Organizational Commitment, Employee Personality Types, and Work Stress

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This study aimed to test the relationship between personality types and work stress on employees and, organizational commitment. This study is a replication of a previous research to review and analyze the existing theory or concept. Research subjects were 59 permanent employees of a private company in Padang. Tests using the regression analysis technique resulted in $F = 45.398$ with a significance score of $p = .000$ ($p < .001$) and $R = .786$, also $R^2 = .619$ with a significance score of $p = .000$ ($p < .001$), meaning that employee personality types and work stress had a very significant relationship with organizational commitment. The partial correlation analysis results showed that the personality type with organizational commitment did not have a significant relationship ($r = .013$; $p = .922$; $p > .05$), while work stress had a significant relationship with organization commitment ($r = .754$; $p = .000$; $p < .001$) effectively at 61.9%.

Keywords: organizational commitment, personality types, work stress

Tujuan studi ini adalah menguji secara empiris hubungan antara tipe kepribadian dan stres kerja karyawan dan, komitmen organisasi. Studi ini merupakan replikasi penelitian terdahulu untuk mengaji dan menganalisis teori/konsep sebelumnya. Subjek adalah 59 karyawan tetap suatu perusahaan swasta di Padang. Uji dengan teknik analisis regresi berganda menunjukkan nilai $F = 45.398$ dengan taraf sigifikansi $p= .000$ ($p< .001$), dan nilai $R= .786$, serta $R^2= .619$ dengan taraf signifikansi $p= .000$ ($p < .001$). Hasil itu menunjukkan bahwa tipe kepribadian dan stres kerja karyawan memiliki hubungan yang sangat signifikan dengan komitmen organisasi. Analisis korelasi parsial menunjukkan tipe kepribadian karyawan dan komitmen organisasi (r_{x1y}) tidak memiliki hubungan yang signifikan dengan nilai $r = .013$ dan $p= .922$ ($p> .05$), sedangkan stres kerja karyawan dan komitmen organisasi (r_{x2y}) memiliki hubungan yang sangat signifikan dengan nilai $r = - .754$ dan $p= .000$ ($p < .001$), dan sumbangan efektif variabel stres kerja terhadap komitmen organisasi adalah sebesar 61.9%.

Kata kunci: komitmen organisasi, tipe kepribadian, stres kerja

Employees are valuable and beneficial assets for organizations. Therefore, organizations have the responsibility to care about the employees' need, in other words, without the support of employees with sufficient quality and high commitment to survive in a world full of competition, organizations will have difficulties in their development.

Organizational commitment reflects how deep the involvement of employees in the organization is in where they work, or in other words, how far employees identify themselves with the organization and be committed to the goals of the organization (Kreitner & Kinicki, 2004). Syafrizaldi (2011) explained that an employee's commitment to the organization is a dimension of behavior used to measure and evaluate the employee's strength in surviving and doing tasks and responsibilities to the organization. This was related with the sincerity in having good contribution to the organization so that the organization goal could be achieved.

Mowday, Porter, & Steers (1982) defined organizational commitment as the relative strength of an individual's identification and involvement in a particular organization. This definition showed that organizational commitment did not only have the meaning as a passive loyalty, but also involving an active relationship and the employee's desire in contributing to the

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organization. This is exactly the condition desired by every organization, because low commitment from employees will cause the work performance and achievement of employees to be non-optimal, low loyalty to the organization, and work spirit to be lacking.

In general, Meyer, Allen, and Smith (1993) considered commitment as a psychological condition, which characterized the relationship of employees with the organization, and having the implication to the decision of continuing or stopping to be a member of the organization. Meyer and Herscovitc (2002) explained organizational commitment as an emotional attachment, individual identification and involvement with the organization, and the desire to continue being an employee or part of the organization. Aside from that, commitment is related to the employees' attachment with the organization where they are involved and work in (Akroyd, Legg, Jackowski, & Adams, 2009).

Studies showed that employees with higher organizational commitment level have better relationship with co-workers, higher personal satisfaction level, low absence and turnover, and also being able to work better than employees with low organizational commitment level (Bateman & Strasser, 1984; Suliman, 2002; Obeng & Ugboro, 2003). Therefore, organizational commitment is an important work attitude, because of the assumption that employees with commitment will show the willingness to work hard in achieving the organization's goal, and having high desire in continuing to work in the organization.

Mowday, Porter, and Steers (1982) stated that employee commitment has three main aspects, which are (a) Identification: this is expressed in the form of the employees' trust in the organization, can be achieved by modifying the organization goals so that it includes several of the employees' personal goals, or in other words, organization includes the needs and desires of the employees into the organization goals. (b) Involvement: one of the methods that can be used to empower employees' involvement is by empowering their participation in various decision making chances, which can grow the belief in employees that the decision was a common decision. (c) Loyalty: Employees' loyalty to the organization means the employees' willingness to keep the relationship with the organization, and if needed, sacrificing their own personal needs unconditionally.

Employees' commitment to the organization is not something that happens one-sidedly; therefore Schultz and Ellen (1994) stated that employees' commitment to the organization would be affected by organizational and personal factors. Organizational factors that affect organizational commitment are decision making, organizational support, awards, payment, communi-

cation, promotion, and leadership style (Alarape & Akinlabi, 2000; Salami & Omole, 2005). Personal factors that affect organizational commitment include physical characteristics such as gender, age, level of education, marital status, title, working period (Dodd-McCue & Wright, 1996; Mannheim, Baruch, Tal, 1997; Morrow, 1993); and psychological characteristics, including personality types (Mathieu & Zajac, 1990), motivation for achievement, meaning of career, emotional intelligence, and work satisfaction (Malik, Nawab, Naeem, & Danish, 2010; Salami, 2008), and work stress (Vakola & Nikolaou, 2005; Ziauddin, Khan, Jam, & Hijazi, 2010).

Based on results of previous studies, it is obvious that specifically there are a lot of factors that affect employees' commitment to the organization, and the focus of this study was on two personal factors that lead to psychological aspects namely personality types and work stress. The two variables were chosen with the assumption that personality factor is one of the important factors in determining employees' organizational commitment, though still rarely studied in Indonesia. The author also deemed that the more compatible the employees' personality with the organization, the employees would be more commited to the organization.

Personality is a good predictor of work behavior, and studies regarding this variable have been dominating since the 1960s (Ones, Dilchert, Viswesvaran, & Judge, 2007). Personality contibutes to the work attendance or work absence which is a part of the employees work productivity measurement (Martocchio & Harrison, 1993). Priasmawati & Sukhirman (2009) reported a positive relationship between personality characteristic that could help individuals in coping with stress (i.e. hardiness) and work satisfaction.

Personality is a series of characteristics inside an individual that is consistent when responding to a particular situation (Cascio, 2003). Allport (1961) defined characteristic as a dynamic organization of the individual's psychophysical system that determines the characteristic of behavior and mind. The term personality originated from the word persona or mask, which was related to the role played by an actor. The definition of personality in dictionaries is more focused to an individual's public characteristic, social stimulus, or behavior that can be observed or watched by another individual, giving a particular impression (Aiken, 1999).

Basically, personality includes various efforts of adaptation, but is individually particular. This is in accordance with Seniati's (2006) statement that there were two big factors affecting organizational commitment, one of it being the personality trait. Khodabakhsi's

(2012) research results was similar with the previous studies, showing that there was a significant positive relationship between extroverted personality type and organizational commitment, where employees with extroverted personality type usually had higher organizational commitment compared to employees with introverted personality type. This meant that individuals' personality characteristic had a relatively big contribution in determining performance, and how commited employees were to an organization.

Eysenck & Wilson (1982) categorized the traits of extroverted and introverted personalities based on the personality aspects that supported it, among others:
(a) Activity: whether an individual is active in working on his tasks. How an individual enjoys the task that he /she is working on.
(b) Sociability: an individual's social interaction is known from how he/she makes friends, whether he./.she is fond of socializing or not. Whether it is easy for the individual to adapt in new environments, enjoying the situation of idle banters or not are the important factors.
(c) Risk taking: how far an individual dares to take the risk for his actions. Whether the individual enjoys activities that are full of risks or not.
(d) Impulsiveness: being able to think thoroughly and maturely or not is the measure of an individual's impulsiveness.
(e) Expressiveness: how an individual expresses his/her emotions when he/she is faced to an emotional situation. Whether he/she is sentimental and easy to change his emotions or the opposite, being able to control his mind and emotions.
(f) Reflectiveness: how individuals perceive philosophical questions. Whether the individual tend to enjoy thinking theoretically or introspectively.
(g) Responsibility: whether the individual takes responsibilities for his actions and tasks or not.

The work stress variable was considered to be important in this study, due to the statement of Robbins & Judge (2008) that the Europian commitee officially stated that stress was the second highest work-related health problem experienced by workers in Europe; The American Institute of Stress calculated that health problems, including stress, caused the United States of America to lose 300 billion dollars a year. The researcher also assumed that stress were experienced by employees continuously and would happen in a long period of time, causing the low employees' organizational commitment and their performance. Due to these reasons, no matter how often the work stress variable was studied in previous researches, it would still be an interesting topic to be studied on.

Results of Vakola & Nikolaou's (2005) research showed that there was a significant effect of work stress experienced by employees to the employees' attitude change towards the organization. Researches conducted by Jamal & Baba (2002) and Ziauddin et al. (2010) also showed that stress had a negative relation with organizational commitment. Evan & Johnson (2000) stated that work stress was one of the factors that determine the level of employees' performance. This meant that positive potentials of organization members for the development of the organization would experience a hindrance in growth. Aside from that, work-related stress could cause several conditions such as tension, anxiety, irritation, boredom, and procrastination (Steffy & Jones, 1988) that could affect employees' commitment and performance in the organization. Because of this, if the threatening situation happened in a relatively long period of time, it could cause a problem for the employees' self-identification process towards the organization and the values and goals of the organization.

Work stress does not automatically have a negative effect on employees' performance, only when work stress has increased above the normal limits, it will affect performance. The work stress level would become higher when employees receive different work load or extra-tasks without training and health insurance (Minter, 1999). Soeharso and Christie (2009) stated that stress that was experienced continually in a long period of time had the potential to cause employees to think about finding a better workplace, the attitude resulting in resigning from their current workplace.

Sheridan & Radmacher (1992) stated three potential aspects that causes work stress in general, which are:
(a) Environmental aspect. Environmental aspects in the community were related to the global conditions causing work stress, which are: economical uncertainty in the form of the change in the business cycle, political and technological uncertainty that can cause the skills and experiences of employees to be outdated in a short period of time.
(b) Organizational aspect. This is the conditions of the organization that can cause work stress, among others: the intrinsic condition of work, role characteristics, social environment characteristic, organizational climate, and the physical characteristics of the workplace.
(c) Individual aspect. Individual aspect is everything related to the individual's life outside work, such as family and economical problems and the employees' personality characteristics that is susceptible to stress.

Based on the theories, the hypothesis of this study was that there was a relation between personality types and work stress on employees and organizational commitment.

Method

The characteristics of the subjects used in this study were permanent employees in a private company in the town of Padang, Sumatera. The instruments used were a personality type scale, producing nominal data, organizational stress scale and an organizational commitment scale producing ordinal data. Validity testing was conducted using content validity, and reliability testing on each scale was conducted using the formula of Alpha Cronbach with the help of SPSS 16.0 for Windows. The alpha reliability coefficient scores were: $\alpha = .875$ for the personality types scale; $\alpha = .890$ for the work stress scale, and $\alpha = .914$ for the organizational commitment scale. The analysis of the research results was done by using the multiple regression analysis technique with the dummy variable.

Results

Data processing based on the scales of personality types and work stress of 59 employees and organizational commitment showed a score of $F = 45.398$ with a significance level of $p = .000$ ($p < .001$), and a multiple regression score of $R = .786$ and $R^2 = .619$, with the significance level of $p = .000$ ($p < .001$), meaning that there was a very significant relation between personality types and work stress on employees and organizational commitment (accepted hypothesis).

Results of the partial correlation analysis showed that the personality types of employees' with organizational commitment (r_{x1y}) did not have a significant relationship with a score of $r = .013$ and $p = .922$ ($p > .05$), while work stress of employees and organizational commitment (r_{x2y}) have a very significant relation with a score of $r = -.754$ and $p = .000$ ($p < .001$). This meant that the effectiveness of the R^2 score was assumed to be caused by the work stress variable and not the personality type variable, because based on the partial correlation analysis, the results showed that there was no relation between personality types and organizational commitment.

Discussion

Based on the results, it could be assumed that an individual's personality characteristic, neither extroverted nor introverted, was not a significant aspect in making an individual to be more commited or not to an organization. Results were similar to the results of Hoffmann, Ineson, & Stewart's (2004) study which did not find any effect of extraversion covariance or introversion personality on the relationship between personality groups and organizational commitment. On the other hand this was not similar with Steers' (1977) and Mathieu & Zajac's (1990) suggestion stating that one of the individual's personal characteristic which was personality, correlated with organizational commitment. Results of this study convincingly did not support the results of the study conducted by Khodabakhshi (2012). Khodabakhshi stated that there was a significantly positive relation between extroverted personality type and organization commitment, where employees with extroverted personality types had higher organizational commitment level in general compared to employees with introverted personality type.

Results showed that work stress have a relation with organizational commitment. This meant that organizational commitment that was often related to work stress strengthen the theory and previous study results, such as the ones conducted by Seniati (2006), Vakola & Nikolaou (2005), that showed that there was a significant effect from work stress experienced by employees on the attitude change towards the organization, in line with the results of Ziauddin et al.'s (2010) study that stress was positively related to organizational commitment.

In line with D. Schultz & S. E. Schultz' (1994) opinion that work stress is a psychological symptom felt as a hindrance in task completion, and possibly a danger to self-existence and the well-being of the organization member; and if the threatening situation continues in a relatively long period, it could bother the process of self-identification of the employees towards the organization, and values and goals of the organization as well. Every positive potential of the organization member would experience a hindrance in growth, despite the fact that one of the aspects of an individual with high organizational commitment is being able to use the potential for the organization's development. This was similar with the opinion of Evan & Johnson (2002), stating that work stress is one of the factors determining employees' work performance.

Employees' commitment to the organization is not something that happens one-sidedly, in this case both the organization and the employees should create a conducive condition together in order to achieve the commitment. Commitment is affected by the organizational climate where an employee works. Therefore, if the climate inside an organization is not supportive, such as inconducive social and physical environment, heavy work load, lack of facilitations, non-harmonic work relationship, lack of social and security assurance,

causing employees to be stressed, then automatically the employees' organizational commitment will decrease (Kuntjoro, 2002).

Conclusion

Based on the results of this study, it could be concluded that there was a relation between personality type and work stress to employees' organizational commitment, but the employees' personality types did not have a direct relation to organizational commitment. Employees work stress had a relationship with organizational commitment, effectively at 61.9%, where the lower the experienced work stress, the higher the organizational commitment would be, while the higher the experienced work stress, the lower the organizational commitment would be.

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