation which use a Least Preferred Coworker (LPC). Another theory of path-goal developed by Robert House (1977) with four specific leadership behaviors: telling, selling, participating, and delegating.
Modern Theories	This theory is the early studies of leadership style. It arises with the charismatic and transformational leadership. Charismatic's leadership developed by Max Weber (1968). Meanwhile transformational leadership developed by Micheal Bass (1985).

Trait Theories

The trait theory approach arose from the "Great Man" theory as a way of identifying the key characteristics of successful leaders. The term trait states to a diversity of individual characteristics, including features of personality, temperament, essential, motivations, and values (Yukl, 2010). Actually, it has been started in the twentieth century and formal theories on leadership which was given by sociologist, expert in human behavior and psychologists (Awan & Mahmood, 2010). Trait theory, focusing on attribute of individual that a successful leader should have (Wu, et al., 2006; Stogdill, 1963; & Davis, 1972).

Table 2.3
Leadership traits and skill.

Traits	Skills
- Adaptable to situations - Aware of social environment - Ambition and achievement-orientated - Assertive - Cooperative - Decisive - Dependable - Dominant (desire to influence others) - Energetic (high activity level) - Persistent - Self-confident - Tolerant of stress - Willing to assume responsibility	- Clever - Conceptually skilled - Creative - Diplomatic and tactful - Fluent in speaking - Knowledgeable about group task - Organized - Persuasive - Socially skilled

Source: Stogdill, R. (1974).

The result of this trait is questionable, because particular leaders might have influenced certain traits, but the absence of them did not necessarily mean that the person was not a leader. Thus, the trait and skill, leadership is not a guaranteed to be successful, leadership, because two leaders with a different pattern of traits could be successful in the same situation.

Behavior Theories

In 1940, behavior theories began at Ohio State University whereby determines a person's leadership effectiveness. The two dimensions of behavior theories such as initiating structure and consideration (Wu, et al., 2006). First, initiating structure which is explaining about the role of a leader defines and structures the role of leaders and employees in achieving objectives, including work relationships, and goals. A

consideration which is the second dimension of behavior theories that refer to a range of employee who has a sense of mutual trust, respect for employees' ideas, and respect their feelings (Robbins, 2011). Thus, the kind of leader behavior is a pivotal for effective leadership in order to ensure the employee no doubt with leadership in some situations, but in high reflection also found the most effective.

Rensis Likert (1971) started to study how best to accomplish the efforts of individuals to attain desired performance and satisfaction in goals. Rensis Likert while doing that research classified two dimensions of behavior leadership such as job-centered and employee-centered (Ivancevich, Konopaske, & Matteson, 2013). The job-centered leader emphases on encouraging personnel to complete tasks and do approaches with management so that individuals performs tasks by using standardized and timely procedures. According to Northouse (2010) behavioral approaches have failed to find a style of leadership in universal which does not occur effective in almost every situation, because inconsistencies of result, the effective outcomes, and also there is no dependable link between duty, relationship behavior and results such as self-esteem, job satisfaction, and productivity.

Contingency Theory

Contingency theory also called the situational theory refer to the style to be used is contingent upon; factors as the situation, the people, the task, the organization, and other environmental variables. In 1967, Fiedler as the first developed the situational theory of leadership in term of a leader-member relation which is a factor in the Fiedler contingency model that refers to the degree of self-confidence, belief, and respect that

leader acquires from the members (Wu, et al., 2006). Here the measured of leadership style developed by Fiedler namely Least-Preferred Coworker Scale (LPC).

There are three factors that determine how advantageous a leader's in the environment. First, Leader-member relations which is the self-confidence, belief, and respect the members have in their leader. Second, task structure which means the range to which the task the flowers are engaged in are structured whereby the individuals knows how to do. Lastly, position power means the power inherent in the leadership position (Ivancevich, Konopaske, & Matteson, 2013). According to Northouse (2010) highlighted the best situation when leaders have a good relationship to followers' throughout the tasks assigned based on the ability, and have a strong power of leader-position. Meanwhile, a bad situation when leaders and followers possess a bad relationship through structured tasks, and weak leader position power.

Wu, et al., (2006) quoted the theory of path-goal by Robert House at Ohio State University in 1971. This theory explained about how leaders can influence the followers' perception of effort objectives, self-development goals, and paths to goal achievement (Ivancevich, Konopaske, & Matteson, 2013). Actually, these concerns about the motivation theory that suggested by House in order to make sure individuals to be part of an organization. Another theory situational based development by Hersey and Blachard in 1977. They stated about the task and relation behavior of leadership, which combined into four specific leadership behaviors: telling, selling, participating, and delegating (Wu, et al., 2006).

The telling refers to the leaders need to assign jobs and expresses the followers what, where, how and when to do the responsibilities. This is appropriate for incompetent and agreeable followers. The selling refers to the leader arrange for followers with structured directions, but also supportive whereby this theory appropriate for effective incompetent and agreeable followers. The participating refers to the managers and members do sharing in decisions about how best complete a high quality job whereby this theory appropriate for convenient incompetent and agreeable followers. Lastly, delegating refers to the managers affords with little specific, close direction to support members whereby this theory appropriate for adequate incompetent and agreeable followers (Ivancevich, Konopaske, & Matteson, 2013).

Modern Theory

In 1980, the booming of modern theoretical leadership which is a process to understanding how leader influence members to create self-sacrifices and employ the needs of the missions or organization in materialistic self-interest (Yukl, 2010). This theory also called as Neocharismatic Theories (Wu et al., 2006). Ivancevich, Konopaske, & Matteson (2013) stated this theory called as the emerging perspective of leadership. There are two styles of leadership in modern theory, such as charismatic leadership, and transformational leadership.

Charismatic Leadership

Charismatic leadership was founded by Max Webber (1968). Charismatic leadership refers to the leader who has forced their abilities to having profound and extraordinary effect on followers (Robbins, 2011). Yukl (2010) stated that charisma arises through social crisis whereby a leader emerges with a fundamental vision that suggestions a solution to the crisis and appeals followers who have faith in action. This theory is booming again when several social scientists formulate a newer version of charismatic's leadership in the organization (Conger & Kanungo, 1987, 1998; House 1977; Shamir, House, & Arthur, 1993).

House (1977) suggested that charismatic, leadership recognizable about the process rather than myth. In addition, the theory identified how charismatic leaders behaves, trait, and skills, and the conditions in which they are most likely to emerge. Further, the charismatic leader has two types; as visionary and crisis based. The visionary leader focuses on shared a vision of what the future could be including a communication ability. Indirectly leaders have the capability to see both the big image and the prospects in the present. Meanwhile, crisis based charismatic's leader focuses on leader need to handle a condition for which existing knowledge, assets, or procedures are not acceptable (Ivancevich, Konopaske, & Matteson, 2013).

Theory of charismatic leadership have a positive and negative effect on their followers. Charismatics have a socialized power orientation further having positive effect on followers. It means the leaders use the power influence by emphasizing internalization rather than personal identification such as welfare of the follower. The negative of

charismatic leadership is when a leader uses a power for a personal orientation, such as Adolf Hitler, James Jones, and Joseph Stalin (Ivancevich, Konopaske, & Matteson, 2013).

Yukl (2010) stated that there are a several negative significances of charismatic leaders' such as the leader reduces good suggestion by followers, the desire for leaders approval prevents criticisms by followers, denial of problem and failures reduces organizational learning. Moreover, the charismatic's leadership in a risky, grandiose projects is more likely to fail, because of the dependence on leader constrains and the growth of competent successors. Thus, the failure develops successor becoming an ultimate leadership crisis.

Transformational Leadership

This is the new theory about the leadership that is developed by McGregor Burns (1978). Transformation leader application is an issue to deploy energy and resources to make changes in the organization. Transformational leadership theory is one of the most popular theoretical frameworks in the current leadership theory. In the mid-1980s, Bass (1985) provided more expanded and refined version of transformational leadership that based on the prior works of Burns (1978) and House (1976). The transformation idea suggested charismatic leadership as a component of the broader based transactional leadership. It aims to transform individuals and the organization inaccurate sense in order to change them in mind and heart, especially in vision, insight and understanding become permanent, self-perpetuating, and momentum building.

According to the theory formulated by Bass (1985, 1996) a transformational and transactional leadership. Transformational leadership refers to a leaders transform and motivates members by making them more responsive about the important the task results, inducing them to transcend their own self-interest for the sake of organization or team, and activating their higher order needs. In contrast to transactional leadership refers to the process of exchange that can lead to compliance of follower with requests leader. But it is not possible to generate enthusiasm and commitment to the purpose of the task (Yukl, 2010).

Table 2.4
The Diffrenece of Transactional and Transformational Leadership

Transactional Leadership	**Transformational Leadership**
- Develop employee to finish the job. - Concerned with power and position, politics and bonuses. - Stuck in daily affairs. - Short term and hard data oriented. - Concentrations on tactical issues. - Monitors role expectations by determined to work effectively within current systems. - Trusts on human relations.	- Develop employee become meaningful. - Concerned to purposes and values, morals, and ethics. - Transcends daily affairs. - Long-term orientated with appoint human values and principles. - Concentrations more on mission and strategies. - Rearrange works become meaningful and challenging. - Identifying and developing new talent as a human potential.

Source: Covey (1992)

2.6 MULTIFACTOR LEADERSHIP MODEL

Bass's (1985) stated that multi-factor leadership theory is the most widely cited in most of the past leadership research articles as it has captured a broad range of leadership behaviors. Multifactor Leadership Questionnaire (MLQ) is the measured for factor analysis of leaders behavior, which is the newer versions of this theory. The full range of leadership content, eight leadership styles which are three styles of transactional leadership such as contingent reward, management by exception-active, and management by exception-passive, four styles of transformational leadership such as individualized consideration, intellectual stimulation, inspiration, motivation and charisma or idealized influences, and lastly is the eight styles being laissez-faire leadership (Kao & Hudson, 2009).

Transactional Leadership

Transactional leaders are on the opposite leadership theory spectrum that relative to transformational leaders. The former depends on a system of rewards and punishments, while the latter takes advantage of internal motivations. Transactional leadership represents those exchanges in which both the superior and the subordinate influence one another reciprocally so that each derives something of value (Yukl, 2010). Lussier & Achua (2010) indicated transactional leaders trust on goals and objectives which have settle down, to measure and evaluated by the organization the leaders will be monitoring the followers to make sure there is no mistake did it. According to Bass (1990) stated that three type leadership style that include in transaction leadership such as:

1. Contingent Reward which means the leader and the employee have an agreement about the discussion of reward for effort such as promise rewards for better performance and identifies accomplishments;
2. Management by exception (active) is the leader monitor and looking for a deviation from rules and standards with directly correcting the error or mistake; and
3. Management by exception passive is occurring when a leader sets work objective and performance standards, but then waits for problems to arise, react to mistakes, and intervenes reluctantly.

Transformational leadership

Bass & Avolio (1994) stated that Transformational leadership means the process of leaders react to do increasing effort their subordinate's awareness of what is right and important in order to motivate and go to own self-interest for the good of the organization. There are four types of leadership style include in the transformational leadership such as:

1. Idealized Influence also called as a charisma that refers to the ability of leaders to instill a sense of value, respect, and pride and to articulate a vision;
2. Individualized Consideration means the leader pays attention to followers needs and assigns meaningful projects so that the followers grow personally, such as identify individuals' personal concerns, listen actively the followers;
3. Intellectual Stimulation means the leader encourage imagination and creativity of followers to rethinking the assumptions and old ways of doing things;

4. Inspiration Motivation means the leader display inspirational motivation with communicating a clear vision of the possible future, thus it can achieve that goal; and
5. Transformational leaders tend to use the consultative, participative, and delegate styles as well as the directive style. Moreover the implications are more active and more flexible in their leadership behavior. (Gill, 2011; Ivancevich, Konopaske, & Matteson, 2013).

Laissez-faire

Gill (2011) emphasis that laissez-faire leaders avoid taking a stand, ignore the problem, do not follow up and refrain from intervening. It means there is no particular leadership style that can be used to influence the follower. Further, the laissez-faire leader does not interface in the affairs of followers very slightly showing little control of the group (Awan & Mahmood, 2010). Actually, this theory shows the leader is passive indifference about the task and subordinates such as ignoring problems, ignoring subordinates needs (Northouse, 2010). Furthermore, this factor of full range leadership represents the absence of leadership, because the leader abdicates responsibilities, delay decisions, give no feedback, and make a little effort to help followers satisfy their needs.

2.7 PERSONALITY

The term personality derives from the Latin with word "per" and "sonare", which means per sonare is to sound through, and the original meaning is a mask used by actors in the play (Fiest & Feist, 2008). Thus, personality means an external and visible characteristic which other people can see it. According to Allport (1961), personality is a dynamic organization, inside the person, of psychophysical systems that create the person's characteristic patterns of behavior, thoughts and feelings. According to Eysenck (1971), personality is more or less stable and enduring organization of a person's character, temperament, intellect and physique which determine his unique adjustment to the environment. However, personality developed in wide-range factor, not only innate that have as human beings.

Firstly, social factor, means the society that have to live in, the cultural environment, the community that have to interact, such as relationships, interaction, environment in the family, organizations, workplaces, communities, societies all contribute in one way or another as personality determinants (Schultz & Schultz, 2013). Secondly, the culture environment refer to traditional practices, norms, customs, procedures, rules and regulations, precedents and values, all are important determinants of personality (Fiest & Feist, 2008). Thirdly, the biological factors, is related to heredity, physical features, and brain. Heredity refers to physical structure, facial attractiveness, gender, temperament, muscle composition and reflexes, energy level, and biological rhythms (Schultz & Schultz, 2013).

A physical feature refers to the physical characteristics that have by an individual, such as height of person, clear skin. Brain refers to the way that individual thinking is mature, or childhoods in order to solve the problem. Lastly, economic factor, is a vital role to develop the personality of the individual. There are three types of economic factor that influence personality, such as upper class, middle class, and lower class. Moreover, the economic factor that influence of personality can be affected to employee commitment in the organization (Fiest & Feist, 2008).

2.8 THEORETICAL BACKGROUNG OF PERSONALITY

The relationship between behavior and personality is perhaps one of the most complex matter that needs more understanding, thus the psychology of personality has been developed several theory studies about personality (Daneshfard, 2012; Ivancevich, Konopaske, & Matteson, 2013). Actually, trait psychology has appeared over the past 30 years as a strong basic for the theoretical to understanding the core definers of the individual in term of believed, emotion, and patterns of action (McCrae, 2000). There are four types of personality theories such as, psychodynamic theories, humanistic theories, social-cognitive theories, and trait theories (Fiest & Feist, 2008).

Psychodynamic Theories

Psychodynamic theories focus on the inner working of personality, especially internal conflicts and struggles. There are several researchers who develop about psychodynamic theories such as Sigmond Freud, Carl Gustav Jung, Fared Alder, and Erikson whom has varied perception about this theories (Fiest & Feist, 2008). Sigmond

Freud is called the father of psychoanalytic theories because he introduced a level of mental life and provinces of the mind.

The level of mental life consists of the conscious level, which is the awareness of mental process that can be thinking and talking rationally, and the unconscious level, which is a reservoir of feelings, thoughts, urges, and memories that outside of our conscious awareness (Kumar, 2010). The unconscious is unacceptable or unpleasant, such as feelings of pain, anxiety, or conflict. Furthermore, the provinces of the mind include a three-part of personality model which explain mental images according to their function such as the ID, the Ego, the Superego (Sigmund, 1923).

The ID is the fundamental of personality and completely unconscious is the psychical section, on the other hand the ego is the only region of the mind in contact with reality. It grows out of the id during infancy and becomes a person's sole source of communication with the external world. It is partly conscious, partly preconscious, and partly unconscious, the ego can make decisions on each of these three levels. And the superego represents the moral and ideal aspects of personality and is guided by the moralistic and idealistic principles which opposed to the pleasure principle of the id and the realistic of the ego. The superego watches closely over the ego, judging its actions and intentions (Fiest & Feist, 2008).

Humanistic Theories

Humanistic theories highlighted the model of self-actualization, which concentration in trait, qualities, potentials, and behavior patterns most characteristic of humans. The

father of theory humanistic movement is Abraham Maslow that the lives of purportedly healthy and creative people to develop is a theory (Kumar, 2012). Abraham Maslow introduces about his concept of the hierarchy of need. It has displayed as a pyramid, the lowest level refers to a physical requirement which every person needs it such as food, water, and sleep. The level of need always increase depends on their capability to meet on the top level, which is self -actualization, it had the more complex of people needed (Fiest & Feist, 2008). Maslow (1943) stated that there are five concepts of needed, such as

1. Physiological Needs, refers to the most basic of any person need, such as food, water, oxygen, sex, etc. For example, when people felt hungry, it will be motivated to eat in order to make hunger disappear. After they eat, indirectly need a water supply;
2. Safety Need refers to the person's needs for safety and security. For instance, personal security, health insurance, safe neighborhoods, and shelter from the environment;
3. Love and Belonging Needs, refers to when people need for belonging, love, and affection, such as friendships, romantic attachments, and families help fulfill this need for companionship and acceptance, as does involvement in social, community, or religious groups;
4. Esteem Needs, refers to the people satisfy their love and belongingness needs, they are free to pursue esteem needs, which include self-respect, confidence, competence, and the knowledge that others hold them in high esteem. In this level, there are two levels of esteem need, such as reputation which is the per

the perception of the prestige, and recognition has achieved in the eyes of others; and

5. Self Actualization Needs, describe about when people self-aware about the personal growth, rather than concerned with the opinions of another, in order to fulfil their potential such as wholeness, perfection, completion, justice, beauty, goodness (Fiest & Feist, 2008).

Another familiar humanistic theory stated by the Carl Rogers theory believed that personality formed a result of our striving to reach our full human potential. According to Rogers theory that stated about the self-concept is the most feature of personality because people are aware of their self-concept. Rogers (1959) emphases the three components about self-concept such as;

1. Self-worth also called Self-Esteem, refers to the extended which likes to accept the values of ourselves. For instance, when people believed in the capabilities for doing something, it will get confidence, self-acceptance, and optimism. Whereas, people have not believed about the capabilities, it will get lack of confidence, want to someone else, and pessimism;
2. Self-image, refers to what you see in yourself. Self-image includes the impact of our body illustration on interior personality. Whoever self-image has an influence on how an individual thinks and performs in the world. For example: beautiful and ugly people; and
3. Ideal Self, describes the individual who would like to be. It consists of goals and objective in a lifetime. For example the ideal self in childhood is not the ideal self in our teens or late twenties etc.

Based on that concept, Rodgers (1959) stated about the incongruent and congruent. Congruent appears when the self-image is similar to the ideal self, and incongruent is a discrepancy between the actual experience of the organism and the self-picture of the individual insofar as it represents that experience. It means when the self-image is different to the ideal self (Fiest & Feist, 2008).

Social-Cognitive Theories

The social cognitive theory refers to the ideas that people learn by watching what others do and will not do, by this processing can understand the personality people. According to Bandura (1977) stated about the social origins of behavior that can influence human behavior and functioning. In addition Bandura have a basic concept in order to influence the personality people, such as observational learning, reciprocal determinism, and self-efficacy (Bandura, 1977).

Observational Learning means people can be learning without performing any behavior by observing other people, humans are spared countless responses that might be followed by punishment or by no reinforcement. Reciprocal determinism means individual influenced by personal factors and the social environment. And self-efficacy refers to people's confidence that they have the ability to perform certain behaviors, whereas outcome expectancy refers to one's predictions of the likely consequences of that behavior (Fiest & Feist, 2008).

Different with standpoint of Rotter (1978) stated personality theory combines learning principles, modeling, cognition, and the effects of social relationships. According to Rotter (1978) highlighted about the theory of locus of control such as Internal-External locus of control. Internal locus refer to the perception that you control your own fate, and external locus of control refer to the perception that chance or external forces beyond personal control determine one's fate (Kumar, 2012). By that theory people can be generally expected and predict behavior across situations. Actually, the social-cognitive theories have a tendency to be overly-mechanical. Over emphasizes on environmental influences; gives little or no consideration to the possibility of innate personality differences or the effects of genetics does not recognize internal human qualities such as hope, aspiration, love, self-sacrifice (Fiest & Feist, 2008).

Trait Theories

Trait Theories attempt to learn what traits make up personality and how they relate to actual behavior. The term trait states about the regular differences between the behavior and characteristics of two or more peoples (Fiest & Feist, 2008). Trait theory initiates with the mutual intelligence and interpretations, which individuals often fluctuate significantly and constantly in their response to the same psychological situations or stimulus. Actually, there are hundreds of researchers that studied about trait personality, but Cattell (1994), who are much more important among the theorists who worked on trait theory.

Cattell (1994) stated about two basic categories of traits such as Surface trait, which is features that make up the visible areas of personality, and Source Trait which is

underlying characteristics of a personality (Fiest & Feist, 2008). According to Cattell (1994), the 16 personality also known as 16 PF dimensions that describe personality traits, such as

1. Abstractedness: Imaginative versus practical;
2. Apprehension: Worried versus confident;
3. Dominance: Forceful versus submissive;
4. Emotional Stability: Calm versus high strung;
5. Liveliness: Spontaneous versus restrained;
6. Openness to Change: Flexible versus attached to the familiar;
7. Perfectionism: Controlled versus undisciplined;
8. Privateness: Discreet versus open;
9. Reasoning: Abstract versus concrete;
10. Rule Consciousness: Conforming versus non-conforming;
11. Self-reliance: Self-sufficient versus dependent;
12. Sensitivity: Tender-hearted versus tough-minded;
13. Social Boldness: Uninhibited versus shy;
14. Tension: Impatient versus relaxed;
15. Vigilance: Suspicious versus trusting; and
16. Warmth: Outgoing versus reserved.

Based on that 16 personality factor, Cattell has developed an assessment for knowing the personality, especially in the business for the employee testing and selection, career counseling, and marital counseling (Cattell, 1994). Moreover, He believes by

thoughtful of personality is basic to the appreciative of the more constrained and particular disciplines in psychology, such as perception and learning.

Different with standpoint of Eysenck that emphasize about the personality refers to the heritability of intelligence, in more specifically to the differences in intelligence could be partially genetic factor. According to Eysenck (1992), the three dimensions of personality traits; Introversion/Extraversion; Neuroticism/Emotional Stability; and Psychoticism (Kumar, 2010).

2.9 THE BIG FIVE DIMENSION OF PERSONALITY

This theory based on the theory psychoanalytic previously, including a Gordon Allport's theory that list of 4.000 personality traits and then down to 171 by Catell. Hereafter, Cattell's theory come up with 16 personality factors, by removing uncommon traits and linking common characteristics. Lastly, Eysenck's raising with three factor personality theory (Fiest & Feist, 2008). However, the big five dimensions of personality are emerged from Cattell's theory and Eysenck's theory, because many researchers felt that Cattell's theory was too complex, and Eysenck's was too limited in scope (Costa & McCrae, 1992; Fiest & Feist, 2008).

As a result a new trait theory called as the “Big Five” theory emerged that developed by McCrae and Costa (Fiest & Feist, 2008). However, this theory is a wide-range of global trait that are associated with behaviors at work. According to McCrae & Costa (1997) as well as Ivancevich, Konopaske, & Matteson (2013) emphasize classified The

Big Five Personality Dimension such as extroversion, agreeableness, conscientiousness, Emotional Stability, and Openness to Experience.

Table 2.5
The Big Five Personality Traits

Extraversion	The person is outgoing, assertive, and sociable as opposed to reserving, timid, and quiet.
Agreeableness	The person is cooperative, warm, and agreeable rather than cold, disagreeable, and antagonistic.
Conscientiousness	The person is hardworking, organized, and dependable as opposed to lazy, disorganized, and unreliable.
Emotional Stability	The person is calm, self-confidence, and cool as opposed to insecure, anxious, and depressed.
Openness to experience	The person is creative, curious, and cultured rather than practical with narrow interests.

Source: (Costa & McCrae, 1992; Salgado, 1997)

Extroversion

Extroversion refers to individuals are talkative, sociable, passionate, assertive, bold, and dominant in contract with introvert, who are quiet, shy, and reserved (Migliore, 2011; Colquitt, Lepine & Wesson, 2013). The characteristics of extroversion such as excitability, sociability, talkativeness, assertiveness and high amounts of emotional expressiveness. Extrovert people are often quite self-confident (Wolf & Kim, 2012). They seek out positions of authority, competitive and assertive. They like to be in charge of others or have responsibility for others (Daft et al., 2005).

Individuals who are high in extroversion have a tendency to enjoy talking and interacting with co-works, and descend toward jobs that have a good deal of social interaction (Migliore, 2011). Furthermore, the extrovert people tend to perform well in

sales and managerial jobs, tend to do better in training programs, and tend to have higher levels of overall job satisfaction (Ivancevich, Konopaske, & Matteson, 2013). In leadership field, extrovert people tend to more likely emerge as leaders in social and task-related groups. And also they also tend to be rated as more effective in a leadership role by the follower (Brand & Laiho, 2013; Colquitt, Lepine & Wesson, 2013).

Agreeableness

Agreeableness refers to the mode of relating to another, which has characteristic trust, humanity, kindness, affection, tolerance, and other prosaically behaviors (McCrae & John, 1992; Wolf & Kim, 2012; Fiest & Feist, 2008). According to Daft et.al. (2005) defined agreeableness as the degree to which a person is able to get along with others by being good-natured, cooperative, forgiving, compassionate, understanding, and trusting, and also people has high on agreeableness tend to make friends easily and often have a large number of friends, whereas whose low on agreeableness generally establish fewer close relationships (Migliore, 2011). In reverse with that, people who are low on agreeableness often described as rude, cold, uncaring, unsympathetic, and antagonistic. However, the job and professions that required individual in high agreeableness include customer service, sales, auditing, nursing, teaching, and social work (Ivancevich, Konopaske, & Matteson, 2013).

Conscientiousness

The people who have a conscientious level includes high levels of thoughtfulness, responsible and goal-directed behaviors (Wolf & Kim, 2012; Spagnoli & Caetano,

2012; Ivancevich, Konopaske, & Matteson, 2013). Those high in conscientiousness tend to be organized, work hard, enjoy achieving and mindful of details. Meanwhile, individuals who are low conscientious tend to be messy, inefficient, careless, and even lazy (Migliore, 2011; Ivancevich, Konopaske, & Matteson, 2013). According to Daft et al., (2005) defined conscientiousness as the degree to which a person is responsible, dependable, persistent, and achievement-oriented. A conscientious person is focused on a few goals, which he or she pursues in a purposeful way, whereas conscientious employee perform better across a wide variety of occupations and have a tend to high level of motivation and job satisfactions (Colquitt, Lepine & Wesson, 2013).

Emotional Stability

Emotional stability also known as a Neuroticism which is an individual's high in this trait tend to experience emotional instability, including secure, calm, nervousness, moodiness, jealous, irritability, and sadness (Wolf & Kim, 2012;Ivancevich, Konopaske, & Matteson, 2013). This dimension is opposite extrovert where extrovert tends to positive affective, neuroticism is synonymous with negative affective. According to Colquitt, Lepine & Wesson (2013) stated that Neuroticism refers to individuals who tends to remain calm in all kinds of stressful situations than can come across in external situations.

Neuroticism people who have a high emotional stability tends to calm, relaxed, secure, and seldom feel anxious, depressed, and angry, in contrast with people has low emotional stability tens to lower satisfaction in relationship with others (Guthrie, 2003; Black, et al., 2010; Wolf & Kim, 2012). Further, neuroticism people in the leadership

field, a leader who is emotionally stable holders stress well, able to handle criticism, and generally doesn't take mistakes and failure personally (Ahmadi, et al., 2012). In contrast with leaders who is low emotional stability to be expected to tense, anxious, or depressed (Daft et al., 2005).

Openness to Experience

Openness to experience also known as intellectualness or inquisitiveness or culture. Openness to experience refers to an individual who are broad minded, creative, complex, sophisticated, curious, and intelligent (Wolf & Kim, 2012; Colquitt, Lepine & Wesson, 2013). It has two features characteristics such as imagination and insight, and those high in this trait also tend to have a broad range of interests (McCrae & John, 1992). Openness to experience usually tends to be more adaptable and quick to identify when the old way to doing something's is no longer effective, excelling at the search for a new and better approach (Spagnoli & Caetano, 2012). Colquitt, Lepine & Wesson (2013) stated openness to experience is more likely to be valuable in jobs that require high levels of creative performance, where job holder need to be able to generate innovative and useful ideas and solutions. Moreover, Openness to experience peoples' interest to new acquaintance and new topics of discussion. In consequence, people who have a high openness to experience may prefer to build and maintain relationship rather than to use them (Black, et al., 2010; Wolf & Kim, 2012).

CHAPTER 3

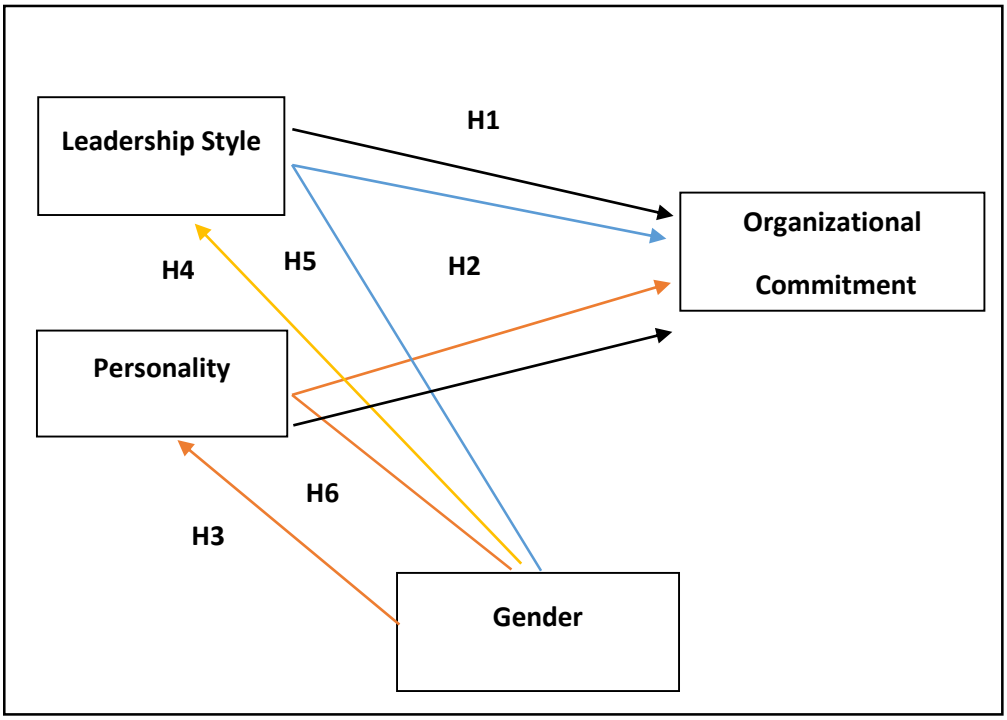
METHODOLOGY

This chapter represents the research method, which is about the method data collection and the requisite data can be collected and investigated to reach at a solution. This part is conducted based on quantitative method to facilitating answering the research objectives. Further, this chapter portrays the detail of techniques or steps that need to be followed to collect and gather data as well as the research process. In addition, this chapter discussed on research design, operational definition, measurement variable sampling, tools including validity and reliability, tool administration, data collection procedures and technique data analysis.

3.1 RESEARCH FRAMEWORK

The theoretical framework is formulated to recognize and check the relationship between the independent variables and a dependent variable. Research framework provides a plan to support the researcher to response the research question and achieve the research purposes through an interrelation concept from the literature review. There are three variable in this study. The dependent variable is organizational commitment, and the independent variables are leadership style and personality, in addition, gender as a moderate that influence between variables.

Figure 3.1:
Research Framework



3.2 HYPOTHESIS DEVELOPMENT

3.2.1 LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT

The leadership style orientation plays pivotal role in organizational commitment in every organization. Leadership affects interrelated effort to behaviors like, employee's attitude, enthusiasm and performance which can founded affect the levels of organizational commitment (Stogdill, 1963; Bass, 1985; Riaz, Akram & Ijaz, 2012). Davenport (2010) highlighted the leadership styles have a pivotal predictor to organizational commitment because the employee with internal locus of control are more committed to organizations. There are a lot of studies in the literature explain indicates the relationship of the leadership styles; transformational and transactional

leadership on the organizational commitment (Elloy, 2005; Meyer &Allen, 1997; Rad & Yarmohammadian, 2006; Shahzad, Rehman & Abbas, 2010; Mclaggan et al., 2013).

The literature is valuable most of this study that indicated about the both transformational leadership style and transactional leadership style is the significance of organizational commitment (Ahmadi, Ahmadi & Zohrabi, 2012). Mowday et al. (1982) appealed that leadership must be the main element in order to influence organizational commitment, and then several researchers highlighted the importance of transformational leadership with regard to organizational commitment. Bass (1998) stated that more level of efficiently, leadership style that should be involving the loyalty of individuals to commit in an organization which is controlled by transformational leadership rather than transactional leadership. Furthermore, it has been proven that transformational leadership was absolutely related to organizational commitment in numerous types of organizational situations (Kent & Chelladurai, 2003; Walumbwa & Lawler, 2003; Avolio, Zhu, Koh, & Bhatia, 2004; Meyer, et al., 2011; Ahmadi, Ahmadi & Zohrabi, 2012).

The statement also supported by Yahchouchi (2009), discussed that the transformational leadership has a positive significant to the organizational commitment in case of employee perceptions of Lebanese. That statement also supported by Chiun et al. (2009) about the positive effect of transformational leadership on the organizational commitment. Mokgolo, Mokgolo, & Modiba, (2012) indicated that transformational leadership is the important things in order to make effective management, because the effectiveness of leaders determines the eventual success of

the organizations. Furthermore, in the banking sector also founded the leadership style have positive significant result to organizational commitment (Mert, et al., 2010).

Difference with Dhamika, Fais & Sam (2013) stated that the transactional leaders engage in contractual exchange relationship with subordinates have an important role in order to influence the employee to be committed. It's supported by Koh, Steers, & Terborg (1995) that transactional leadership has been positive significant with organizational commitment. Ammaj (2000) argued about the transactional leadership is stronger rather than transformational leadership whereby study on the Saudi Arabian public servant. Furthermore, Nguni, sleegers, & Denessen, (2006) recorded about the significant of transactional on the organizational commitment. The transactional leadership has positive significance with the affective commitment (McLaggan, Bezuidenhout, & Botha, 2013).

According to Wu, et al., (2006) argued that there was no significant relationship between leadership style and organizational commitment. Alison (2007) supported with that study touched the conclusion that transformational leadership style is of negative impact on the continuance commitment but it positively affects the affective commitment. Similarity with Shukui and Xiomin (2009) argued that transformational leadership does not have significant positive influence on organizational commitment if there is organizational culture connected between them. In conclusion, the leadership styles have positive significance on the organizational commitment.

Hypothesis 1: Leadership style of managers influence significantly towards organizational commitment.

Table 3.1
Leadership Style and Organizational Commitment

No	Journal	Author	Tittle	IV	DV	Result
1	Proceeding of ASBBS Annual Conference; Las Vegas, 17 (1), 277-290. 2010	Davenport, J.	Leadership style and organizational commitment: The moderating effect of locus of control.	Leadership style	Organizational Commitment	Leadership is significant to organizational commitment.
2	SA Journal of Human Resource Management, 11 (1), 483-492. 201	Mclanggan, E., Bezuidenthout, A., & Botha, C.T.	Leadership style and organizational commitment in the mining industry in Mpumalanga	Leadership style - Transformational leadership - Transactional leadership	Organizational commitment	- Transformational leadership has direct impact to the affective commitment - Transactional has direct impact to the affective commitment.
3	International Journal of Business and Social Science, 4(6), 103-111. 2013	Dhammika., Ahamd, F., & Sam, T, A.	Transactional, Transformational Union and organization commitment: An Examination of the Effect flaws	Leadership style - Transformational leadership - Transactional leadership	Organizational commitment	Leadership style especially have a direct path to the union commitment via organizational commitment

4	African Journal of Marketing management, 1(6), 133-139; 2009	Chiun, M,L., Ramayan,T., & Min, H. W.	Leadership style and organizational Commitment: A test on Malaysia Manufacturing industry	Transformational leadership	Organizational commitment	Transformational leadership is positive influence to organizational commitment
5	Journal of Academic Reseach in Economic, 2, 1-20; 2010	Mert S. I., Keskin, N., & Bas, T.	Leadership style and Organizational Commitment: test of a Theory in Turkish Banking Sector,	Transformational leadership	Organizational commitment	Transformational leadership is positive influence to organizational commitment
6	Engineering, Construction, and Architecture Management, 19(1), 61-85. 2012	Randeree, K., & Chaudhry, G. A	Leadership style, satisfaction and commitment	Leadership style	Affective Commitment	Leadership style will be impact affective commitment by salary, nature, direct manager, and company leadership
7	Interdisciplinary Journal of Contemporary Research In Business, 4(1), 247-264. 2012.	Ahmadi, A. A. S., Ahmadi, F., & Zohrabi, M.	Effect of the leadership styles on the organizational commitment given the staff personality traits	Leadership Personality	Organizational Commitment	Transformational leadership was absolutely related to organizational commitment
8	International Journal of Leadership	Yahchouchi, G	Employees' perceptions of Lebanese Managers'	- Transformational leadership	Organizational Commitment	The transformational and transactional leadership have a

	Studies, 4(2), 127-140. 2009		Leadership Styles and Organizational Commitment	- Transactional leadership		positive significant to the organizational commitment
9	Asian Journal of Management and Humanity Sciences, 1(3), 434-452. 2006	Wu, F. T., Tsai, H. M., Fey, H. Y., & Wu, Y. R.	A study of the relationship between manager's leadership style and organizational Commitment in Taiwan's International tourist Hotels	Leadership style	Organizational Commitment	There is no significant influence between leadership style on organizational commitment
10	Business and economic research Journal, 2(1), 89-107. 2011	Ismail, A., Mohamed, H, A., Sulaiman, Z, A., Mohamed, H, M., & Yusuf, H, M.	An empirical study of the relationship between transformational leadership, empowerment and organizational commitment	Transformational leadership	Organizational commitment	Transformational leadership was positive influence on organizational commitment

3.2.2 PERSONALITY ON ORGANIZATIONAL COMMITMENT

There is a view that very few researchers where there is examining the relationship between personality and organizational commitment because it has extremely rare (Erdheim et al., 2006; Trizer at al., 2008; Zettler et al., 2011). Therefore, it should be sensible for empirical studies in order to examine the relationship between personality and organizational commitment. According to Ahmadi, Ahmadi & Zohrabi (2012), personality is the pivotal concepts which are always discussing and studying in the managerial psychology especially in human resources to understanding individuals for suitable positions. Indirectly, it will increase productivity, welfare, convenience, and commitment. Furthermore, personality is raising to the cognitive and behavioral patterns which are of durable and constant characteristics in transit of the time. Hence, personality is one of the factors that can influence individuals to commit in organizations (Daneshfard, 2012).

Erdhaim, et al (2006) believe that in all of organization should be able to predicting the commitment of their staff as soon as possible, because it needs more time to catch up the personality traits of the individuals that applying for the job rather than their previous experiences in the organization. Thus, as manager of human resource needs to understand the roles of personality which is extraversion, agreeableness, consciousness, openness to experience, and neuroticism may be having positive and negative significant influence to organizational commitment such as affective, continuance, and normative commitment. (Daneshfard, 2012). According to Trizer et al., (2008) the openness to experience and conscientiousness have a significant influence to organizational commitment Silva (2006) and Morrison (1997) stated that personality

has a positive influence to organizational commitment because the individuals who are extrovert, conscientious and with stable emotions are willing to be more committed to their organization.

Ahmadi, Ahmadi & Zohrabi (2012) also determined the relevance of personality traits, job satisfaction and job characteristics are of the most influence on the organizational commitment. (Ahmadi, Ahmadi & Zohrabi, 2012). According to Erdheim et al (2006) the extroversion have positive impact to the continuance, normative, and affective commitment, beyond that openness to experience, conscientiousness, and neuroticism have a positive impact related to the continuance commitment, Lastly, agreeableness have influence related to normative commitment.

Panaccio & Vandenberghe (2012) observed about the influence of employee Big-Five personality characters on employee commitment which has a result the extraversion and agreeableness have a positive significance to the affective, normative, and continuance commitments. And also affective commitment has been influenced by agreeableness. Lastly, affective commitment is negatively related to neuroticism, and neuroticism has positively related to continuance-alternatives commitment. Similarity with Daneshfard (2012) there is significant influence between neuroticism to the affective, continuance, and normative organizational commitment. Then, the flexible personality traits which are openness have significant consistency to the affective commitment.

In contrast to the above discussion, Spagnoli & Caetono (2012) stated that not all the paths have a significant. There is negative significance between openness to experience

and affective commitment. This observation supported by Daneshfard (2012) identified the personality of the manager is not significant to the organizational commitment. Furthermore, he stated about the neuroticism is not significant effect to the affective, normative, and continuance commitment, and the conscientiousness personality characteristic doesn't have any relationship to the organizational commitment.

Hypothesis 2: Personality of managers influence significantly on organizational commitment

Table 3.2
Personality and Organizational Commitment

No	Journal	Author	Tittle	IV	DV	Result
1	Journal of Organizational Behavior, 41, 959-970. 2006.	Erdheim, J., Wang, M., & Zickar, M. J.	Linking the Big Five personality constructs to organizational commitment", Personality and Individual Differences	Personality	Organizational Commitment	Personality have positive significant to organizational commitment
2	Psychological Reports, 103, 435-42. 2008.	Tziner, A., Waismal-Manor, R., Brodman, A., & Vardi, N.	The personality dispositional approach to work satisfaction and organizational commitment	Personality	Organizational Commitment	the relationship between personality and organizational commitment because it has extremely rare
3	Career Development International, 16, 20-35. 2011	Zettler, I., Friedrich, N., & Hilbig, B.E.	Dissecting work commitment: the role of Machiavellianism	Personality	Organizational Commitment	The studies of personality to organizational commitment is very scarce.
4	Journal of contemporary research in	Ahmadi, S. A., Ahmadi, F., &	Effect of the leadership styles on the organizational	Personality	Organizational Commitment	There is a significant influence between personality and organizational commitment

	business, 3-8. 2012	Zohrabi, M	commitment given the staff personality traits.			
5	Interdisciplinary Journal of Contemporarry Research in Business, 4(7), 742-751. 2012	Daneshfard, K.	The Relation between Mangers' Personality Characteristics and Organizational Commitment, and Its Demission in Islamic Azad University Employees	Personality	Organizational Commitment	The neuroticism may be have positive and negative significant influence to organizational commitment
6	Career Development International, 17(3), 255-275. 2012.	Spagnoli, P., & Caetano, A	Personality and Organizational Commitment: The Mediating Role of Job Satisfaction during Socialization	Personality	Organizational Commitment	Not all the path have a significant. There is a negative significant between openness to experience and affective commitment
7	Journal of Vocational Behavior. 647-657. 2012.	Panaccio, A., & Vandenberghe,C.	Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states	Personality	Organizational Commitment	The employee Big-Five personality characters have influence on employee commitment

3.2.3 GENDER AND LEADERSHIP STYLE

The differentiation gender in leadership style in the workplace, especially in management field is a booming trend nowadays, because the different style of male and female to lead organizations in term of thinking, the shaping in lives, attitude, and behavior. According to Eagly and Johnson (1990) found that some style differences between male and female leaders do exist because of that it will arise the discrimination between male and female on the leadership of style. In terms of participant style, the women find more participated rather man, which has used an autocratic style. They were both more probable to indirectly link between men and women. The men used high authority and women with lower authority. Furthermore, a woman has more egalitarian attitudes in authority, while the man has used an influence and great power in their authority (Kilianski, 2000).

Actually, the gender stereotype differences have been found in all types of studies such as a workshop, assessment setting, and organizational which is have signifying differences in the style of leadership that used by male and female leaders (Pearson, 2010). The different leadership style that adopted by male and female which are suitable in the main managerial positions for the man whereby the females is suitable in middle management positions (Eagly, et al, 1995), because the female usually used interpersonal skills, such as the capability get along with people, while the man leaders need a considerable task capability, especially the aptitude of straight and control individuals to acquiring job to be done (Patterson, Marvin, & Turner, 2012). In increase, male leaders were rated, most effective in masculine roles which is care for production

while female leaders were rated, most effective in feminine roles which is concern for the people (Eagly, et al., 1992).

Actually, the masculine characters are naturally employed in the initiation of structure such as behavior setting, significant goals, and retaining a strong task while the feminine characters are more active in representing consideration such as give a concern to subordinate, satisfaction and friendship (Brandt, & Laiho 2013). Female leaders have the characteristic that can arouse work motivation among followers, more than the women leaders use in working with their feelings in order to understand the subordinates rather than their male leaders. And also female leaders show more concern to future goals and take objectives in order to take powerful with a colleague (Rohman & Rowold, 2009). While, the male leaders focus to solve the problem, and keep track the mistake until in somehow the problem arise, then he will solve it. In addition, male leaders are more self-assertive, aggressive, and coarse in their manner and language in contrast to female is more sensitive of emotion and compassion (Eagly et al., 2003; Kark et al., 2011; Patterson, Mavin, & Turner, 2012).

The social role of feminine leader is more interpersonal-oriented control, which includes activities such as serving and presenting concern for subordinates, looking out for their welfare and being approachable, in contrast with the masculine leadership (Eagly, et al, 2003; Kark, 2004; Gartzia, et al., 2012). Moreover, the most female is entertained to be communicated which usually indicates more anxiety on emotional dimensions and sensitivity to what individuals feels, while the man inclines to be socialized in mechanism which is implied a less strong, indicates about the emotional and interpersonal orientation subordinates (Gartzia & Engen, 2012). In addition, the

feminine management is key successful leadership in the organization nowadays (Eagly, et al., 2012), Furthermore, in executive position many of the female have represented capability to remain in that position (Vinkenburg et al, 2011; Wohlbold & Chenier, 2011), because the feminine leadership has a characteristic such as to do individuals concern, positive contingent reward (Eagly & Carli, 2007; Gartzia, 2010; Gilbert, et al; Kart, el al, 2011).

In consequence, the interpretation of gender in organization has a positive influence to transformational and transactional of leadership (Judge & Piccolo, 2004). Male leaders are more to transactional leadership whereby the female leadership is more to transformational leadership (Duff, 2013). Brandt & Laiho (2013) stated about the gender have a positive significance to the leadership style which is studied on an examination of leader and subordinate perspective. Similarity with the Muchiri, et al., (2010) discussed about the gender have an important role in influencing a leadership style which is the study on the managerial level. Gartzia & Engen (2012) highlighted about the gender traits have a significant impact occur with the identity of sex differences in transformational and transactional leadership. However, Eagly & Johnson (1990) argued that the male and female leaders don't differ type of leadership style because of the interpersonal orientation and task with organizational studies.

Hypothesis 3: Gender have influence significantly towards leadership style of managers.

Table 3.3
Gender and Leadership Style

No	Journal	Author	Tittle	IV	DV	Mediating	Result
1	Psychological Bulletin, 108, 223-256**.** 1990	Eagly, A. H., & Johnson, B. T	Gender and leadership style: A meta-analysis.	Leadership style		Gender	The style differences between male and female leaders.
2	Personality and Social Psychology Bulletin, 26, 1315-1326. 2000	Rudman, L. A., & Kilianski, S. E.	Implicit and explicit attitudes toward female authority.			Gender	A women has more authority, rather than man.
3	Psychological Bulletin, 117, 125-145	Eagly, A. H., Karau, S. J., & Makhijani, M.	Gender at the effectiveness of leaders: A meta-analysis	Leadership style		Gender	Male leaders is effective in masculine while female leaders is effective in feminine.
4	Leadership & Organization Development Journal 34(1), 44-66. 2013.	Brandt, T., & Laiho, M	Gender and personality in transformational Leadership context: An examination of leader and	Leadership Personality		Gender	Gender have positive impact to the leadership and personality.

			subordinates perspective				
5	Journal of Organizational Change Management, 17(2), 160-76. 2004.	Kark, R	The transformational leader: who is (s)he? A feminist perspective	Transformational leadership		Gender	Feminine leader is more interpersonally-oriented control rather than male leader.
6	Leadership & Organization Development Journal. 34(1), 204-221, 2013.	Duff, A. J.	Performance Management Coaching: Servant leadership and Gender Implications	Leadership style		Gender	Male leaders is more to transactional leadership whereby the female leadership is more to transformational leadership.
7	Journal of Applied Psychology, 89, 755-768. 2004	Judge, T. A., & Piccolo, R. F.	Transformational and transactional leadership: A meta-analytic test of their relative validity.	- Transformational leadership - - Transactional Leadership		Gender	Gender have a positive influence to transformational and transactional of leadership.
8	Leadership & Organization Development Journal 32(5), 462-492, 2011.	Muchiri, M. K., Cooksey, R. W.,	Gender and Managerial Level Differences in Perceptions of Effective leadership.	Leadership style		Gender	Gender have influence to the leadership style.

		Di Milia, L. V., & Walumbwa, F. O.					
9	Gender in Management: an International Journal, 27(6), 395-416, 2012.	Patterson, N. Marvin, S., & Turner, J.	Envisioning Female entrepreneur: Leaders anew from a gender perspective	Leadership style		Gender	The man leaders need a considerable task capability, especially the aptitude of straight and control individuals to acquiring job to be done.
10	Equal Opportunities International 28(7), 545-560, 2009.	Rohmann, A., & Rowold, J.	Gender and Leadership Style: a field study in different organizational contexts in Germany	Leadership style		Gender	Female more to transformational style rather than man.

3.2.4 GENDER AND PERSONALITY

Personality has been shown the effect indirect and direct on the gender differences (Black, Organ, & Morton, 2010). Similarity with Lippa (2010) stated that the gender has a many different in personality, such as the result of a compound interaction between biological and cultural factors. In support with that Guthrie et al. (2013) stated that personality will be influenced by gender in term of the management style, behavior, a good debate with other especially when to deal and discussion with partnership. On psychological traits, the differences in gender instigated with the assumption that trait differences between men and female were on temperament, biologically determined, and cognitive ability (Guthrie et al., 2013). There are several studies that examined the differences of gender in personality traits such as in term of cognitive of abilities, social behavior, and the buddy selection preferences (Fiengold, 1998; Bus, 1989; Gonzalez-Mule et al., 2013; Nweke, el al., 2013).

In terms of temperament between men and female generally determined that men are more dominant, more aggressive, and less concerned rather than female (Duehr, 2006). Actually, the female has presented themselves to be flexible and wide-ranging executive with expert skills which has a prerequisite for international studies, and also it has found that female lack behind men in term of level of effectiveness (Guthrie et al., 2013). According to Bonte & Jarosh, (2012), in term of locus control found about the men has principally more internally skillful as compared to women which is only holds through the different domain. In terms of development the five factor personality model will arise the new additional questions about the difference gender in term of the nature and magnitude in personality (Duehr, 2006).

Female have a less control on emotional stability than males, which means that in term of emotion man have more control rather than female, but also female having higher on agreeableness and calmness rather than man (Gonzalez-Mule et al., 2013). In supported by Black, Organ, & Morton, (2010) stated that the female has the high score in agreeableness and calmness than males. Along with that man should involve in more aggressive actions, because masculine traits may acquire aggressive behaviors based on socially adequate, that energetic and aggressive behaviors that are related to prestige (Eagly, 1987; Archer, 2004).

According to the Guthrie et al. (2013) gender have a positive significant influence on the personality, because of the differences behavior man and female in term of decision making, helping, concerning, and dealing. Budeau (1999) stated that the female has a more significant score toward in agreeability and emotions in personality traits rather than man, and also female more stability in term of emotional rather than man. According to Newke, et al., 2013 found there are a significant influence of personality traits that contributed by gender.

Hypothesis 4: Gender have influence significantly towards the personality of managers.

Table 3.4
Gender and Personality

No	Journal	Author	Tittle	IV	DV	Mediating	Result
1	European Journal of Marketing vol 44 (9/10), 1453-1477, 2010.	Black, I. R., Organ, G. C., & Morton, P	The Effect of Personality on Response to Sexual Appeals	Personality		Gender	Personality have effect influence by gender.
2	Journal of Management Psychology, 18(3), 229-243, 2013.	Guthrie, J. P., Ash, R. A., & Stevans, C. D.	Are Women Better than Men? Personality differences and Expatriate Selection.	Personality		Gender	Personality will be influencing by gender in term of the management style, behavior.
3	Cross Cultural Communication, 11-16. 2013	Nweke, C. C., Anazonwu, C. O., Ugokwe-Ossai, R. N., & Ucheagwu, V. A.	Gender and City Differences in Personality Traits among Adolescents in Some Selected Cities of Nigeria	Personality		Gender	The extraversion, agreeable, and neuroticism found have a significant influence of personality traits that contributed by gender.

4	Journal of Managerial Psychology, 333-353. 2013	Gonzalez-Mule, E., DeGeest, D. S., Kiersh, C. E., & Mount, M. K	Gender Differences in personality Predictors of Counterproductive Behavior	Personality		Gender	Emotions man have more control rather than female, but also female having higher on agreeableness and calmness than man.
5	Archives of Sexual Behavior, 39, 619-636. 2010.	Lippa, R.A.	Sex differences in personality traits and gender-related occupational preferences across 53 nations: test evolutional and social-environmental theories	Personality		Gender	Gender have a many difference in personality.

3.2.5 GENDER, LEADERSHIP STYLE AND ORGANIZATIONAL COMMITMENT

The previous part literature research reveals that lots of researches have already been carried out on the leadership styles and the staff organizational commitment. But there is a few research have been done with the effects of leadership on perceptions by gender on organizational commitment. According to Brandt & Laiho (2013) the gender-centered perspective have two styles of gender, such as a masculine style for man leaders, and feminine style for the female leader. Male and female managers may be observed in a different way due to stereotypes and different expectations of leadership style and also due to the organizational commitment. According to Northouse (2010) female and male have more effective in leadership roles congruent with their gender. The effective leadership has been supposed to involve characters stereotyped as masculine (Brenner, et al., 1989; Schein, 1973, 1975; Powell and Butterfield, 1979, 1984), and feminine behavior as stressed strength to effective leadership nowadays (Gartzia & Engen, 2012).

According to Snaebjornsson and Edvardsson, (2012) stressed that female leaders in organization settings incline to be more democratic and participative than men leaders, whereby men leaders have incline a tendency to learn more towards the autocratic behavior. Furthermore, several research stated that transformational leaders stressed to more female rather man (Bass, et al., 1996; Doherty, 1997; Turner, et al., 2004; Brandt & Laiho, 2013). According to Eagly, et al., (2003) while the comparing male and female in the transformational and transactional leadership. It is reported that female leaders tend to be a transformational leadership rather than man leader. Similarity with Emery

& Barker (2007) male leaders stressed more to the transactional leadership style, while female leaders tend towards a transformational leadership style. In conclusion, that female leaders are better able to control their feelings and do not respond to conflict or emotional situation as sharply as men, although are affected by stronger feeling (Bostjancic, 2010).

Another perspective that argued about, there is no significant relationship between gender and leadership style. It's statement have been supported by several research which is stated that there is no significant differences between male and female in terms of leadership style, because female have the right and incline to show the same style like a man in the industry (Gardiner & Tiggermann, 1990; Ferrario & Davidson, 1991). According to Eagly & Johnson (1990) there is no significant difference in the type of leadership even though it's a female or man, because of the task and the orientation of the organization. Manning (2002) also stated that there is no difference between male and female in transformational leadership. Further, men and female leaders have no difference in team-orientation, participative leadership style. (Fusun, 2010; Shadare, 2011; Snaebjornsson & Edvardsson, 2013).

The relation between gender and organization has also been part of this research. Several researchers found the positive impact the gender are on the organizational commitment (Scandura & Lankua, 1997; Mowday, Porter, & Steers, 1982; Porter, 2001). According to Angle & Perry (1981) the female has shown high levels of attitudinal commitment than male. Wahn (1998) also found the higher level of female commitment rather than male. Similarity Firsher, Boyle & Fulop (2010) reposted that female has a highly committed to the organizational rather than man, even though

female usually places family a head the organization, Moreover female sometimes think to spend more time with their children. But the money got from the organization should spend with family and children, thus it did not express her views. In contrast with Al-Ajmi (2006) there is no positive relation between gender and organizational commitment.

In terms of the effect of the relationship leadership style on organizational commitment, there are several literature available indicated stated their statement that there is a significant relationship between leadership style and organizational commitment (Allen & Meyer, 1996; Avolio et al., 2004; Emery & Barker; 2007; Guanling, 2011). According to Guanling, (2011) a leader's performance influence positively on member attitudes towards their professions, these positive attitudes have resulted a good sustaining their relationship with the corporation concern. Khasawneh, et al., (2012) identified the leadership style have positively significant to the organizational commitment which is the study of the mediating role stress of leadership on organizational commitment.

Hypothesis 5: Gender as moderating variable to the effect of leadership style on organizational commitment.

Table 3.5
Gender, Leadership Style, and Organizational Commitment

No	Journal Name	Author	Tittle	IV	DV	Mediating	Result
1	Leadership & Organization Development Journal 34(1), 44-66, 2013.	Brandt, T., & Laiho, M.	Gender and personality in transformational Leadership context: An examination of leader and subordinates perspective	Leadership Personality		Gender	Masculine style for man leaders, and feminine style for the female leader. Gender have impact on the organizational commitment.
2	Gender in Management an International Journal, 27(5), 296-314, 2012.	Gartzia, L., & Engen, M. V.	Are (male) leaders "Femine" enough? Considered traits of identify as mediators of sex differences in leadership style	Leadership Style		Gender	Feminine behavior as stressed strength to effective leadership nowadays.
3	International Journal of Business and Management, 1(1), 2013.	Snaebjornsson, & Edvardsson.	Gender, Nationality, and leadership Style	Leadership style		Gender	Female leaders in organization settings incline to be more democratic and participative than men leaders.

4	Psychological Bulletin, 108, 233-256, 2003.	Eagly, A.H., Johannesen-Schmidt, M. C., & Van-Engen, M	Transformational Transactional, and laissez-faire leadership style: a meta-analysis comparing women and men	Leadership style		Gender	Female leaders tends to be a transformational leadership rather than man leader.
5	Journal of Organizational Culture, Communication and Conflict. 11(1), 77-90, 2007.	Emery, C. R., & Katherine, K. J	The effect of Transactional and Transformational Leadership Style on The organizational Commitment and Job Satisfaction of Customer Contact Personnel	Leadership style	Organizational Commitment	Gender	Male leaders stressed more to the transactional leadership style while female rather tended towards a transformational leadership style.
6	Psyhological Bulletin: 233-256. 1990	Eagly, A. H., & Johnson , B. T.	Gender and Leadership Style: A meta-analysis	Leadership style		Gender	There is no differ type of leadership even though it's a female or man.
7	Euromed Journal of Business, 5(1), 20-36. 2010	Fusun, C. A.	Gender-Based Analysis of Leadership Differences in Turkey	Leadership Style		Gender	Men and female leaders have no difference in team-oriented.
8	The International Business & Economic Research	Shadare, O. A	Management style and Demographic Factors as Predictors of Managerial	Leadership Style		Gender	Men and female leaders have no

	Journal, 10, 85-93. 2011		efficiency in Work Organization in Nigeria				difference in effective.
9	International Journal of Business and Management, 8(1), 89-103, 2013	Snaebjornsson, I. M., & Edvardsson, i. R.	Gender, Nationality, and Leadership Style	Leadership Style		Gender	Men and female leaders have no difference in participate leadership style.
10	International Journal of Organizational Analysis, 18(3), 280-294, 2010	Fisher, R., Boyle, M. V., & Fulop, L.	How Gendered is Organizational Commitment? The Case of Academic faculty.		Organizational Commitment	Gender	Female has a high committed to the organizational rather than man.
11	International Journal of Management, 838.2006	Al-Ajmi, R.	The Effect of Gender on Job Satisfaction and Organizational Commitment in Kuwait		Organizational Commitment	Gender	There is no positive relation between gender and organizational commitment.
12	E -Business and E -Government (ICEE), 1-3, 2011.	Guangling, W.	Empirical Study on the Relationship between Transformational Leadership a Contextual Performance under the Organizational	Leadership style	Organizational Commitment		Leader's performance have influence positively on member attitudes.

			Commitment Intermediary Role				
13	Education Management Administration & Leadership, 494-508. 2012	Khasawneh, S., Omari, A., & Abu-Tineh, A. M	The Relationship between Transformational Leadership and Organizational Commitment: the case for Vocational Teacher in Jordan	Leadership style	Organizational Commitment		Leadership style have positively significant to the organizational commitment.
14	Great lakes Herald, 3(1), 23-38. 2009	Ramachandran , S., & Krishnan, V. R.	Effect of Transformational Leadership on Followers' Affective and Normative: Culture as Moderator.	Leadership style	Organizational Commitment		Transformational leadership will be influencing the affective, and normative commitment.
15	Journal of Leadership & Organizational Studies, 20(1), 84-106. 2013	Jackson, T. A., Meyer, J. P., & Wang, X.	Leadership, Commitment, and Culture: A meta-analysis	Leadership	Commitment		Transformational leadership has a positive significant to the affective, normative commitment.

3.2.6 GENDER, PERSONALITY, AND ORGANIZATIONAL COMMITMENT

There is a strong relationship between employee commitment to their job and it can be measured with respect to the trait of personality that have with each person (McCloy & Wise, 2002). If a good management or supervision is provided to the employee, then the employees will be having a positive feeling on jobs. It is needed to do the right thing at the right time to the right people. In real life teamwork success isn't often happening by itself without focusing team building efforts and activities, because of that the organization's commitment is important in organization in order to make organization fast growth (Meyer, et al., 2012).

The difference of man and female are having principally variance which is an essential issue for any society to which a variety of solutions found (Gang, 2011). According to the Guthrie, et al. (2013) gender have a positive significant influence the personality, because the differences behavior man and female in term of decision making, helping, concerning, dealing and commitment. In contrast Ekhlassi, et al. (2012) stated that there is no significant influence the man and female in term of personality individuals. Furthermore, Mahanta (2012) indicated that personal characteristic such as age, and tenure have positive significance to the organizational commitment, while gender, and marital status where there is no significant relationship to the organizational commitment.

The growing of percentage of females in the industry, which make more concern about the work-family balance or work-life balance (Soeng, Hon, & park, 2012) because of

that female will be less commitment rather than man in several industries which is needed to think the responsibility in daily routine in housework and worker (Emslie & Hunt, 2009; Loscoco, 1997; Powell & Greenhaus, 2010). Moreover, female faces more barriers and unfair treatment than men, thus female is less likely to commit themselves to the organization than their male worker (Marsden, Kalleberg, & Cook, 1993; Soeng, Hon, & park, 2012). In supported by Indartono & Chen (2011) indicated that male employees have shown higher commitment rather than females in the context of strong political behavior at work and low perception of equity. According to Kumar & Bakhshi (2010) there is a positive relationship between personality toward organizational commitment, because individual depends on the self-discipline, dutifulness and generalized work-environment tendency which affords growth the occasion of member to obtain formal such wage, advancement, and informal such as acknowledgement and reverence.

Hypothesis 6: Gender as moderating variable to the effect of personality on organizational commitment.

Table 3.6
Gender, Personality, and Organizational Commitment

No	Journal Name	Author	Tittle	IV	DV	Mediating	Result
1	Human Resource Development Quarterly, 13(4), 377-382, 2002.	McCloy, R. A., & Wise, L. L.	Invited Reaction: The Effects of Personality, Affective and Work Commitment on Motivation to Improve work Through learning.	Personality	Organizational Commitment		Strong relationship between employee commitment to their job and it can be measures with respect to the trait of personality that have in each person.
2	Journal of Vocational Behavior, 1-16. 2012	Meyer, J. P., Stanley, L. J., & Partyonova, N. M.	Employee Commitment in Context: The Nature and Implication of Commitment Profiles		Organizational Commitment		Organization commitment is important in organization in order to make organization fast growth.
3	Career Development International, 246-275. 2012	Spagnoli, P., & Caetano, A.	Personality and Organizational Commitment: The Mediating Role of Job Satisfaction during Socialization	Personality	Organizational Commitment		Personality employee is a pivot in role of police in the corporation

4	International Conference of Information Technology, Computer Engineering and Management Sciences, 11. 2011	Gang, C.	The Influence of Power Distance on Feminine Leadership in China.			Gender	The difference of man and female are have principally variance which is an essential issue for any society.
5	Journal of Targeting, Measurement and Analysis for Marketing, 20(3/4), 158-171. 2012	Ekhlassi, A., Nezhad, M. H., Far, S. A., & Rahmani, K.	The Relationship between Brand Personality and Customer personality, gender and income: A case study of the cell phone market in Iran.	Personality		Gender	There is no significant influence the man and female in term of personality individuals.
6	South Asian Journal of Management, 45. 2012	Mahanta, M.	Personal Characteristics and Job Satisfaction as predictors of Organizational Commitment: An Empirical Investigation		Organizational Commitment	Gender	Personal characteristic such as age, and tenure have positive significant to the organizational commitment. But gender, and marital status are no significant relationship to the organizational commitment.

7	Asia Pacific Journal of Management, 29, 1105-1129. 2012	Seong, J. Y., Hing, D. S., & Park, W. W.	Work Status, Gender, and Organizational Commitment among Korean Worker: The Mediating Role of person-Organization Fit.		Organizational Commitment	Gender	Female in industry which make more concern about the work-family balance or work-life balance.
8	Gender, Work, and Organization, 16(1), 151-172. 2009	Emslie, C., & Hunt, K.	Live to work or Work to live? A Qualitative study gender and worked-life balance among men and women in mid-life.		Organizational Commitment	Gender	Female will be less commitment rather than man in several industries.
9	Academy of Management Journal, 53(3), 513-534, 2010.	Powell, G. N., & Greenhaus, J. H.	Sex, Gender, and the Work-to-family Interface: Exploring Negative and Positive Interdependencies.		Organizational Commitment	Gender	Female will be less commitment rather than man in several industries.
10	Humanity & Social Sciences Journal, 3-7. 2010	Kumar, K., & Bakhshi, A.	The five factor model of personality and organizational commitment: is there any relationship?	Personality	Organizational Commitment		There is a possitve and negative relationship between personality and organizational Commitment.
11	Journal of Vocational Behavior, 50(2), 204-226, 1997.	Loscocco, K. A.	Work-family Linkages among self-employed women and men		Organizational Commitment	Gender	Female will be less commitment rather than man in several industries.

3.3 RESEARCH DESIGN

Research design places the main issues in the studies concerning location and type of study, time spent and the unit to study (Sekaran & Bougie, 2010). The objective of the study is to provide a description or to describe characteristics associated with the phenomena that concerning about individual, organization, corporate and other's viewpoints, in which the researcher is attracted (Sekaran, and Bougie, 2010). The objective of this research is to determine the influence of leadership style and personality on the organization's commitment which the researcher confirms two independent variables influence on organizational commitment further moderated by gender.

This research used quantitative method with a descriptive cross-sectional research design which data are assembled just once, over a period of weeks and months, in order to response the research question. The quantitative method relies on the researcher that concern to investigation of data or information that are descriptive in nature and not readily measurable (Sekaran, and Bougie, 2010). This method is about quantifying the relationship among observed variables such as leadership, personality and organizational commitment. Furthermore, the hypothesis development was derived from a literature review, followed cross-sectional survey.

This survey is equated with a list of questionnaires through stratified random sampling method. The research design of this study is based on a quantitative survey design compiled to determine leadership behavior and organizational commitment as well as specific demographic information. Quantitative research can be descriptive or

experimental research. Survey research has descriptive research characteristics. In contrast to experimental research, when researchers conduct descriptive research, it is crucial to realize that descriptive survey research findings about specific variables, that should not be interpreted using causality between the variables (Gay, Mills, & Airasian, 2006).

This study used three well-known instruments. First, the Multifactor Leadership Questionnaire (MLQ) was used in order to assess leadership styles as perceived by the participants. Second, The Big Five Inventory (BFI) was used to determine personality on each employee. Lastly, the Multi Commitment Questionnaire (MCQ) was used to determine the levels of organizational commitment of the participants. Additionally, several questions regarding demographic information were included in the combined survey document such as gender, level of education, and experience. As previously described, this study adopted a survey research as a means of collecting data.

3.3.1 SOURCE OF DATA

This research utilized both primary and secondary data. Sekaran, and Bougie, (2010) stated that primary data aim to obtain the information from first indicated by the researcher on the variables of attention for the detailed purpose of the study. Secondary data aim to collect the information from sources that already exist, such as journal, proceeding and books, magazine, newspaper, historical of study, article and information. In addition, secondary data also was provided to be more understanding to the researcher on the issue from different viewpoints. In this study, researchers used the primary data from a set of questionnaire to obtain information from employees in

PT. Pupuk Sriwidjaja (Palembang) in Indonesia. Along with that for secondary data collected from PT. Pupuk Sriwidjaja (Palembang) annual reports, website, articles, journal and publications, and various studied conducted by practitioners.

3.3.2 UNIT OF ANALYSIS

The unit of analysis discusses about the level of accumulation of the data collected during the following data in the investigation phase (Sekaran, and Bougie, 2010). The observed population of this research conducted observation upon a manufacturing industry in Palembang, South Sumatera Indonesia which is PT. Pupuk Sriwidjaja Palembang (PUSRI) which is a state owned company focusing in fertilizer manufacturing in Indonesia. This research wants to study the influence of leadership and personality on organizational commitment among employee in PT. Pupuk Sriwidjaja (Palembang). The researcher concerned with individual employees in the organization and have to catch out what will be their commitment. Here the unit of analysis is individual.

3.4 OPERATIONAL DEFINITION

This study consists of independent variable, dependent variable and moderating variable. Leadership style and personality as a independent variables, organizational commitment as a dependent variable, as well as gender streotypes as a moderating variable. Leadership is adapted from “Multifactor Leadership Questionnaire" developed by Bass and Avolio (2004). This leadership theory categorized to three leadership behavior. First, transactional leadership contains three leadership styles;

management by exception-active, management by exception-passive and contingent reward, Second, transformational leadership contains four leadership styles such as individualized consideration, intellectual stimulation, inspiration motivation, and idealized consideration. Lastly, laissez-faire leadership.

Personality is adopted from “the big five inventory” developed by John, Donahue, & Knetle, (1991) with 44-items. The questionnaire big five personality constructs formed by eight items to measure neuroticism (N), and Extraversion (E), nine items for conscientiousness (C), and agreeableness (A), and ten items measure openness (O).

Organizational commitment is defined as "the strength of an individual's identification with and involvement in a particular organization" (Porter et al., 1974). In this study to organization's commitment variable is adapted from the organizational commitment questionnaire that developed by Meyer and Allen (1990). The organization Commitment has three dimensions; affective, normative and continuance commitment.

In this study, the moderating variable is gender. There are two categories of gender; male and female. Whereby gender is used to know the influence leadership style and personality towards organizational commitment.

3.5 MEASUREMENT OF VARIABLES

Measurement is the assignment of numbers or other symbols to the characteristics or attributes of objects according to a pre-specified set of rules (Sekaran, 2010). This study employs a set of questionnaire that utilizes a standardized set which are expected to be consistently associated. The questions are designed to measure with the use of scales. The researcher prefers to use the five-point Likert Scale for some reason whereby it ranges from 1 (strongly disagree) to 5 (strongly agree). Furthermore, the measurement of gender use the scale binary whereby it range from 0 (male) to 1 (female).

The questionnaire contains a four sections. Section A is demographic information about the manager. Section B consists of the leadership style. Section C consist of the big five personality. Finally, section D consists of organizational commitment. The questionnaires were posed in dual language such as English and Indonesia language. In order to make easier to understand the respondents towards the questionnaire, the survey way carried out in Palembang Indonesia. In translating, it brought more attention on the issues related to validity and reliability. Because of that pilot test came up to set the questionnaire standardize with particular populations. Adapted questionnaire from another language and cultures will impact in validity of local culture in order to ensure the measurement properties still same as the original one (Juniper, 2009).

Table 3.7
Description of questionnaire's Section

Questionnaire Sections	Descriptions
Section A	This section contained the demographic data of respondents consisting: gender, age, education level, position, how long have been working in this industry, and how many times labor turnover, and the reason.
Section B	This section contained the leadership style questionnaire; transformational and transactional leadership. The total number of item includes 27 items (Multifactor Leadership Questionnaire - Form 5x, adapted from Bass and Avolio, 2004)
Section C	This section contained the big five personality questionnaire; Neuroticism (N), Extroversion (E), Openness (O), Agreeableness (A), and Conscientiousness (C). The total number of item includes 44 items. (The Big Five Inventory questionnaire adapted from John, Donahue, & Knetle, 1991)
Section D	This section contains measurement of the organization's commitment; affective, normative, and continuous commitment. The total of item includes 24 items (adopted from Meyer & Allen 1990)

Table 3.8
Main References for the Questionnaire Design

Variables	Factors	Major References
Leadership Style	- Transformational Leadership - Transactional Leadership	Kao, Brandon and Hudson, Peter B, (2009).
The Big Five Personality	- Neuroticism (N) - Extroversion (E) - Openness (O) - Agreeableness (A) - Conscientiousness (C).	Ekhlassi, Nezhad, Far, and Rahmani, (2012)
Organizational Commitment	- Affective Commitment - Normative Commitment - Continuous Commitment	Jaros (2007)

3.6 DATA COLLECTION

There are several methods for data collection methods; face to face interviews, telephone and computer–assisted interviews, and interviews through the electronic media, and self-administered, questionnaires and observation of individuals. However, these methods are major data collection methods in survey research. Questionnaires are an effective data collection instrument when the research scholar familiar with the required and how to measure the variable of interest (Sekaran, 2010). This study uses a questionnaire for data collection, especially personally administered questionnaires in which it can accumulate groups of personnel to respond to questionnaires at the organization. This helped the researcher to gather all the completed responses in a short period.

3.7 POPULATION

The population of research refers to the whole group of individuals, event, or things of concern that researcher willing to explore (Sekaran, 2003). In this particular research, the sample for this research focused on the working professional in PT. Pupuk Sriwidjaja Palembang (PUSRI) as a national fertilizer producer, and also have the duty of carrying out trade, providing of services and other business related to the fertilizer industry. Thus, PUSRI is one of the big state owned corporation therefore it consist of eight directorates which take responsibility of 60 departments for different functions. PUSRI has 2476 employees at December 2013 and they are divided into several departments in order to support run their business. There are 300 senior level. 1078 middle level, and 1098 junior level. In addition, in the middle level of managerial is

always occurring the turnover, which several middle managers are moving to another company. Hence, Middle level of managerial is suitable level to conduct in this research.

3.8 SAMPLING

Hair, Money Page & Samouel (2003) indicated that a sample is a relatively small subset of the population. Since, the population is quite huge, this research uses sampling for some reasons. First, it is not practical to carry out surveys on all populations. Second, due to the time reason and financial support. It's necessary to make sure that the sampling has homogeneity of the larger population as far on possible, in order to make sure that the sampling is representative of the population, and random selection is carried out. The sample size larger than 30 and less than 500 are required for appropriate research (Roscoe, 1975). The survey will conduct in PT. Pupuk Sriwdjaja Palembang especially in middle level of managerial.

According to Sekaran (2010), the sample size will be determined from the population by the number of 1078, the sample size will be conducted with number of 285. This research uses the stratified random sampling for sampling technique. The stratified random sampling is the process of stratification or segregation, followed by random selection of subject from each stratum. The population is first divided into mutually exclusive groups that are relevant, appropriate, and meaningful in the context of study. In this research, the first population doing in PT. Pupuk Sriwidjaja Palembang (PUSRI) which is focusing in the middle level of managerial, because of relevant with the context of the study.

3.9 DATA COLLECTION PROCEDURES

In order to distribute the questionnaire to the employee's PT. Pupuk Sriwidjaya Palembang (PUSRI), the researcher follows several procedures such as for seeking legal permission from PT. Pupuk Sriwidjaja Palembang (PUSRI). Primarily, the research need to apply and submit the letter for data collection from Universiti Utara Malaysia. Secondly, after getting the approval from manager department of education and training, the researcher gives it to in order to decide how many questionnaires to be distributed in each department of PUSRI, because the outsiders cannot enter each department rather its own employees.

Subsequently, the researcher and administrative manager directly distributed the questionnaire in 60 departments in PT. Pupuk Sriwidjaja Palembang (PUSRI). The questionnaires are distributed randomly to the middle level of managerial with administrative in each department assist to distribute to the middle level of managerial because only the administrative in each department known the respondents who are in the middle level of managerial. Further, the researcher took appointment to collect the questionnaire back from all departments. The data collection took around two weeks. The researcher collected 285 questionnaires back from 300 sets of questionnaire distributed.

3.10 TECHNIQUES OF DATA ANALYSIS

After collecting the information from the questionnaires, a checking was made to ensure the data accuracy of the information gathered. The data collected through questionnaire was coded and investigated using the computerized SPSS (Statistical Software Package for Social Science) software version 21.0. To identify the reliability of the research, reliability test taken into consideration of the research was utilized. This technique was used to examine the reliability factors for research. The study will use appropriate statistical tools to arrive at the findings. Measure of central tendency, measure of dispersion and appropriate significant statistical tools. The statistical tools included response rate, demographic profile of respondents, descriptive statistics, classical assumption and multiple regression analysis.

3.10.1 PILOT STUDY

In this research, a pilot study was conducted in order to ensure the reliability and validity of any insignificant number of the distributed questionnaires. The reliability of measure shows the extent to which it is without bias (error free), therefore, to ensure reliable measurement through time and through the several items in the instrument. Validity refers to the indication that the instrument, technique, or process used to measure a concept does indeed measure the intend concept (Sekaran, 2010). The data obtained was analyzed using the Cronbach's Alpha Test in SPSS software 21. Cronbach's Alpha is the coefficient of reliability that point out how well the items in a set positively correlate with each other (Sekaran, 1992). Higher internal consistency of reliability point out when the Cronbach's Alpha is near to 1.

Table 3.9
Range of Cronbach's Alpha with Reliability

Range of Croanbach's Alpha	**Reliability**
1	Perfect
0.8 – 0.9	Good
0.6 – 0.79	Acceptable
Below 0.6	Poor

3.10.1.1 VALIDITY TEST

Validity test aims to check and balance, whether the questionnaire is understandable by the audience in order to make sure the questionnaire meet the validity requirement. Actually, there are many types of validity; content validity, face validity, criterion-related validity, and predictive validity, construct validity. Amended questionnaires from other linguistic and cultures need content validity for the local culture to ensure that the quantity properties still persist same as the original ones (Juniper, 2009; Tuleja, et al., 2011).

The questionnaires were translated into the local Indonesia language. Actually, this is the risk by using the cross culture of the questionnaire because it brings the different meaning and understanding. In order to ensure the questionnaire meets the validity requirement, the researcher used content validity. Content validity means that the questionnaire need to be examined by the expert in order to ensure that the item of each instrument is understood by respondents. Furthermore, the study ensure the content,

construct, and face validity in relation to all the dimensions, incorporated into the questionnaire.

3.10.1.2 REALIBITY ANALYSIS

Reliability is the ensure measurement level of error are free or without bias. Hence, consistent and similar results can be obtained across circumstances and in excess of time (Zikmund, 2010). 30 samples of questionnaires were gathered to test whether the respondents were able to understand the content and the language used in the questionnaires. The Cronbach Alpha coefficient would be indication tool to check for the consistency. Table 3.5 shows a table for the result of reliability test that already conducted on 30 samples of respondents.

Table 3.10
The Result of Reliability Test

No	Variables	Number of Items	Cronbach's Alpha
1.	Leadership Style	24	0.889
2.	Personality	20	0.873
3.	Organizational Commitment	13	0.863

According to the pilot study, it shows that the Cronbach's Alpha for the leadership style is 0.889, the Cronbach's Alpha for personality is 0.893, and the Cronbach's Alpha for organizational commitment is 0.836. Overall the results show that the Croanbach's Alpha exceeding 0.8. Hence, it can be assumed that the internal consistency of this questionnaire is considered to be good. Afterward, the questionnaire can be circulated to the real sample.

3.10.2 RESPONSE RATE

The response rate also known as completion rate or return rate. Response rate refers to the number of people who answered the survey divided by the number of people in the sample. Furthermore, the response rate is represented in the percentage form.

3.10.3 DESCRIPTIVE STATISTIC

Descriptive statistics are the method used to organize, display, describe and explain a set of data with the use of table, graphs and summary measure (Johnson & Christensen, 2008). In this part, descriptive statistics such as normality test, frequency, mean and standard deviation were used to describe the basic features of the overall data.

3.10.4 DESCRIPTIVE ANALYSIS

Frequency distribution is one of the most common ways to summarize a set of data (Zikmund and Babin, 2007). A Frequency distribution analysis is a mathematical distribution where the objective is to achieve a count of the number of responding associated with different values of one variable to express these counts in percentage terms (Malhotra, 2007). The major purposed of using descriptive research is to describe characteristics of objects, people, groups, organizations or environments (Zikmund & Babin, 2007). In this research study distribution were obtained for all the personal data which included a demographic profile such as gender, age, race, marital status, highest education obtains and income.

3.10.5 CLASSICAL ASSUMPTION

Classical assumption aims to ensure perform of the multiple regression test tool has been used correctly before performing hypothesis testing of this study. In addition, if a classical assumption test has been met, the multiple linear regression statistic test tool can be used. There are several steps to do the classical assumption test, namely normality test, heteroscedasticity test, and multicollinearity test, but it's no compulsory with that step, it may be ordered randomly based on the analysis of data available.

3.10.6 MULTIPLE REGRESSION ANALYSIS

Multiple regression is based on correlation, but it allows a more sophisticated exploration of the interrelationship among a set of variables. In this study multiple regression is used to predict a particular outcome. Multiple regressions were conducted to examine the amount of variance in dependent variable scores can be explained by all independent variables. In the output analysis of coefficient value "R" will point out the relationship between variables and indicate the amount of variance in the dependent variable scores. It can be explained when numerous independent variables are hypothesized to simultaneously influence it. In the event of R square value, the F statistics and its significant level are known and finally the result can then be interpreted (Sekaran & Bougie, 2010).

3.11 CONCLUSION

This chapter has identified the research design, operational definition, measurement variable sampling, tools including validity and reliability, tool administration, data collection procedures and technique data analysis. This research was a quantitative study and adopted instrument for the questionnaire in order to collect the data from the respondents. Furthermore, this study was using the techniques of stratified random sampling to choose the sample because it gave least of bias and more relevant to the context of the study (Sekaran, 2010). The sample in this study was the middle level of managerial in PT. Pupuk Sriwidjaja Palembang (PUSRI). They were 285 respondents that have been chosen as the sample of the study. In order to test the Hypothesis, in this research was using the multiple regression in order to test the relationship between dependent and independent variable. While for the demographic factors such as gender, age, marital status, level of education, how long in this corporate, turnover, descriptive statistic likes frequencies and percentage were used. Classical assumption also needed in order to ensure the data were distributed normally.

CHAPTER 4

RESULTS AND DISCUSSION

This chapter presents the result of the data analyzed from the questionnaires distributed to the respondents. This study aims to accomplish the objectives as well as to answers the research questions and also to prove the hypothesis assumptions which have already developed. This chapter covers the statistical method used and discusses the result based on the profile of the respondents.

4.1 RESPONSE RATE

The researcher has distributed 300 questionnaires to the respondents in PT. Pupuk Sriwidjaja Palembang (PUSRI) at Palembang, South Sumatera, Indonesia. The 300 questionnaires distributed, only 285 questionnaires were collected. One of the main reasons why not all 300 questionnaire were returned back because the respondent were not on site. However, all the collected questionnaires are valid for analysis. The questionnaires were randomly distributed in each department, as stated in the population section.

Table 4.1
The Response Rate

	Total	**Percentage (%)**
Questionnaire distributed	300	100
Collected Questionnaire	285	95
Usable Questionnaire	285	95
Discarded Questionnaire	0	0
Uncollected Questionnaire	15	5

As shown in Table 4.1, 95% of the questionnaires were collected and are considered as fully completed questionnaires and are valid for analysis (usable questionnaire). An endowment was made by the researcher regarding the sample size, hence, only 285 questionnaires were required. Only 5% (15 questionnaires) were considered lost and not analyzed.

4.2 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The data collected from the questionnaires were first analyzed the descriptively analysis. Thos was [erformed to obtain background information in terms of the frequency from the respondents based on the demographics survey in Section A of the questionnaire. From the descriptive survey, the researcher can analyse the frequency distribution based on the respondents' demographics.

Table 4.2
Demographic Profile of Respondent

Demographic	Categories	Total	Percentage (%)
Gender	Male	188	66.
	Female	97	34
Age	20-30 years	56	19.6
	31-35 years	116	40.7
	36-45 years	49	17.2
	46-55 years	64	22.5
Marital Status	Married	176	61.7
	Single	103	36.2
	Widowed	2	0.7
	Divorced	4	1.4

Level of Education	High School	70	24.6
	Diploma	80	28.1
	Bachelor degree	127	44.6
	Master degree	6	2.1
	Doctorate	2	0.7
Experience	10-16 years	193	67.7
	17 and above	92	32.3

4.2.1 Profile of Respondents: Gender

The table no 4.2 shows the detail of the demographics of respondents based on gender. The result shown that out of the 285 respondents, 188 (66%) are male and the rest are females (97 respondents or 34%).

4.2.2 Profile of Respondents: Age

The age range are divided to four categories. In the first range of 20-30 years old, there are 56 respondents (19.6%), the age range of 31-35 years old includes 116 respondents (40.7%). The age range of 36-45 years old have 49 respondents (17.2%), and there are 64 respondents (22.5%) who fill into the 46-55 years old range. Hence, this study covers a wide range of working age groups.

4.2.3 Profile of Respondents: Marital Status

Most of the respondents are married (61.7%),and then 36.1 % are single, 0.7% are widowed and 1.4% respondents are divorced.

4.2.4 Profile of Respondents: Education

Most of the respondents hold a bachelor's degree (44.6%). The number of high school graduates and diploma holders are approximately the same (24.6% and 28.1% respectively). Only 2.1% holds a master degree and fewer still with a doctorate (0.7%).

4.2.5 Profile of Respondents: Experience

The number of years of experience are divided into two categories: 10 to 16 years inclusive and above 16 years. Most of the respondents fall into the former category (10-16 years).

4.3 DESCRIPTIVE STATISTICS

Quantitative data is analyzed and presented frequencies, means and standard deviations which is part of the descriptive statistics. A Likert scale (a 5-point scale measurement) is need for the respondent to rate the statements in the questionnaire; 1 indicates very much dissatisfied and 5 indicates that the respondent is very much satisfied. The mean score refers to the level of respondents' satisfaction towards the items or variable being asked in the survey. For instance, a mean score of less than 3.00, implies that the respondents are not satisfied with current working conditions. A mean score above 3.00, implies that the respondents are satisfied.

Table 4.3
Mean Score Points on Leadership style, Personality, and Organizational Commitment.

	N	Minimum	Maximum	Mean	Standard Deviation
Leadership style	285	2.42	5.00	3.8566	0.50767
Personality	285	2.60	5.00	3.6735	0.41183
Organizational Commitment	285	1.31	5.00	3.6464	0.50964

Table 4.3 shows the mean score of the variable leadership style as 3.8566. Which means the respondents are moderately satisfied with the recent condition. The minimum score of this same variable was 2.42, and the maximum is 5.00 with a standard deviation of 0.50767.

The mean score for the variable personality is 3.6735, the minimum value is 2.60, and the maximum value is 5.00, with the standard deviation of 0.41183. Lastly, the mean score of organizational commitment is 3.6464, with minimum value of 1.31, and amaximum value of 5.00, with a standard deviation of 0.50964.

4.4 CLASSICAL ASSUMPTION

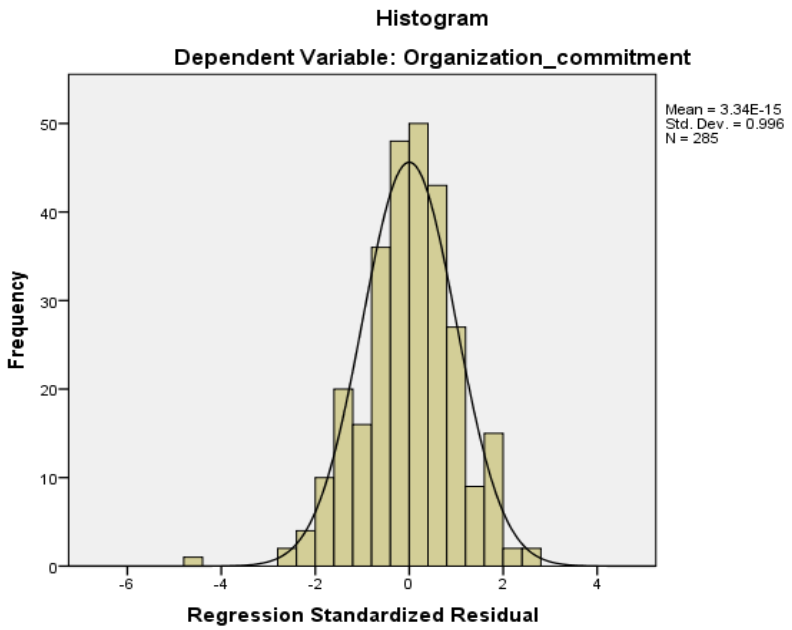
Classical Assumption aims to ensure that the multiple regression test tool has been used correctly before performing the hypothesis testing of this study. If the classical assumption has been met, the multiple linear regression statistic test tool can be used. On the other hand, if classical assumption fails to meet the criteria, the multiple linear regression test tool cannot be conducted. There are several steps to do a classical

assumption test, namely the normality test, the heteroscedasticity test, and the multicollinearity test, it is not necessary to conduct the tests in that order as it depends on the analysis of the available data.

4.4.1 NORMALITY TEST

The normality test aims to test whether the confounding or residual variables in a regression are distributed normally or not. A good regression model is normal or close to normal data. The normality test is a pivotal in statistical theory, however, some statistical techniques may not work very well on the samples. Histograms, normal test P Plots, Skewness and Kurtosis or Kolmogorov Smirnov, and Chi Square test can be used to investigate the normality test of the data because there is no one single method which is the best or most appropriate to aanalyze normality.

Figure 4.1
Histogram



A histogram is categorized as normal when the distributed data, mean, mode, and median are very close, and also if the mode is near to the center of the range. If there is a lack of normal distribution, it means that data is not of quality, hence the research would require a histogram to determine this.

Figure 4.1 shows a histogram that indicates the data is normally distributed because there is no large spread in the distribution.

Figure 4.2
P-P Plot

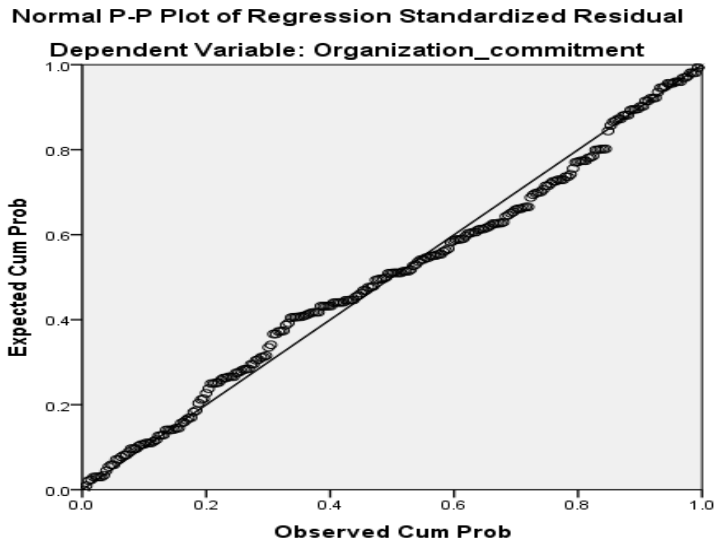


Figure 4.2 shows the pattern of P-P plot which indicates a normal graph. The graph indicated that the histogram graph does not have extremely data, larger from the main value. If the data scatter near the diagonal line, then the regression model meets normality assumptions. But if the data is further away from the diagonal line, then the regression model does not meet the normality assumptions. In conclusion, based on the histogram (figure 4.1) and the P-P plot (figure 4.2) the data obtained for this research normally distributed.

4.4.2 HETEROSCEDASTICITY TEST

The main function of the heteroscedasticity test is to assess data dissimilarity of residual variance of observation in regression. It is a prerequisitee that must be fulfilled in the regression model whereby the aims is an absence of symptoms of heteroscedasticity.

Figure 4.3
The Result of the Heteroscedasticity Test

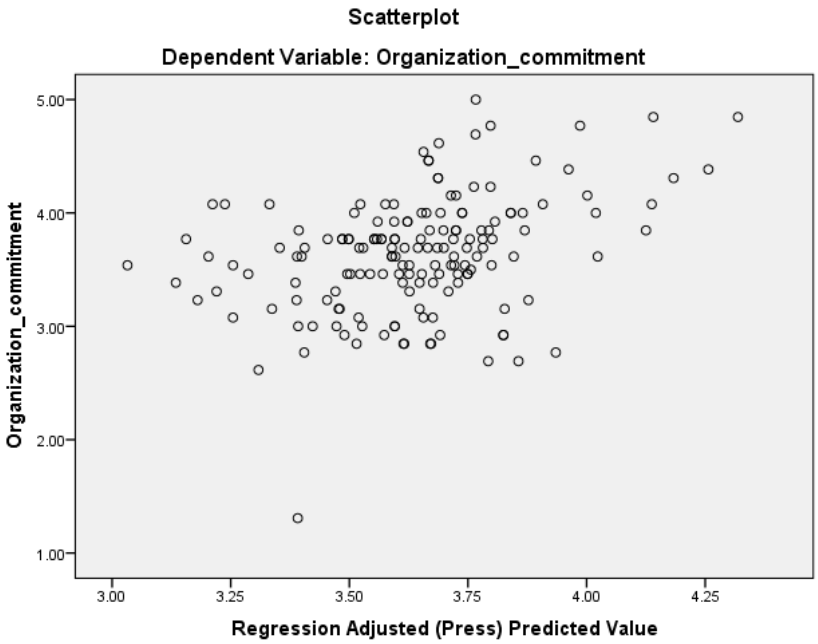


Figure 4.3 indicates that the points are dispersed randomly. There is no form of certain pattern above and below the number “0” on the regression Residual (Y) axis. It means that there is no heteroscedaticity in the regression model. In conclusion, there is no issue of heteroscedascity in the regression model of this study.

4.4.3 MULTICOLINEARITY TEST

The multicolinearity test is important in a multiple regression model. In regression, when the several regressors (predictor) are highly correlated, this problem is called multicolinerity (Sekaran & Bougie, 2010). Furthermore, the multicolinearity test aims to see whether there is a high correlation between the variable in the multiple regression. This study measured multicolinearity by identifying the tolerance value and the variance inflation factor (VIF). The tolerance values which are less than 0.10 would be investigated. The VIF is more than 5, there is a suspected multicolinearity problem, if the VIF is less than 5, there is no multicollinearity.

Figure 4.4
The Result of the Multicolinearity Test

Model	Standardized Coefficients	t	Sig	Collinearity Statistics	
	Beta			Tolerance	VIF
Gender	-162	-2.753	0.006	0.953	1.049
Leadership Style	.126	2.036	0.043	0.754	1.327
Personality	.394	5.249	0.000	0.778	1.286

Dependent Variable: Organizational Commitment

The figure 4.4 shows the tolerance of each variable; gender as 0.953, leadership style 0.754, and personality 0.778. The variance inflation factor (VIF) values for gender is 1.049, leadership style is 1.327 and personality is 1.286. The VIF of each of the variables are less than 5 and tolerance value are close to 1, which indicated that there is no multicolinearity problem in each of thevariable.

4.5 HYPOTHESIS TEST

Research hypotheses in this study are tested using multiple regression analysis with the objective of measuring the relationship between dependent and independent variables. Since the significance value is <0.05, the null hypothesis of no directional relationship (correlation) is rejected. It can be inferred that there is a significant correlation between independent variable and dependent variable.

Hypothesis 1: Leadership style of managers influence significantly towards organizational commitment

Table 4.4
Model Summary Leadership Style on Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.308[a]	.095	.091	.48580

a. Predictors: (Constant), Leadership

Based on the table 4.4, the R square value is 0.095 (R^2= 0.095) which means 9,5% of leadership intention is predicted by organizational commitment, while the rest is influenced by other factors that are not conducted in this research. Furthermore, the R value is 0.308 (R= 0.308), and there is strong, positive relationship between independent variable and dependent variable.

Table 4.5
ANOVA Leadership Style on Organizational Commitment

Model		Sum of Squares	df	Means Square	*F*	Sig.
1	Regression	6.975	1	6.975	29.556	.000[b]
	Residual	66.789	283	.236		
	Total	73.764	284			

a. Dependent variable: Organizational Commitment

b. Predictors: (Constant), Leadership

Table 4.5 shows about ANOVA whereby the result F Value is 29.556 with the significant is 0.000 level. Continued by the df (degree of freedom), whereby df represent the number of independent variable is 1 which is leadership style, and then the 283 is the total number of completed responses for the variable. The result shows that there is a significant relationship between leadership style and organizational commitment with the prediction equation, ($F=29.556$, $p < 0.05$).

Table 4.6
Coefficients of Leadership Style on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.456	.221		11.119	.000
	Leadership	.309	.057	.308	5.437	.000

a. Dependent Variable: Organizational Commitment

Table 4.6 indicated the coefficients level stated that the number in beta is 0.308 for leadership, which is a strong, positive, significant co-relations ($\beta= 0.308$, $p < 0.05$)

between leadership style and organizational commitment. Thus the result is positive significant between leadership style and organizational commitment. In conclusion, it has proven the first hypothesis (H1) which stated leadership style of managers will have influence on organizational commitment

Hypothesis 2: Personality of managers influence significantly on organizational commitment.

Table 4.7
Model Summary Personality on Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.396[a]	.157	.154	.46882

a. Predictors: (Constant), Leadership

Based on the table 4.7 indicated that the R square value as 0.157 (R^2= 0.157). Which means that 15.7% of personality intention is predicted by organizational commitment, while the rest is influenced by other factors that are not conducted in this research. Furthermore, when seen the summary model table, R is 0.396 (R=0.396), there is positive relationship between variable that indicated as a strong correlation.

Table 4.8
ANOVA Personality on Organizational Commitment

Model		Sum of Squares	df	Means Square	*F*	Sig.
1	Regression	11.562	1	11.563	52.608	.000[b]
	Residual	62.201	283	.220		
	Total	73.764	284			

a. Dependent variable: Organizational Commitment
b. Predictors: (Constant), Personality

Table 4.8 shows that the F Value is 52.608 with the significant as 0.000 level. Continued by the df (degree of freedom) whereby df represent the number of independent variable is 1 which is personality, and then the 283 is the total number of complete responses for the variable. The result indicated that there is significant relationship between personality and organizational commitment with the prediction equation, ($F=52.608$, $p < 0.05$)

Table 4.9
Coefficients of Personality on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.847	.250		7.395	.000
	Personality	.490	.068	.396	7.253	.000

a. Dependent Variable: Organizational Commitment

Table 4.9 indicated the coefficients levels with the number in beta is 0.396 for personality, which is a strong, positive, significant co-relations ($\beta= 0.396$, $p < 0.05$) between personality and organizational commitment. Thus the result is positive significant between personality and organizational commitment. In conclusion, it has proven the second hypothesis (H2), personality of managers will have influence organizational commitment.

Hypothesis 3: Gender have influence significantly towards leadership style of managers.

Table 4.10
Model Summary Gender on Leadership Style

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.229[a]	.052	.049	.49510

a. Predictors: (Constant), Gender

Based on the table 4.10 indicated the R square value is 0.052 (R^2= 0.052). Which means 5,2% of leadership style intention is predicted by the gender. Furthermore, when seen the summary model table, R is 0.229 (R=0.229), there is strong positive relationship of two variable with correlation.

Table 4.11
ANOVA Gender on Leadership Style

Model		Sum of Squares	Df	Means Square	*F*	Sig.
1	Regression	3.824	1	3.824	15.559	.000[b]
	Residual	69.371	283	.245		
	Total	73.1957	284			

a. Dependent variable: Leadership
b. Predictors: (Constant), Gender

Table 4.11 shows that the F Value is 15.559 with the significance is 0.000 level. Continued by the df (degree of freedom) whereby df represent the number of independent variable is 1 which is gender, and then the 283 is total number of complete responses for the variable. The result indicated that there is a significant relationship between gender and leadership style with the prediction equation, (F= 15.559, $p < 0.05$)

Table 4.12
Coefficients of Gender on Leadership Style

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.184	.088		47.556	.000
	Gender	.246	.062	.229	3.950	.000

a. Dependent Variable: Leadership style

Table 4.12 indicated that the coefficients level stated that the number in beta is 0.229 for leadership, which there is a strong, positive, significant co-relations (β= 0.229, $p < 0.05$) between gender and leadership style, thus the result is significant relationship between gender and leadership style. In conclusion, it has proven third hypothesis (H3), there will be a significant relationship between gender and leadership style.

Hypothesis 4: Gender have influence significantly toward personality of managers.

Table 4.13
Model Summary Gender on Personality

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.192[a]	.037	.033	.442853

a. Predictors: (Constant), Gender

Based on the table 4.13 indicated that the R square value is 0.037 (R^2= 0.037). Which means 3,7% of personality intention is predicted by thr gender. Furthermore, when seen the summary model table, R is 0.192 (R= 0.192), there is strong relationship between two variable with correlation.

Table 4.14
ANOVA Gender on Personality

Model		Sum of Squares	df	Means Square	*F*	Sig.
1	Regression	.751	1	.751	4.480	.035[b]
	Residual	47.417	283	.168		
	Total	48.167	284			

a. Dependent variable: Personality
b. Predictors: (Constant), Gender

Table 4.14 shows that the F Value is 4.480 with the significance is 0.035 level. Continued by the df (degree of freedom) whereby df represent the number of independent variable is 1 which is gender, and then the 283 is the total number of complete responses for the variable. The result indicated that there is a significant relationship between gender and personality with the prediction equation, ($F=4.480$, $p < 0.05$)

Table 4.15
Coefficients of Gender on Personality

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.819	.073		52.492	.000
	Personality	.108	.051	.125	2.117	.035

a. Dependent Variable: Personality

Table 4.15 indicated the coefficients level which have beta number 0.125 for personality, which there is a strong, possitve, significant co-relations ($\beta= 0.125$, $p <$

0.05) between gender and personality. Thus, the result proven fourth hypotheses (H4), there will be a significant relationship between gender and personality.

Hypothesis 5: Gender as moderating variable to the effect of leadership style on organizational commitment.

Table 4.16
Model Summary Gender Moderate Leadership Style and Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.217[a]	.047	.044	.49833
2	.344[a]	.119	.112	.48017

a. Predictors: (Constant), Gender
b. Predictor: (Constant), Gender, Leadership

Based on the table 4.16, the model 1, R square value is 0.047 (R^2= 0.047) which means 4,7% of organizational commitment intention is predicted by gender. While the model 2, R Square is 0.119 (R^2= 0.119) which means 11.9% of organizational commitment intention is predicted by leadership with gender as moderator. Furthermore, when seen the summary model table, in the model 1 which R is 0.217 (R=0.217) continued the model 2 which R is 0.344 (R=0.344). It means there is relationship between two variable and also indicated the correlation.

Table 4.17
ANOVA Gender Moderate Leadership Style and Organizational Commitment

Model		Sum of Squares	df	Means Square	*F*	Sig.
1	Regression	3.485	1	3.485	14.035	.000[b]
	Residual	70.278	283	.248		
	Total	73.764	284			
2	Regression	8.745	2	4.372	18.964	.000[c]
	Residual	65.019	282	.231		
	Total	73.764	284			

a. Dependent variable: Organizational Commitment
b. Predictors: (Constant), Gender
c. Predictors: (Constant), Gender, Leadership

Table 4.17 shows about the ANOVA result. The model 1 have F Value for gender is 14.035 and the significant is 0.000 level. Continued by the df (degree of freedom) whereby df represent the number of independent variable is 1 which is gender, and then the 283 is total number of complete responses for the variable.

While model 2 have the F value for the gender, and leadership towards the organizational commitment are 18.964 and the significance is 0.000 level. Followed by the number of independent variable is 2 which is gender, leadership, then the 282 is total number of complete responses for the variable. The result indicated that gender moderate the influence of leadership style on organizational commitment with prediction equation, ($F = 14.035$, $p < 0.05$) & ($F = 18.964$, $p < 0.05$).

Table 4.18
Coefficients of Gender Moderate Leadership Style and Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1.	(Constant)	3.959	.089		44.704	.000
	Gender	.233	.062	.217	3.746	.000
2	(Constant)	2.816	.254		11.083	.000
	Gender	.170	.061	.159	2.770	.006
	Leadership	.274	.057	.273	4.776	.000

a. Dependent Variable: Organizational Commitment

Table 4.18 portray the coefficients level. The result show that gender have significant influence on organizational commitment, where the significant level is 0.001 (β= .233, $p < 0.05$). In the hypothesis 5: gender moderate the effect of leadership style and organizational commitment. The result shows a significant relation because gender (β= 0.170, $p <0.05$) and the leadership (β= 0.274, $p < 0.05$) is found significant as well. In conclusion, the table 4.18 has proven the fifth hypothesis (H5), gender will moderate the effect of leadership style and organizational commitment.

Hypothesis 6: Gender as moderating variable to the effect of personality on organizational commitment.

Table 4.19
Model Summary Gender Moderate Personality and Organizational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.217[a]	.047	.044	.49833
2	.431[a]	.185	.180	.46160

c. Predictors: (Constant), Gender
d. Predictor: (Constant), Gender, Personality

Based on the table 4.19 indicated that the model 1 R square value is 0.047 (R^2= 0.0478) which means 4,7% of organizational commitment intention is predicted by gender.

While the model 2 R Square is 0.185 (R^2= 0.179) which means 18.5% of organizational commitment intention is predicted by personality with gender as moderator. Furthermore, when seen the summary model table, in the model 1 which R is 0.217 (R=0.217) continued the model 2 which R is 0.431. It means there is relationship between two variable and also indicated the correlation.

Table 4.20
ANOVA Gender Moderate Personality and Organizational Commitment

Model		Sum of Squares	df	Means Square	*F*	Sig.
1	Regression	3.485	1	3.485	14.035	.000[b]
	Residual	70.278	283	.248		
	Total	73.764	284			
2	Regression	13.676	2	6.838	32.093	.000[C]
	Residual	60.088	282	.213		
	Total	73.764	284			

a. Dependent variable: Organizational Commitment
b. Predictors: (Constant), Gender
c. Predictors: (Constant), Gender, Personality

Table 4.20 shows about the ANOVA result. The model 1 have F Value for gender is 14.035 and the significant is 0.000 level. Continued by the df (degree of freedom) whereby df represent the number of independent variable is 1 which is gender, and then the 283 is total number of complete responses for the variable. Thus, the result for model 1 is a significant relationship.

While model 2 have the F value for the gender, personality toward organizational commitment is 32.093 and the significant at 0.000 level. Continued by the model 2 df represent the number of independent variable is 2 which is gender, personality, then the 282 is total number of complete responses for the variable. Thus, the result for model 2 is having significant relationship. The result indicated that gender moderate the influence personality on organizational commitment with prediction equation, ($F = 14.035$, $p < 0.05$) & ($F = 32.093$, $p < 0.05$).

Table 4.21
Coefficients of Gender Moderating Personality on Organizational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2.	(Constant)	3.959	.089		44.704	.000
	Gender	.233	.062	.217	3.746	.000
2	(Constant)	2.189	.269		8.143	.000
	Gender	.183	.059	.171	3.150	.002
	Personality	.464	.067	.375	6.916	.000

a. Dependent Variable: Organizational Commitment

Table 4.21 portrays the coefficient level. The result is gender have significant influence to the organizational commitment, because the gender indicated the level significant is 0.000 (β= .217, $p < 0.05$). In the hypothesis 6: gender moderate the effect of personality and organizational commitment, the result shows a significant relation because gender (β= 0.171, $p <0.05$) and the personality (β= 0.375, $p < 0.05$) is found significant as well. In conclusion, the table 4.22 is prove the six hypothesis (H6), gender will moderate the effect of personality and organization commitment.

4.6 SUMMARY OF FINDINGS

In this chapter, the findings of all hypotheses are presented. The hypotheses are tested using multiple regression. The significant level to test the hypothesis is 0.05. A summary of overall hypothesis testing is shown in the following table

Table 4.22
Summary of the Overall Hypotheses

	Descriptive	Accepted/Rejected of Hypotheses
H1	Leadership style of managers influence significantly towards organizational commitment	Accepted
H2	Personality of managers influence significantly on organizational commitment	Accepted
H3	Gender have influence significantly towards leadership style of managers.	Accepted
H4	Gender have influence significantly towards the personality of managers.	Accepted
H5	Gender as moderating variable to the effect of leadership style on organizational commitment.	Accepted
H6	Gender as moderating variable to the effect of personality on organizational commitment.	Accepted

4.7 DISCUSSION

This discussion shows the result of each objective that are reviewed and reasonable explanation of the appropriate findings presented. The result from the findings are important for PT. Pupuk Sriwidjaja Palembang (PUSRI) to understand the level of organizational commitment among managers that can enhance the trust and confidence of employees that further develop overall commitment among organizational members. In addition, member's commitment should help the company enhance the business volume such as productivity in an organization, by reducing high turnover and absenteeism. Furthermore, this result helps to improve the human relation in PT. Pupuk Sriwidjaja Palembang (PUSRI) by enhancing organizational commitment, leadership style, and personality of managerial staff, which further support the leaders of the organization to have an introspection on their own managerial leadership style, management philosophy, different managerial approach and personality of managers.

4.7.1 Leadership style of managers influence significantly towards organizational commitment

The first research objective is to determine whether leadership style of managers significantly influences organizational commitment. According to the first hypothesis (H1) test indicates that the leadership style of managers has an influence on organizational commitment. This study found that R squared value scores 0.095, it means that 95 percent of organizational commitment is predicted by leadership style, while the rest is influenced by other factors that are not conducted in this research.

Leadership style is closely associated with organizational commitment. One plausible explanation for this result indicated that organizational commitment is related by fulfilling the needs of the leadership style, because the leadership is an important role in the initiation and implementation for the alterations of the organization in order to compete and survive, during the rapid change in technology development, and global competition.

This finding is supported by previous research which had studied about the relationship of the leadership styles, especially transformational and transactional leadership styles on the organizational commitment (Mowday, 1982; Bass, 1998; Meyer & Allen, 1997; Elloy, 2005; Rad & Yarmohammadian, 2006; Shahzad, Rehman & Abbas, 2010). Similarity with the idea of Buckham (1990) that was indicating the effectiveness of leadership style which has important roles on organizational commitment among members in industry sector.

Further, this result is in line with Jackson, Meyer & Xiao-Hua (2013), which stated that leadership impacted to employee commitment. Also Davenport (2010), Meyer, et al, (2011) and Mclaggan, et al., (2013) stated that leadership styles become the main factor in building the organizational commitment, because the way leader talks to the employee effecting the organizational commitment of the employee. In contrast with the Wu, et al., (2006); Alison (2007), and Shukui & Xiomin (2009) indicated that there is no significant relationship between leadership styles on organizational commitment. The present research finding is not lined with this contradicting research observation.

In fact, the leadership style is the main factor in building the organizational commitment of employees. Further, one need to be considered that, when talking about leadership style, it does not stop on the leader itself but also the parts below the leader. The leadership style are including; the way the leader respect and concern to the employee; the way the leader talks and have conversation with the employee; the way the leader made decision and articulate a vision; the way the leader's decision and articulate a vision can be accepted by the employee even the way both of leader and employee make relations. Because of that, it becomes the main reason why the leadership style became an important thing in order to build the organizational commitment. People tend to do good things to the people they like. When the employee start to dislike their leader, it could bother their professionally, which then decreasing even eliminating their commitment toward the organization.

On the other hand, the good relation between the leader and the employee; which following the good leadership style, would indirectly make its employee easily can adjust themselves into the organization which then help them in building the organizational commitment. Because the existence of organizational commitment may be started from the comfortable relation within the organization; which started by the suitable leadership style.

4.7.2 Personality of managers influence significantly on organizational commitment

The second research objective is to determine whether personality of managers has significant influence on organizational commitment. The result indicated that personality of managers has an influence on organizational commitment. Personality is an important factor to determine the individual behavior in the workplace. Personality itself is the pivotal concepts which are always being discussed and studied in the managerial psychology, especially in human resources to understand the suitable characteristic for each individual. A good personality of manager that will help to organize and influence employees to be more committed. For example, the manager should behave well when making decisions and must to know what attitude should be applied to the employees; either firm or soft towards the employee in seeking them to comply with regulations that to be.

By understanding the manager personality, a harmonious relation between employee and manager can be built which further entrust the organizational commitment of the employee, whereas this harmonious relations could make the employee stay longer within the organization. On other words, the turnover rate will be decreased because indirectly, the commitment is affecting the turnover rates; optimizing the productivity of the organization; increase the business volume of organization; and welfare. This finding is supported by Erdheim et al (2006); Ahmadi, Ahmadi & Zohrabi (2012) who emphasis that there is a positive significant relationship between personality and organizational commitment. Panaccio & Vandenberghe (2012) indicated that there is significant influence of manager's personality characters on employee commitment.

4.7.3 Gender have influence significantly towards leadership style of managers

The third research objectives in this study is to determine whether gender has any significant influence on the leadership style of managers. The result shows that there is a significant relationship between gender and leadership. Which means the male and female managers have different style of leadership, thinking and attitude in the organization. The different leadership style that adopted by male and female managers which are suitable in the senior managerial positions for the male whereby the females are suitable in a middle management position, because the female usually used interpersonal skills, such as the capability to get along with people, and good motivation having more individuals concern. While the male leaders are more self-assertive, problem solving, and a considerable task capability, especially the aptitude of straight dealings and control individuals to acquiring job to be done.

Female leaders are entertained to be communicative, more anxiety on emotional dimensions and sensitivity to what individuals feel, while the male leaders inclines to be socialized in mechanism (Gartzia & Engen, 2012). This finding is supported by Judge & Piccolo (2004) further indicated the gender has a positive influence toward the leadership style in the organization, because a male leader tends to have transactional leadership and a female leader tends to have transformational leadership. Furthermore, some studies also found that there is a positive significant influence gender has towards organizational commitment (Brand & Laiho, 2013; Muchiri, et al., 2010). Gartzia and Engen (2012) highlighted that gender traits have a significant impact over with the identity of sex differences in leadership style.

4.7.4 Gender have influence significantly towards the personality of managers

The fourth research objective of this study is to determine whether gender has any significant influence on the personality of managers. The result shows that there is a significant relationship between gender and personality. It can be said that male and female managers are related to the personality traits of individual. Personality will be influenced by gender in term of the management style, behavior, deliberations with other, especially when to deal and discussion with partnership. On psychological traits, the differences in gender instigated with the assumption that trait differences between male and female managers were on temperament, biologically determined, and cognitive ability. Furthermore, male tends to be more emotional, energetic, and aggressive, rather than female.

The previous researchers stated the differences of gender in personality traits such as cognitive abilities, social behavior, and the buddy selection preferences (Fiengold, 1998; Bus, 1989; Gonzalez-Mule et al., 2013; Nweke, et al., 2013). This finding supported by Budeau (1999) stated that the female has a more significant score toward agreeability and emotions, personality traits rather than male, and also female are more stable in term of emotion rather than man. Guthrie et al., (2013) and Newke, et al., (2013) in this context indicated gender has a positive significant influence on the personality, because of the differences in male and female behavior in term of decision making, helping, concerning, and dealing.

4.7.5 Gender as moderating variable to the effect of leadership style on organizational commitment

The fifth research objective of this study is to determine whether gender moderates the influence of leadership style of manager and organizational commitment. The result shows that gender significantly moderate influence of leadership style on organizational commitment. It means gender stereotype have a relationship between leadership style and organizational commitment. It does not really matter whether gender has influenced toward the turnover rates or not. Since gender stereotypes have influence toward the turnover rates. But what really matters here is about the leadership style. In addition, male and female manager have the significant level referring to the organizational commitment. But the leadership style plays bigger role in order to make employees to be committed, because as one can see that even the same female manager can have different kind of leadership style. While there is also a possibility that different gender have the same style.

These findings are in line with Angle & Perry (1981) stated the female leaders have shown high levels of attitudinal commitment than male leaders. Supported by several researchers as they found positive impact the gender are on the organizational commitment (Scandura & Lankua, 1997; Mowday, Porter, & Steers, 1982; Porter, 2001). The present findings also supported by Eagly, et al (2003) and Emery & Barker (2007) indicated male leaders are more to the transactional leadership style, while female leaders tend towards transformational leadership style. Snaebjornsson and Edvardsson, (2012) stressed that female leaders in organization settings incline to be more democratic and participative than male leaders, whereby male leaders the

tendency to behave more towards autocratic style (Bass, et al., 1996; Doherty, 1997; Turner, et al., 2004; Brandt & Laiho, 2013).

The effective leadership style has contributed in making employee to be committed towards the organization (Allen & Meyer, 1996; Avolio, et al., 2004; Emery & Barker; 2007). Guanling, (2011) indicated a leader's performance influence positively on member attitudes towards theirs professions. These positive attitudes of members have resulted sustaining their relationship with the cooperative concern. Khasawneh, et al., (2012) has identified the leadership style of member's positive influence to the organizational commitment.

4.7.6 Gender as moderating variable to the effect of personality on organizational commitment.

The sixth research objective of this study is to determine whether gender moderates the influence of personality of managers and organizational commitment. The result shows that gender moderates the relationship between personality and organizational commitment. Actually, the difference of male and female managers having principal variance in attitude and behavior is an essential issue for any society. In addition, gender stereotype in personality trait can be measured the commit toward the organization.

The finding is supported by Guthrie, et al., (2013) indicated that gender has a positive significant influence on the personality, because the differences behavior male and female in terms of decision making, helping, concerning, and dealing with co-workers.

Kumar & Bakhshi (2010) by supporting the above finding indicate that there is a positive relationship between personality on organizational commitment, because individual depends on the self-discipline, dutifulness and generalized work-environment. There is variation among members to follow formal ways, such as wage, advancement, while informal ways such as acknowledgement and reverence.

The personality of women tends to make the comfortable relation between the manager and the employee. The sensitiveness and open-hearted make the leader also could feel what the employee feels so the manager can know what they should do, rather than men who rarely concerns to their subordinates. Furthermore, female leaders have the characteristic that can arouse work motivation among followers, more than the men leaders who use in working with their feelings in order to understand the subordinates. And also female leaders show more concern to future goals and take objectives in order to take powerful actions with the colleague. The male leaders focus to solve the problem, and keep track the mistake until somehow the problem arise, and then they will solve it (Rohman & Rowold, 2009).

CHAPTER 5

CONCLUSION AND RECOMMENDATION

5.1 CONCLUSION

This study is aimed to determine the influence of leadership style and personality on organizational commitment in PT. Pupuk Sriwidjaja Palembang (PUSRI) in South Sumatera, Indonesia. Organizational commitment is the most important factor among organization in order to develop the loyalty of employees, and to keep the human resources as a valuable asset. Organizational commitment is affecting the effectiveness and efficiency of the organization further to survive and compete in the globalization era. On the other hand, the low level commitment is related to turnover, absenteeism, low performance, less motivation, and job withdrawal behaviors.

This situation happened at PT. PupukSriwidjaja Palembang (PUSRI) in Indonesia, whereby the commitment of members indicated as low level. Added to that the turnover rate is going up in every year that will affect the productivity in the long run. The decline of production cannot be left continuously, because it will impact the performance of the company in order to survive and be competitive as considering the growth of fertilizer consumption, which is increasing in every year. There are several factors leading to influence the commitment in organizations such as leadership style and personality etc.

It is realized through this research that the suitable leadership style may retain the employee longer. It can be endsured by applying good leadership style such as respect, good relationship with subordinate, sensitive with the concern of subordinate, and good

communication with a clear vision. Furthermore, observing the personality and characters will help to gather the information about the work quality of an individual, because the differences in the personality will affect the managerial and leadership figure to lead an organization. This study provides valuable information to the company managers to analysis the influence of personality traits and leadership, to see which characters are suitable to the manager in leading people in an organization.

In order to support this study, both primary and secondary data were used. The primary data were gathered through surveys. A set of questionnaire has been distributed to gain deeper understanding regarding the leadership style and personality towards organizational commitment. This study used quantitative methods which was done by assigning three types of questionnaire to respondents. The first type of questionnaire was adopted from the multifactor leadership questionnaire of Bass and Avolio (2004) to measure the basic standard model of leadership style. The second type was adopted from Big Five Inventory Questionnaire of Donalue and Knetle (1991), in order to understand the personality, and the third type was adopted from the organizational commitment questionnaire model of Meyer and Allen (1990) to see their commitment to the organization. Secondly, secondary data such as journal, book, and statistical bulletin also gathered to strengthen and support primary data.

The findings generated from the study showed that the leadership and personality have played a pivotal role on organizational effectiveness. Whereby human factor such as leadership and personality are positively related to organizational commitment. In addition, gender stereotype such as male or female also have a significant influence among leadership and personality. The idea is about building the organizational

commitment in order to maintain and keep the employees as valuable resources and to develop better individual performance, effective work, and the performance of the organization itself. Thus, leadership style also related to the personality of the leader. This indicates that a great personality will also be able to create a good leadership style that influence the commitment level of employees in an organization. In conclusion, the research proves that leadership style and personality have significant influence towards organizational commitment at PT. Pupuk Sriwidjaja Palembang (PUSRI) in Indonesia.

5.2 RECOMMENDATION

There are recommended for policy level, managerial level, as well as for the body of knowledge in order to increase the organizational commitment as well as decreasing the turnover, and enhance the business volume.

5.2.1 POLICY LEVEL

This study provides a better understanding of leadership style and personality toward organizational commitment. This study reveals that a great personality also be able to create a good leadership style to influence the commitment in organization. The policy makers, in this case, Ministry of Industry Republic of Indonesia should facilitate manager in Indonesia to get the training and development initiatives that provide a better and more understanding about a great personality and leadership style among executive in order to lead an organization. Then the government needs better socialization initiatives in organizations in order to survive and compete in the era of globalization.

5.2.2 MANAGERIAL LEVEL

This study provides a wonderful information about leadership style and personality towards organizational commitment. The commitment is important to generate the effectiveness and efficiency of the organization. The low commitment is affected the turnover, absenteeism, low performance, less motivation, and job withdrawal behaviors. This happened to PT. Pupuk Sriwidjaja Palembang (PUSRI) with low commitment, whereby the turnover is occurring in every year. Since, the impact of turnover is declining of productivity, in the long term, it will be affecting the business volume of PUSRI. The implication for PUSRI in order to decreasing the turnover, and enhancing the productivity to make growth in the business volume. Firstly, the managerial level needs to have an introspection on their own leadership style, management philosophy, different managerial approach, followed by the organization which having a direct relationship with business performance.

Secondly, the leaders need to change the leadership style who tends to be autocratic leadership needs to change and become more transformational leadership. Because transformational leadership tends more respect, good relationship with subordinate, sensitive to the concern of subordinate, creative and good communication with a clear vision. Furthermore, the personality of leaders needs to have an introspection who brings poor relationship with the subordinates. The leaders must involve members in taking a decision or to humble in behavior with the subordinates with which the employee will be comfortable with the leader. Thirdly, the top management needs to think to employ more female managers rather than male managers, because as the research know there is less female leaders in PUSRI. Female leaders tend to be

transformational leadership rather than male leaders, whereas the transformational is the most predictor to influence individual become commitment. The male managers need to have a transformational leadership style to advance an organizational commitment. More training and development of the male managers on transformational leadership style which is highly envisaged here. Lastly, the managers PT. Pupuk Sriwidjaja Palembang (PUSRI) needs to do the rotation of leaders from one department to another department in order to develop better skill and abilities that make them competitive in the organization.

5.2.3 THEORETICAL

In the theoretical filed, this study adds up a small portion of information to the literature about leadership style and personality toward organizational commitment. There is a limited resource focusing on leadership style and personality in the Indonesian industrial scenario. This study may provide an insight to the future research by adding more to the existing literature with recent findings that support academicians and research scholars to conduct deeper and wider research on variables like leadership style; transformational and transactional leadership and personality; extrovert, agreeable, conscientious, emotional stability, and openness toward organizational commitment; affective, normative, and continuance commitment. Whereby the result will be providing better understanding of the relationship among each variable. Thus, this study contributes to better awareness of significant of leadership style and personality of industrial managers in bringing better organizational commitment and it paves to better organizational environment and business performance.

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APPENDIX A

Introduction Letter to Conduct a Survey by Universiti Utara Malaysia (UUM)

UUM
Universiti Utara Malaysia

Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman, Malaysia
Tel : (604) 928 5656/5657
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KEDAH AMAN MAKMUR • BERSAMA MEMACU TRANSFORMASI

UUM/OYAGSB/K-14
21 November 2013

TO WHOM IT MAY CONCERN

Dear Sir/Madam

DATA COLLECTION

COURSE : PROJECT PAPER
COURSE CODE : BPMN6023
LECTURER : PROF. DR. DILEEP KUMAR

This is to certify that the following is a postgraduate student from the OYA Graduate School of Business, Universiti Utara Malaysia. He is pursuing the above mentioned course which requires him to undertake an academic study and prepare an assignment. The details are as follows:

NO.	NAME	MATRIC NO.
1.	Andri Jutawan Saputra	812337

In this regard, I hope that you could kindly provide assistance and cooperation for him to successfully complete the assignment given. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you.

"SCHOLARSHIP, VIRTUE, SERVICE"

Yours faithfully

KARTINI BINTI DATO' TAJUL URUS
Assistant Registrar
on behalf of
Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Student's File (812337)

The Eminent Management University

APPENDIX B

Letter of Completed Survey at PT. Pupuk Sriwidjaja Palembang in Indonesia

PUSRI

PT. PUPUK SRIWIDJAJA PALEMBANG

CERTIFICATE

No. : 46 /VB400.DL / 2014

This is to certify that :

N A M E	:	**ANDRI JUTAWAN SAPUTRA**
MATRIC NO.	:	**812337**
UNIVERSITY	:	**OYA Graduate School of Business Universiti Utara Malaysia**

Has completed his **Course "Project Paper"**

From 26th December 2013 to 15th January 2014

in

PT Pupuk Sriwidjaja Palembang

Palembang, 16 January 2014

Education And Training Department

PUSRI PUPUK SRIWIDJAJA PALEMBANG KANTOR PUSAT

Muslimah

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APPENDIX C

Questionnaire Sheet in English

Section A – Demographic Backgrounds

This section intends to get your background information, kindly fill in the blank and/or tick (√) one as your answer.

1. Gender: ☐ Male ☐ Female
2. Age: _____ years
3. Marital Status

   ☐ Married ☐ Single ☐ Widower ☐ Divorced

4. Level of education:

   ☐ High school ☐ Bachelor Degree ☐ Doctoral

   ☐ Diploma ☐ Master Degree

5. How long your experiences? _____
6. How many times your turnover in the corporate? _____
7. What is your reason to move one corporate to another corporate? _____ _____ _____

Section B – Leadership Style

Instructions: For each statement, circle the number on the scale that corresponds to your level of agreement.

Key:

1	2	3	4	5
Strongly Disagree	Moderately Disagree	Neither disagree nor agree	Moderately Agree	Strongly Agree

I am as Superior….						
1	Assigns projects based on individuals' strengths and weaknesses	1	2	3	4	5
2	Makes interpersonal connections with followers	1	2	3	4	5
3	Encourages a two-way exchanges of views	1	2	3	4	5
4	Promotes self-development	1	2	3	4	5
5	Re-examines critical assumptions to question whether they are appropriate.	1	2	3	4	5
6	Encourages the imagination of followers	1	2	3	4	5
7	Encourages followers to revisit problems	1	2	3	4	5
8	Creates a readiness for changes in thinking	1	2	3	4	5
9	Presents an optimistic/attainable view of future	1	2	3	4	5
10	Moulds expectations and shapes meaning	1	2	3	4	5
11	Reduces complex matters to key issues	1	2	3	4	5
12	Creates a sense of priorities and purpose	1	2	3	4	5
13	Demonstrates Outstanding Competence	1	2	3	4	5
14	Expresses satisfaction when I meet expectations.	1	2	3	4	5
15	Develops trust and confidence among followers	1	2	3	4	5
16	Express confidence in the vision	1	2	3	4	5
17	Waits for problem arises	1	2	3	4	5
18	Maintains status quo	1	2	3	4	5
19	Fix the problem & resume normal functioning	1	2	3	4	5
20	Arrange to find anything wrong	1	2	3	4	5
21	Keeps track of all mistakes.	1	2	3	4	5
22	Enforce the rules	1	2	3	4	5
23	Teach followers to correct mistakes	1	2	3	4	5

24	Sets the goals for followers	1	2	3	4	5
25	Provides support in exchange for required effort	1	2	3	4	5
26	Gives recognition when followers meet the goal	1	2	3	4	5
27	Follows up to ensure the goal is satisfactorily met	1	2	3	4	5

Section C – Personality

Instructions: For each statement, circle the number on the scale that corresponds to your level of agreement.

I See Myself as Someone Who….						
1.	Is talkative	1	2	3	4	5
2.	Tends to find fault with others	1	2	3	4	5
3.	Does a thorough job	1	2	3	4	5
4.	Is depressed, blue	1	2	3	4	5
5.	Is original, comes up with new ideas	1	2	3	4	5
6.	Is reserved	1	2	3	4	5
7.	Is helpful and unselfish with others	1	2	3	4	5
8.	Can be somewhat careless	1	2	3	4	5
9.	Is relaxed, handles stress well	1	2	3	4	5
10	Is curious about many different things	1	2	3	4	5
11.	Is full of energy	1	2	3	4	5
12.	Is a reliable worker	1	2	3	4	5
13.	Can be tense	1	2	3	4	5
14.	Is ingenious, a deep thinker	1	2	3	4	5
15.	Generates a lot of enthusiasm	1	2	3	4	5
16.	Has a forgiving nature	1	2	3	4	5
17.	Tends to be disorganized	1	2	3	4	5
18.	Worries a lot	1	2	3	4	5
19.	Has an active imagination	1	2	3	4	5
20.	Tends to be quiet	1	2	3	4	5
21.	Is generally trusting	1	2	3	4	5
22.	Tends to be lazy	1	2	3	4	5
23.	Is emotionally stable, not easily upset	1	2	3	4	5
24.	Is inventive	1	2	3	4	5
25.	Has an assertive personality	1	2	3	4	5
26.	Can be cold and aloof	1	2	3	4	5
27.	Perseveres (keeps trying) until the task is finished	1	2	3	4	5

28.	Perseveres (keeps trying) until the task is finished	1	2	3	4	5
29.	Can be moody	1	2	3	4	5
30.	Values artistic, aesthetic experiences	1	2	3	4	5
31.	Is sometimes shy, inhibited	1	2	3	4	5
32.	Is considerate and kind to almost everyone	1	2	3	4	5
33.	Does things efficiently	1	2	3	4	5
34.	Remains calm in tense situations	1	2	3	4	5
35.	Prefers work that is routine	1	2	3	4	5
36.	Is outgoing, sociable	1	2	3	4	5
37.	Is sometimes rude to others	1	2	3	4	5
38.	Makes plans and follows through with them	1	2	3	4	5
39	Get nervous easily	1	2	3	4	5
40.	Likes to reflect, play with ideas	1	2	3	4	5
41.	Has few artistic interests	1	2	3	4	5
42.	Likes to cooperate with others	1	2	3	4	5
43.	Is easily distracted	1	2	3	4	5
44.	Is sophisticated in art, music, or literature	1	2	3	4	5

Section D: Organizational Commitment

Instructions: For each statement, circle the number on the scale that corresponds to your level of agreement.

1.	I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2.	I enjoy discussing about my organization with people outside it.	1	2	3	4	5
3.	I really feel as if this organization's problems are my own.	1	2	3	4	5
4.	I think that I could easily become as attached to another organization as I am to this one.(R)	1	2	3	4	5
5.	I do not feel like 'part of the family' at my organization.(R)	1	2	3	4	5
6.	I do not feel 'emotionally attached' to this organization.(R)	1	2	3	4	5
7.	This organization has a great deal of personal meaning for me.	1	2	3	4	5
8.	I do not feel a *strong* sense of belonging to *my* organization (R)	1	2	3	4	5
9.	I am not afraid of what might happen if I quit my job without having another one lined up.(R)	1	2	3	4	5

10.	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
11.	Too much in my life would be disrupted if I decided to leave my organization now.	1	2	3	4	5
12.	It wouldn't be too costly for me to leave my organization now. (R)	1	2	3	4	5
13.	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
14.	I feel that I have very few options to consider leaving this organization.	1	2	3	4	5
15.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5
16.	I continue to work for this organization is that leaving would require considerable personal sacrifice	1	2	3	4	5
17.	I think that people these days move from company to company too often.	1	2	3	4	5
18.	I do not believe that a person must always be loyal to his or her organization.(R)	1	2	3	4	5
19.	Jumping from organization to organization does not seem at all unethical to me.(R)	1	2	3	4	5
20.	One of the major reasons I continue to work in this organization is that I believe loyalty is important and therefore feel a sense of moral obligation to remain.	1	2	3	4	5
21.	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.	1	2	3	4	5
22.	I was taught to believe in the value of remaining loyal to one organization.	1	2	3	4	5
23.	Things were better in the days when people stayed in one organization for most of their careers.	1	2	3	4	5
24.	I do not think that to be a 'company man' or 'company woman' is sensible anymore.(R)	1	2	3	4	5

THANK YOU FOR COMPLETING THIS QUESTIONNAIRE

APPENDIX D

Lembar Kuesioner dengan Bahasa Indonesia

Bagian A : Latar Belakang Responden

Bagian ini bermaksud untuk mendapatkan informasi latar belakang Anda, silakan mengisi yang kosong dan / atau centang (X) satu sebagai jawaban Anda.

1. Jenis kelamin: ☐ Laki-Laki ☐ Female
2. Umur anda: _____ Tahun
3. Status perkawinan

   ☐ Menikah ☐ Belum kawin ☐ Janda ☐ Duda

4. Tingkat pendidikan:

   ☐ SMA ☐ Sarjana ☐ Doktor

   ☐ Diploma ☐ Magister

5. Berapa lama anda berkerja di perusahaan ini?

   _____

6. Berapa kali anda pindah perusahaan? _____
7. Apa alasan anda untuk pindah ke perusahaan lain? _____ _____ _____

Bagian B : Gaya Kepemimpinan

Petunjuk: Untuk setiap pernyataan silahkan lingkari salah satu nomor pada skala seperti di bawah ini yang sesuai dengan pendapat anda.

1	2	3	4	5
Sangat Tidak Setuju	Tidak Setuju	Netral	Setuju	Sangat Setuju

Saya sebagai atasan langsung ……						
1.	Memberikan tugas/proyek berdasarkan kekuatan dan kelemahan setiap individu.	1	2	3	4	5
2.	Berkomunikasi dengan bawahannya.	1	2	3	4	5
3.	Bertukar pikiran dua arah dengan bawahan.	1	2	3	4	5
4.	Mendukung pengembangan diri setiap karyawan.	1	2	3	4	5
5.	Terbuka untuk dikritik oleh bawahan	1	2	3	4	5
6.	Mendorong imajinasi para karyawan.	1	2	3	4	5
7.	Mendorong karyawan untuk menganalisis masalah.	1	2	3	4	5
8.	Menciptakan kondisi supaya karyawan mempunyai pikiran terbuka.	1	2	3	4	5
9.	Membuat karyawan lebih optimis terhadap masa depan.	1	2	3	4	5
10.	Membangun harapan para karyawan	1	2	3	4	5
11.	Membuat isu-isu utama lebih sederhana, sehingga mudah dipahami	1	2	3	4	5
12.	Memungkinkan karyawan untuk membuat prioritas dalam pekerjaan	1	2	3	4	5
13.	Menunjukan bahwa dia mempunyai kompetensi yang bagus	1	2	3	4	5
14.	Menyatakan kepuasan ketika karyawan dapat memenuhi harapannya	1	2	3	4	5
15.	Mengembangkan kepercayaan dan keyakinan di kalangan karyawan	1	2	3	4	5
16.	Mengeksperikan kepercayaan diri mencapai tujuan	1	2	3	4	5
17.	Melakukan tindakan setelah munculnya masalah	1	2	3	4	5
18.	Mempertahankan jabatannya	1	2	3	4	5
19.	Menyelesaikan masalah yang muncul, sehingga kondisi kembali seperti semula	1	2	3	4	5
20.	Berusaha mengidentifikasi masalah	1	2	3	4	5
21.	Melacak dan mencatat semua kesalahan	1	2	3	4	5
22.	Menegakkan peraturan	1	2	3	4	5

23.	Mengajarkan bawahan untuk meperbaiki kesalahan.	1	2	3	4	5
24.	Menetapkan target yang jelas kepada bawahannya	1	2	3	4	5
25.	Memberikan dukungan saat tejadinya perubahan lebih baik	1	2	3	4	5
26.	Menghargai karyawan yang berhasil mencapai target	1	2	3	4	5
27.	Melakukan tindak lanjut untuk memastikan tujuannya bisa dipenuhi dengan memuaskan	1	2	3	4	5

Bagian C : Keperibadian

Petunjuk : Untuk setiap pernyataan silahkan lingkari satu nomor pada skala seperti di bawah ini yang sesuai dengan pendapat anda.

Saya melihat diri saya sebagai seseorang yang….						
1.	Banyak bicara	1	2	3	4	5
2.	Cenderung untuk menemukan kesalahan orang lain.	1	2	3	4	5
3.	Melakukan pekerjaan secara teliti.	1	2	3	4	5
4.	Mudah merasakan tertekan/depresi dan sedih.	1	2	3	4	5
5.	Inovatif yang memunculkan ide-ide baru.	1	2	3	4	5
6.	Dimiliki atau dilindungi oleh perusahaan	1	2	3	4	5
7.	Suka mementingkan orang lain dari pada diri sendiri.	1	2	3	4	5
8.	Sedikit ceroboh.	1	2	3	4	5
9.	Rileks atau santai dalam menghadapin tekanan.	1	2	3	4	5
10	Ingin tahu tentang hal-hal yang berbeda.	1	2	3	4	5
11.	Penuh dengan semangat atau tenaga.	1	2	3	4	5
12.	Memulai pertengkaran dengan orang lain.	1	2	3	4	5
13.	Pekerja yang handal.	1	2	3	4	5
14.	Mudah merasa tegang atau gugup.	1	2	3	4	5
15.	Terampil, cerdik, dan pemikir	1	2	3	4	5
16.	Mudah antusias.	1	2	3	4	5
17.	Mempunyai sifat pemaaf.	1	2	3	4	5
18.	Cenderung plin-plan atau tidak teratur.	1	2	3	4	5
19.	Mempunyai kekhawatiran banyak.	1	2	3	4	5
20.	Memiliki imajinasi yang aktif.	1	2	3	4	5
21.	Cenderung pendiam.	1	2	3	4	5
22.	Dapat dipercaya.	1	2	3	4	5
23.	Cenderung Pemalas.	1	2	3	4	5

24.	Stabil secara emosional atau tidak mudah kecewa	1	2	3	4	5
25.	Pandai menciptakan atau merancang.	1	2	3	4	5
26.	Memiliki keperibadian yang kuat	1	2	3	4	5
27.	Tenang dan suka menyendiri.	1	2	3	4	5
28.	Tekun/terus berusaha sampai tugas selesai.	1	2	3	4	5
29.	Mudah berubah-ubah sikapnya	1	2	3	4	5
30.	Nilai artistik, pengalaman estetika.	1	2	3	4	5
31.	Seorang yang pemalu.	1	2	3	4	5
32.	Penuh perhatian dan baik hati.	1	2	3	4	5
33.	Melakukan hal-hal yang efisien.	1	2	3	4	5
34.	Tetap tenang dalam situasi yang menegangkan.	1	2	3	4	5
35.	Lebih suka dengan pekerjaan yang rutin.	1	2	3	4	5
36.	Mudah bergaul atau bersosialisasi.	1	2	3	4	5
37.	Kadang-kadang kasar kepada orang lain.	1	2	3	4	5
38.	Membuat rencana dan menindak lanjutinya.	1	2	3	4	5
39.	Merasa mudah gugup.	1	2	3	4	5
40.	Suka merenungkan ide.	1	2	3	4	5
41.	Kurang tertarik dengan kreativitas	1	2	3	4	5
42.	Suka bekerja sama dengan orang lain.	1	2	3	4	5
43.	Mudah terganggu.	1	2	3	4	5
44.	Hebat dalam seni, musik, atau sastra.	1	2	3	4	5

Bagian D : Komitmen di Organisasi

Petunjuk : Untuk setiap pernyataan silahkan lingkari salah satu nomor pada skala seperti di bawah ini yang sesuai dengan pendapat anda.

1.	Saya akan sangat senang untuk menghabiskan sisa karir saya di perusahaan ini.	1	2	3	4	5
2.	Saya bangga menceriterakan perusahaan saya kepada orang di luar sana.	1	2	3	4	5
3.	Saya merasa masalah perusahaan ini adalah masalah saya juga.	1	2	3	4	5
4.	Saya yakin bahwa saya bisa dengan mudah pindah kerja ke perusahaan lain.	1	2	3	4	5
5.	Saya tidak merasa sebagai bagian keluarga dari perusahaan ini.	1	2	3	4	5
6.	Saya tidak merasa terikat secara emosional dengan perusahaan ini.	1	2	3	4	5
7.	Perusahaan ini sangat bermakna bagi saya.	1	2	3	4	5

8.	Saya tidak mempunyai rasa memiliki pada perusahaan saya.	1	2	3	4	5
9.	Saya tidak merasa takut ketika saya harus berhenti bekerja.	1	2	3	4	5
10.	Akan sangat sulit bagi saya untuk meninggalkan perusahaan ini, meskipun saya menginginkannya.	1	2	3	4	5
11.	Hidup saya akan kacau jika saya meninggalkan perusahan ini.	1	2	3	4	5
12.	Saya akan rugi jika meninggalkan perusahaan ini.	1	2	3	4	5
13.	Saat ini, menetap di perusaahan ini sesuai dengan keinginan saya.	1	2	3	4	5
14.	Saya merasa mempunyai beberapa pilihan jika meninggalkan perusahaan ini.	1	2	3	4	5
15.	Konsekuensi meninggalkan perusahaan ini adalah tidak ada alternatif pekerjaan yang tersedia.	1	2	3	4	5
16.	Saya terus bekerja untuk perusahaan ini karena jika saya meninggalkannya perlu pengorbanan besar.	1	2	3	4	5
17.	Saya pikir bahwa orang-orang saat ini mudah pindah dari perusahan satu ke perusahaan lain.	1	2	3	4	5
18.	Saya tidak percaya bahwa seseorang harus selalu loyal kepada perusahaannya.	1	2	3	4	5
19.	Pindah ke perusahaan lain bukan masalah etika bagi saya	1	2	3	4	5
20.	Alasan utama saya terus bekerja di perusahaan ini adalah loyalitas saya.	1	2	3	4	5
21.	Saya rasa tidak benar jika saya meninggalkan perusahaan ini meskipun ada tawaran pekerjaan yang lebih baik	1	2	3	4	5
22.	Saya diajarkan nilai-nilai loyalitas terhadap sebuah perusahaan.	1	2	3	4	5
23.	Semuanya akan lebih baik jika orang tetap bertahan di sebuah perusahaan untuk sebagian besar karirnya.	1	2	3	4	5
24.	Saya tidak lagi berpikir bahwa menjadi karyawan perusahaan ini adalah suatu kebanggan.	1	2	3	4	5

TERIMA KASIH

ATAS BANTUANNYA TELAH MENGISI KUESTIONER INI