

Determine Variables to Build Organizational Commitment



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Abstract: *This research aims to obtain information related with variables which can build organizational commitment of teachers at SMP (Middle School) Marsudirini in Jakarta, Bogor, and Bekasi. This research used a survey method by distributing questionnaires to teachers. This research was conducted because organizational commitment of the teachers should not be assumed to exist just like that but it must be managed its sustainability related to some variables that affect the quality of organizational commitment of the teachers so that schools have to maintain the quality and benefits for the stakeholders. The data obtained were analyzed and the result showed that the determine variables to built organizational commitment were organizational culture, leadership, work environment, and trust. From the path analysis indicated that these variables had a significant direct effect on organizational commitment. The conclusion is these variables must be built in such a way as to get the idealized organizational commitment of the teachers.*

Keywords: *Organizational Commitment, Determine Variables (Organizational Culture, Leadership, Work Environment, and Trust).*

I. INTRODUCTION

The existence of a private school is more or less influenced by the presence or absence of organizational commitment of the teachers who teach at the school. How a private school can continue to grow and develop if the teachers who teach at the school do not have adequate quality of organizational commitment. For example, the teachers in teaching perfunctory, not with all their heart or they teach just fill time until the time of teaching is over. Such teachers certainly have no intention to develop their teaching skills let alone increase mastery of their teaching materials. These indications show that the teachers lacked of the idealized organizational commitment. That is why it is deemed necessary to conduct a scientific research of organizational commitment in relation with variables that contribute to the formation of good organizational commitment among teachers, specifically in this research the teachers at SMP (Middle School) Marsudirini Jakarta, Bogor, and Bekasi.

Therefore, in this research, it was important to examine several variables which are assumed appropriate to be variables that determine to build the organizational

commitment among teachers. Following the theoretical framework proposed by Colquitt *et al*, there are a number of variables that determine the quality of organizational commitment such as organizational culture, leadership, work environment, and trust. Therefore, in the next chapter in the literature review will be explained the concept of variables which is allegedly involved determines the quality of organizational commitment among the teachers.

II. LITERATURE REVIEW

A. Organizational Commitment

According to Colquitt, LePine and Wesson [1], organizational commitment is none other than the eagerness of employees to be loyal members of the organization. Schermerhorn [2] defined organizational commitment similar with Colquitt's statement that is as individual loyalty to the organization. Meanwhile Robbins and Judge [3], said that organizational commitment is the employee's level in identifying himself with the organization that he follows along with his goals and desires to remain as a member of the organization. McShane & Glinow [4] stated that organizational commitment represented the strong emotional ties, self-identification, and self-involvement of employees in the organizations in where they participate. George and Jones [5] said that organizational commitment is the totality of various kinds of feelings, thoughts, and beliefs toward the organization. Luthans [6] said that organizational commitment manifested in (1) a strong desire to remain and loyal to become a member of the organization he follows, (2) the readiness to work hard and strive for and on behalf of the organization, (3) a deep determination of the organization, and a willingness to accept the values and goals of the organization. Kinicki and Kreitner [7] stated that organizational commitment reflects the extent to which an individual identifies with an organization and is committed to its goals. Gibson, Ivancevich, Donnely, and Konopaske [8] said that organizational commitment is self-identification, loyalty, and involvement of an employee toward his organization. Based on the above experts' explanations, it can be synthesized that the organizational commitment is the loyalty of a member to keep their existence as organization member so as to meet the organization objective and intention. And, the commitment organizational is demonstrated by (1) having emotional bond to the organization; (2) having self-identification to the organization; (3) having rational ties to the organization; (4) having dependence for needs to the organization; (5) having moral ties to the organization; and (6) having loyalty to the organization.

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B. Organizational Culture

Colquitt, LePine, and Wesson [9], defined organizational culture as mutual understanding and acceptance among the employees regarding rules, norms, and values that constituted employee attitudes and behavior in the organization. Meanwhile Schermerhorn [10] defined organizational culture as a pattern or system of actions, values, and beliefs that are accepted and developed within the organization in such a way that all of the members of the organization directly or indirectly become behavioral references. Kinicki and Kreitner [11] stated that organizational culture is a set of values and beliefs that are held in high esteem among the members of the organization so that it becomes the identity of the organization. Robbins and Judge [12] said that organizational culture is a set of values system that is upheld by all members of the organization in such a way so that distinguish the organization from the other organizations. McShane and Glinow [13] stated that organizational culture is a set of values and assumptions that apply in an organization. According to Sherriton and Stern [14], organizational culture generally refers to environmental situations and conditions that represent the personality of an organization with all its dimensions, so that it displays its distinctive aura in such a way that it is very similar to an individual's personality. Gibson, Ivancevich, Donnelly, and Konopaske [15] stated that organizational culture is everything that is felt by all of the employees and how their perceptions give result to tastes and patterns of trust, values, and expectations among all of the members of the organization..

Based on the definitions above, it can be conclude that organizational culture is a set of values, beliefs, assumptions, and system of actions that are believed by members of an organization in such a way that it becomes a unique characteristic that distinguishes the organization from other organizations.

C. Leadership

Colquitt, LePine, and Wesson [16] defined leadership as the use of power and influence to direct the activities of followers toward goal achievement. Kinicki and Kreitner [17] defined leadership as ability of a person to influence others to achieve common goals. Robbins and Judge [18] defined leadership as the ability to influence a group toward the achievement of a vision or set of goals. As to McShane and Glinow [19], leadership is about influencing, motivating, and enabling others to contribute toward the effectiveness and success of the organizations of which they are members. Stoner, Freeman, and Gilbert [20] said that leadership is the art of coordinating and motivating individuals and group to achieve the desired end. Mullins [21] formulated leadership as ability of a person to establish relationships in order to influence the behavior or actions of others. Gibson, Ivancevich, Donnelly, and Konopaske [22] explained that leadership is an attempt to use influence to motivate individuals to accomplish some goal. Nelson and Quick [23] stated that leadership is the ability of a person in the process of guiding and directing the behavior of people in the work environment in an organization. Schermerhorn [24] said that leadership is the ability of a person in the process of influencing and facilitating individuals and or groups in the

organization to achieve the goals of organization.

Referring to the experts' explanation above, it can be synthesized that leadership is any attempt made by a leader to influence and direct someone or a group of people by identifying, supporting, training or developing, motivating or inspiring, making good relationship, protecting, and providing feedback to subordinates so as to be cooperative to attain the organizational objectives. And, leadership is materialized through how the leader (1) influencing and directing; (2) delegating job clearly; (3) guiding, defining, and re-strengthening organizational policy; (4) guiding the members to perform organizational vision and mission; (5) providing input or advice for policy implementation; (6) working actively both individually or in group.

D. Work Environment

According to Robbins and Judge [25], work environment is everything that becomes the scope of work, such as duties and work level autonomy, work demands, and conditions to express the emotions in work. As to Schermerhorn [26], the work environment in general is a set of influential conditions such as culture, economics, law-politics, and education which contained in the area of the organization operates. Mullins [27], despited his rigid statement, defined work environment his own way. He formulated work environment through the existing factors in the work environment, namely the nature of the task, physical setting, communication, and technology. Meanwhile, Franken [28] mentioned some aspects in the work environment. He says "Work environment has two important aspects, namely environmental facilities and infrastructure and the psychological environment." Owen [29] describe the work environment as an organizational climate, which consists of four dimensions: (1) ecology dimation which refers to the physical and material factors of the organization, (2) Milieu dimation or social dimension of the organization, (3) Social systems dimation that refer to the organization and organizational structure and administration, (4) Culture dimation that refers to the values, belief systems, norms, and ways of thinking that are characteristic of the members of the organization. According to Greenberg and Baron [30], the two aspects of the work environment are company's internal work environment and external force, describing the basic nature of organizational culture, including the role it plays in organizations. Bedeian and Glueck [31] said that work environment can be described as the overall external situation and condition, which influence someone at certain time. Griffin [32] said work environment is categorized into two, external work environment and internal work environment. External work environment is everything outside the organizational borders which influence organizational performance. Internal work environment is the condition and strong points in the organization. Considering the explanations of the experts above, it is synthesized that work environment includes all aspects existing both physically and non-physically in the work environment surrounding the workers which affects workers' job performance.

The physical internal work environment consists of (1) work space setting, (2) air quality, (3) lighting, (4) information technology system, (5) equipment, and (6) building. Whereas, the nonphysical internal work environment, physiologically includes (1) mental health, (2) stress level, (3) depression, (4) anxiety, and (5) self-esteem. The nonphysical on or in terms of social aspect includes (1) adaptation pattern among organizational members, (2) organizational structure, and (3) communication pattern among organizational members.

E. Trust

According to Colquitt, LePine, and Wesson [33], trust is the willingness to become a trustee because he has positive expectations about the actions and intentions of the trustee. Mullins [34] described trust as an employee's trust because the employee can show the trust given to him. McShane and Glinow [35] said that trust is nothing else than a person's positive expectations of others in situations where there is a risk. According to Robbins and Judge [36], trust is a psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectations about how things are going to turn out. Kinicki and Kreitner [37] said that trust is a belief in another person that is reciprocal between the intentions and behaviors of others.

Referring to the explanations above, it can be synthesized that trust is positive expectation given to authorized individuals or group hoping that they will produce positive result from the trust given by the authority. And, the implementation of positive expectation from the given authority includes (1) job assignment provision, (2) job completion, (3) team solidity, (4) effective communication, (5) idea development, (6) fairness, (7) responsibility, (8) support, (9) consistency, and (10) respect to each other.

III. RESEARCH OBJECTIVE

The purpose of this research is to find the answers about the variables that determine the quality of the organizational commitment.

IV. RESEARCH BENEFIT

Theoretically, this research is expected to be able to contribute to the explanation regarding the relationship between variables that influence the organizational commitment by providing an explanation of the interaction model among the various variables such as organizational culture, leadership, work environment and trust. Should those variables strengthen the organizational commitment of its members. In reality, this research should be useful to build the teachers' organizational commitment, so will be there is a positive synergy between teachers, principals and corporate foundations in building organizational culture, leadership, work environment, and trust.

V. METHODOLOGY

This research used survey method. The population in this research involved 92 teachers of SMP (Middle School) Marsudirini in Jakarta, Bogor, and Bekasi, and then 75

teachers were taken as research samples with a simple random sampling system.

Furthermore, the validity of the questionnaire data collected was tested for validity using the Product Moment Correlation technique from Pearson. Criteria of one item is valid only when $r_{test} > r_{table}$, with $\alpha = 0.05$, and $df = n-1$. Reliability test used Alpha Cronbach formulation.

Analysis technique used in the research is (1) descriptive statistic with average score, median, modus, standard deviation, and cumulative frequency distribution; (2) referential statistic using path analysis; (3) analysis requirement test.

VI. RESULT AND DISCUSSION

The following are the results of data processing in the form of descriptive statistical data, normality, significance, and linearity test results:

Table of Descriptive Statistic

	X5 (Org.Com.)	X1 (Org.Cultural)	X2 (L)	X3 (WE)	X4 (Trust)
Valid	75	75	75	75	75
N Missing	0	0	0	0	0
Mean	138.29	175.92	123.72	107.09	142.4
Std. Error of Mean	1.974	3.17	2.476	1.549	2.142
Median	139	179	123	108	142
Mode	140	179 ^a	122 ^a	108	134 ^a
Std. Deviation	17.093	27.454	21.444	13.417	18.549
Variance	292.156	753.723	459.853	180.005	344.081
Range	72	120	90	54	76
Minimum	97	110	70	75	99
Maximum	169	230	160	129	175
Sum	10372	13194	9279	8032	10680

a. Multiple modes exist. The smallest value is shown

Recap Table of Test Results for Estimated Error Normality

No.	Variable	L count	L table ($\alpha=0.05$)	Information
1.	X ₅ to X ₁	0,0467	0,1023	Normal
2.	X ₅ to X ₂	0,0858	0,1023	Normal
3.	X ₅ to X ₃	0,0548	0,1023	Normal
4.	X ₅ to X ₄	0,0517	0,1023	Normal

First, the estimated error X₅ to X₁ obtained L_{count} of 0.0467, while L_{table} for n = 75 at $\alpha = 0.05$ was 0.1023. From these results it is known that L_{count} < L_{table}, so it can be concluded that the estimated error X₅ to X₁ originated from a normal distributed population. Second, the estimated error X₅ to X₂ obtained L_{count} of 0.0858, while L_{table} for n = 75 at $\alpha = 0.05$ was 0.1023. From these results it is known that L_{count} < L_{table}, so it can be concluded that the estimated error X₅ to X₂ originated from a normal distributed population.

Third, the estimated error X₅ to X₃ obtained L_{count} of 0.0548, while L_{table} for n = 75 at $\alpha = 0.05$ was 0.1023. From these results it is known that L_{count} < L_{table}, so it can be concluded that the estimated error X₅ to X₃ originated from a normal distributed population.

Fourth, the estimated error X_5 to X_4 obtained L_{count} of 0.0517, while L_{table} for $n = 75$ at $\alpha = 0.05$ was 0.1023. From these results it is known that $L_{count} < L_{table}$, so it can be concluded that the estimated error X_5 to X_4 originated from a normal distributed population.

Recap Table of Test Results of Significance

Variants	F-count	F-table $\alpha = 0,05$	Information
X_5 to X_1	83,008	3,600	Significance
X_5 to X_2	57,796	3,600	Significance
X_5 to X_3	18,164	3,600	Significance
X_5 to X_4	23,064	3,600	Significance

Information:

Regression is significance if $F_{count} > F_{table}$ when $\alpha = 0,05$

Recap Table of Regression Linearity Test Results

Variants	F-count	F-table $\alpha = 0,05$	Information
X_5 to X_1	1.152**	2,503	Linear
X_5 to X_2	1,147**	2,503	Linear
X_5 to X_3	1,051**	2,503	Linear
X_5 to X_4	0,636**	2,503	Linear

Information:

** = Regression is linear, if $F_{count} < F_{table}$ and $\alpha = 0,05$ and Regression is unlinear, if $F_{count} > F_{table}$ and $\alpha = 0,05$.

Table of Path coefficients and t_{count} of Organizational Culture, Leadership, Work Environment, and Trust on the Organizational Commitment Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	17.173	2.660		6.456	.000
X_1	.117	.057	.187	2.051	.044
X_2	.178	.053	.224	3.373	.001
X_3	.293	.114	.230	2.583	.012
X_4	.331	.077	.359	4.320	.000

a. Dependent Variable: X_5

Based on the table above obtained the following results:

First, the path coefficient of organizational culture (X_1) to organizational commitment (X_5) is 0.187 and t_{count} (2.051) $> t_{table}$ (1.67) at a significance level of $0.044 < \alpha$ (0.05).

Second, the path coefficient of leadership (X_2) to organizational commitment (X_5) of 0.224 and t_{count} (3.373) $> t_{table}$ (1.67) at a significance level of $0.001 < \alpha$ (0.05).

Third, the path coefficient of the work environment (X_3) to organizational commitment (X_5) of 0.230 and t_{count} (2.583) $> t_{table}$ (1.67) at a significance level of $0.012 < \alpha$ (0.05).

Fourth, the path coefficient of trust (X_4) to the organizational commitment (X_5) is 0.359 and t_{count} (4.320) $> t_{table}$ (1.67) at a significance level of $0.000 < \alpha$ (0.05).

Based on the results of data processing above, the structural equation for the model can be made as follow:

$$X_5 = 0.187 X_1 + 0.224 X_2 + 0.230 X_3 + 0.359 X_4 + \epsilon_1$$

This equation shows the magnitude of the direct effect of

variables X_1 , X_2 , X_3 , and X_4 on X_5 together, where the variable X_1 is 18.7%, X_2 is 22.4%, X_3 is 23%, and X_4 is 35.9 % or total equivalent to 100%. It means that all variables in the model as a whole can explain the X_5 variable.

(1) Organizational culture has direct positive effect on the organizational commitment with path coefficient =0.187 and t test (2.051) $> t_{table}$ (1.994).

(2) Leadership effects directly on the organizational commitment with path coefficient =0.224 and t test (3.373) $> t_{table}$ (1.994).

(3) Work environment has positive direct effect on organizational commitment with path coefficient = 0.230 and t test (2.583) $> t_{table}$ (1.994).

(4) Trust has positive direct effect on organizational commitment with path coefficient = 0.359 and t test (4.320) $> t_{table}$ (1.994).

The structural model for the influence of these variables can be figured as follows:

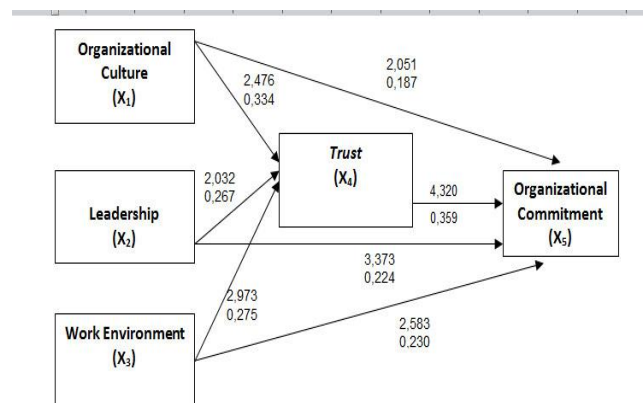


Figure of The Structural Model Influence between variables

Information:

The upper number shows t_{count} between variables
The under number shows the path coefficient

Summary Table of Calculation Results of Direct Effect

No.	Path	Coefficient Path	T_{count}	t_{table} ($\alpha = 0,05$; $dk = n-k-1$)	Information
1.	$X_1 - X_5$	$p_{51} = 0,187$	2,051	1,67	Significance
2.	$X_2 - X_5$	$p_{52} = 0,224$	3,373	1,67	Significance
3.	$X_3 - X_5$	$p_{53} = 0,230$	2,583	1,67	Significance
4.	$X_4 - X_5$	$p_{54} = 0,359$	4,320	1,67	Significance

The Recapitulation Table of Hypothesis Testing Results

N o	Hypotheses	Statistic Test	T _{count}	t _{table}	Conclusion
1.	Organizational Culture has a positive direct effect on organizational commitment	H ₀ : $\beta_{51} \leq 0$ H ₁ : $\beta_{51} > 0$	2,051	1,67	H ₀ rejected
2.	Leadership has a direct positive effect on organizational commitment	H ₀ : $\beta_{52} \leq 0$ H ₁ : $\beta_{52} > 0$	3,373	1,67	H ₀ rejected
3.	Work environment has a direct positive effect on organizational commitment	H ₀ : $\beta_{53} \leq 0$ H ₁ : $\beta_{53} > 0$	2,583	1,67	H ₀ rejected
4.	Trust has a direct effect on organizational commitment	H ₀ : $\beta_{54} \leq 0$ H ₁ : $\beta_{54} > 0$	4,320	1,67	H ₀ rejected

The information for the above table is as follows:

1. Organizational culture (X_1) has a direct positive effect on organizational commitment (X_5). It means that a good organizational culture can increase organizational commitment.

2. Leadership (X_2) has a direct positive effect on organizational commitment (X_5). It means that a good leadership can increase organizational commitment.

3. The work environment (X_3) has a direct positive effect on organizational commitment (X_5). It means that a good work environment can increase organizational commitment.

4. Trust (X_4) has a direct positive effect on organizational commitment (X_5). It means that a high trust can increase organizational commitment.

Discussion

The path analysis result showed that the model is supported by the try-out result. It implies that the model built in this research can be proven empirically and thus it is an acceptable model. The model declares that there is exogenous variable of positive direct effect on endogenous variable. The

research result in fact can prove all hypotheses in this research.

1. The result of this research showed that organizational culture has a direct positive effect on organizational commitment. This result implies that if the quality of the organizational culture is improved, it will result in higher organizational commitment as well. This result confirms the convince that organizational commitment is indeed directly influenced by organizational culture. That means if the organizational culture in a school is good, it can be convinced that the organizational commitment of the teachers will be high too. However, if the organizational culture in the school is not good, it can be convinced that the organizational commitment of the teachers will also be low.

The power of organizational culture impact on organizational commitment is evidently significant. It goes along with the study conducted by Williams, Rondeau, and Francescutti [38]. They basically said that organizational culture can really influence organizational commitment of the members of the organization. The reason is the characteristic of organizational culture is very dynamic, so the fluctuating dynamics of implementing of organizational culture also influence organizational commitment of the members. According to Slocum and Hellriegel [39], the involvement of the Employees in an organization can be identified from: the extent to which they accept the values and objectives of the organization, the extent to which they have a willingness to strive for the good of the organization, and the extent to which they are willing to remain loyal to become members of the organization. The identification of the involvement of the employees showed that the quality of the organizational culture does indeed influence the organizational commitment. The study conducted by Chatman, Denison, Smith & Rupp, and Chin et. al. as cited by Canessa & Riolo [40] showed that a well-implemented organizational culture will influence in high organizational commitment among its members, even a well-implemented organizational culture will also greatly assist members of the organization in realizing the achievement of organizational goals and even enable employees in the organization to realize togetherness among them, So that they are eagerly to realize the organizational goals. So, it is true that organizational culture can influence organizational commitment among its members in order to realize the achievement of organizational goals. The research conducted by Lok & Crawford [41] verified that the high or low level of organizational commitment is indeed influenced by quality of the organizational culture. In other words it can be concluded that the quality of organizational culture is a predictor of the quality of organizational commitment. Such results are comprehensible noting that organizational culture really reflects the existence of an organization uniquely and thus makes it different from the other organization. Culture shows values, norms, or fundamental beliefs embraced by all the members of the organization which are built and served as means to achieve the organization goals.

For the reason, accommodative organizational culture to the aspiration of organization members tends to be considered as conducive by the members of organization so as to lure the organizational members' interest, attitude, and behavior in a bid to attain the organizational objectives.

2. That leadership has a direct positive effect on organizational commitment implies the importance of improving the quality of leadership in order to increase organizational commitment. The result of this research has proven that the level of organizational commitment of its members is influenced by leadership. If the quality of leadership in the organization is good, the organizational commitment of its members will be high. However, if the quality of leadership is bad, the organizational commitment of its members will decline.

The result above goes along with the research conducted by Walumbwa et al. [42]. The results of the research conducted by Walumbwa also showed that the transformative leadership quality of a leader greatly influence the organizational commitment of its members. Another research conducted by Yousef [43] also mentioned that quality of leader who has participative leadership will make the members more committed to their organization. Similarly, another study by Avolio, Zhu, Koh, & Bhatia [44] showed that leadership has a significant effect on organizational commitment. It clearly underscores that leadership does have a positive direct effect on organizational commitment.

Such result of the research emphasized that leadership in an organization has important meaning in building the members' organizational commitment. The importance of leadership that affects this commitment is caused by the fact that a leader has a number of roles leading to organizational commitment development. The role of a leader here, among other things, is the motivator for the members of the organization. Thus, if this function is well performed, a leader can motivate his or her subordinates to work at their best for the organization. Besides, if the behavior of a leader well accommodates the subordinate's needs, expectation, and interest, the subordinate will have positive perception of the leader, which in return will encourage the subordinates to provide support to the leader in the attempt to attain the organization objective by performing their job at their best. The voluntary support given by the subordinates here indicates the subordinates' organizational commitment. This condition is also likely to happen at school. A good school principal can help develop organizational commitment in the teachers to achieve the organization or school's objective.

3. The work environment has a positive direct effect on organizational commitment. This result indicates that improving the quality of the work environment will lead to an increase in the organizational commitment of the members. The result of this research clearly shows that the level of organizational commitment is influenced by the conducive working environment. A conducive work environment will increase organizational commitment. However, a work environment that is not conducive will decrease the level of organizational commitment.

The power of work environment effect on the organizational commitment is proven to be significant. This result goes in line with the result of the research conducted by

McCormick and Tiffin [45]. According to them, the work environment, that includes equipment and work facilities affects the organizational commitment of employees. McCormick and Tiffin convinced that the work environment needs to be supported by the good conditions of the employee's work environment, such as temperature, humidity, air circulation, air pressure, and environmental composition. They believe that a conducive work environment will improve employee performance in carrying out their duties or work and their responsibilities. This safe and comfortable work environment will certainly increase employee commitment.

This research result indicates the important role of work environment in raising organizational commitment. This happens due to the organizational commitment factor as internal factor. Its existence is much influenced by other internal factors such as work environment. Work environment is understood as all aspects including internal work environment, both physical and non-physical. Those aspects included in the work environment are deemed to be crucial capital for someone to build his/her commitment to the organization. With a good work environment, a person may develop commitment to his/her organization.

4. Trust has a direct positive effect on organizational commitment. The results of this research proved that the existence of high trust among employees will increase the organizational commitment of the employees. So, the level of organizational commitment of employees is influenced by trust. That means that the high trust of employees in the organization will also make high organizational commitment of employees. However, if trust of employees in the organization is low, their organizational commitment will also be low.

That trust has a significance influence on organizational commitment is also in accordance with the results of research conducted by Yilmaz [46] which also proved that trust has a positive and significant direct effect on organizational commitment. So, trust does indeed influence organizational commitment.

The results of the research above proved that trust indeed has a significance influence on organizational commitment.

That means that organizational commitment is influenced by trust. Organizational commitment that includes integrity, consistency, and openness tends to strengthen emotional bonds and develop positive attitudes among members of the organization. Therefore, it is understandable that trust among the employees in their organizations has an important role to foster organizational commitment. Thus the results of this research reinforce the fact that trust directly influences organizational commitment.

VII. CONCLUSION

Referring to the results of the data analysis and discussion described above, the conclusions of this research are:

First, organizational culture has a direct positive and significance effect on organizational commitment.



This means that a good organizational culture will increase the organizational commitment of employees.

Second, leadership has a direct positive and significance effect on the organizational commitment. It means that good leadership will increase the organizational commitment of employees.

Third, work environment has a direct positive and significance effect on the organizational commitment. It means that good work environment will increase the organizational commitment of employees.

Fourth, trust has a direct positive and significance effect on the organizational commitment. It means that a high level of trust will increase the organizational commitment of employees.

So it can be concluded that to build the organizational commitment it is necessary to build the determine variables, such as organizational culture, leadership, work environment, and trust.

Suggestions

Based on the conclusions above, the suggestions made to build the organizational commitment:

First, teachers themselves should develop a culture of innovation, dare to take risks, be results oriented, respect human dignity, work team oriented, pay attention to competitiveness, accuracy of analysis, fairness and tolerance.

Second, school leaders should improve the quality of their leadership, so that the principal's actions are effective in influencing and directing teachers, delegating tasks, establishing or reinforcing school policies, motivating teachers to carry out the school's vision and mission, giving input or advice to teachers to implement school policies, and in encouraging teachers to work both individually and in groups.

Third, school management should improve (1) the physical work environment, such as: work space layout, air quality, information technology systems, equipment and buildings to be more adequate; (2) psychological work environment, such as: mental, stress level, depression, anxiety, and self-esteem of teachers, to be healthier; and (3) social work environment, such as: adaptation patterns between members of the organization, organizational structure, and patterns of communication between members of the organization, so that they are better.

Fourth, school management should also improve the quality of school trust by paying more attention to effectiveness in assigning and completing tasks, team cohesiveness, communication, idea development, manifestation of justice, responsibility, support, consistency, and mutual respect.

Fifth, to follow up on the results of this study it is better to do further research by expanding the population area and adding other variables relevant to organizational commitment. In this way it is hoped that a broader generalization area and a more comprehensive scope of research will be achieved, even though a research model has found a saturated (fixed) model.

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