

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

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**MASTER OF SCIENCE (MANAGEMENT)
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BY

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**Thesis submitted to
Othman Yeop Abdullah Graduate School of Business.
University Utara Malaysia
In Fulfillment of the Requirement for degree in Master of Science Management**

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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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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,

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APPENDIX A

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



Othman Yeop Abdullah Graduate School of Business
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06010 UUM Sintok
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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



**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



**Muslimah
Supervisor**



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Jalan Mayor Zen,
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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 <i>strong</i> sense of belonging to <i>my</i> 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.	Menunjukkan 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.	Mengeksperimenkan 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 memperbaiki kesalahan.	1	2	3	4	5
24.	Menetapkan target yang jelas kepada bawahannya	1	2	3	4	5
25.	Memberikan dukungan saat terjadinya 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, cerdas, 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 menceritakan 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 perusahaan ini.	1	2	3	4	5
12.	Saya akan rugi jika meninggalkan perusahaan ini.	1	2	3	4	5
13.	Saat ini, menetap di perusahaan 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 perusahaan 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 MENGGISI KUESTIONER INI