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#6623 Summary

SUMMARY   **REVIEW**   **EDITING**

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Authors	Hotmaulina Sihotang, Leony Sanga Lamsari Purba, Renatha Ernawati
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Section	Articles
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Author comments	

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	Hotmaulina Sihotang
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Title and Abstract

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Title and Abstract

Title	School Commitment with Collaboration from a Cultural and Personality Perspective
Abstract	This study aims to reveal the commitment of school organizational management in the perspective of organizational management culture and the Big Five personality through trust. This variable needs to be analyzed in order to see the impact of how much influence the school organization has in the cultural perspective of educational management with the personality of the Big Five. This research method is quantitative with a path analysis strategy. The population of all teachers and a sample of 227 teachers. Data was obtained using a questionnaire and circulated using the Google form. The results of the study (1) the relationship between organizational culture and personality and vice versa is positive and very strong, (2) the influence of organizational culture on trust is weak, positive and significant, (3) the influence of personality on trust. Trust is positive, very strong, and significant, (4) the effect of organizational culture on organizational commitment is positive, very strong and significant, (5) the effect of personality on organizational commitment is very weak and not significant, (6) the effect of trust on organizational commitment is positive, very weak, (7) the effect of organizational culture on organizational commitment through low trust, and (8) the influence of personality on organizational commitment through low trust.

Indexing

Academic discipline and sub-disciplines	Education Management
Keywords	Organizational commitment; personality; organizational culture; trust
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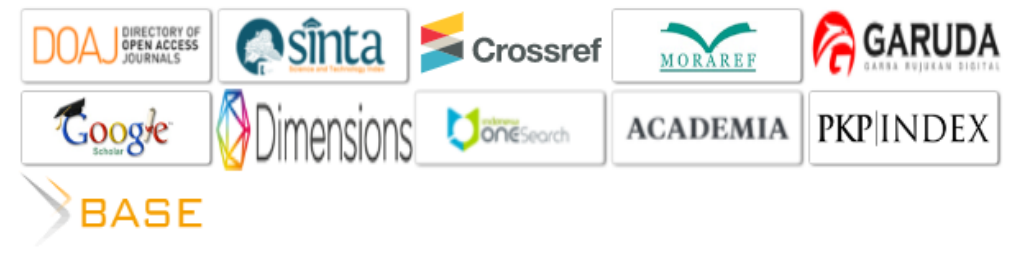
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Authors	Hotmaulina Sihotang, Leony Sanga Lamsari Purba, Renatha Ernawati
Title	School Commitment with Collaboration from a Cultural and Personality Perspective
Section	Articles
Editor	Nur Kasanah

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Title	School Commitment with Collaboration from a Cultural and Personality Perspective
Section	Articles
Editor	Nur Kasanah ✉

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School Commitment with Collaboration from a Cultural and Personality Perspective the ~~Big Five Trusts~~

Abstract: *This study aims to reveal the organizational commitment of cooperative education unit school regarding of organizational culture and the big five personality perspective through trust. This research is a quantitative approach with method of path analysis. The population of all teachers and sample of 227 teachers. The data was obtained using a questionnaire and circulated using a google form. The results of the study (1) the relationship between organizational culture and personality and vice versa is positive and very strong, (2) the influence of organizational culture on trust is weak, positive, and significant, (3) the influence of personality on trust is positive, very strong, and significant, (4) the influence of organizational culture on organizational commitment is positive, very strong and significant, (5) the influence of personality on organizational commitment is very weak and insignificant, (6) the effect of trust on organizational commitment is positive, very weak, (7) the influence of organizational culture on commitment organization through low trust, and (8) the influence of personality on organizational commitment through low trust*
Keywords: *Organizational commitment; personality; organizational culture; trust.*

INTRODUCTION

Globalization makes no more boundaries, where the distance between countries is getting closer, and human mobilization has crossed borders. This era of globalization has been positively responded by millennials who have characteristics including having an out of the box mindset, being creative, innovative, and adapting very quickly to technology (Salehan et al., 2018). This condition was responded quickly by the government and the community as education providers. The government grants school permits for cooperative education units for those who meet the standards. Foundations as private school administrators can develop and improve services with cooperative education unit school services. In addition to the cooperative education unit school policy, in January 2020, the government issued

an independent learning policy, namely creating happy learning students, teachers as learning drivers. Sstudent graduation is not determined by national exams but schools' determination graduation. The cooperative education Unit School has already implemented it. cooperative education unit school is a solution in collaboration with educational institutions at home and abroad, establishing cooperation with industry, alumni, government, and the community so that it has an effect on producing graduates who have the attitudes, knowledge, and skills so that they can compete domestically and with neighboring countries. More advanced ones (Muratovski, 2020). To realize school goals and national education goals, a school committee is needed as an organization (Marmoah & Poerwanti, Suharno, 2022).

Organizational commitment is a person's attitude to the organization that can be seen from one's loyalty to organizational goals (Ko et al., 2021). When members of the organization have a high commitment, they have strong trust and acceptance of its vision, mission, goals and values. If the organization's leadership has trusted members of the organization in carrying out their duties, surely members will try to show responsibility. Trust that has been built, confidence in the ability and desire to fulfill promises (Kantabutra & Ketprapakorn, 2020). Trust that has been built is the actualization of personal character, job characteristics, organizational structure, work experience and organizational support that affect organizational commitment.

Organizational commitment is the promise of HR to carry out tasks for themselves, for others, for groups, or for the organization (Goetz & Wald, 2022). Human resources who have a high commitment will have a heart and mind, a solid intention to remain a member of the organization to achieve goals. Someone who commits will be responsible for his work. Human resources with a high commitment, work hard, work smart, and devote attention to their work (Alqudah et al., 2022). How important it is to develop HR personality. Personality depends on the level of intelligence (Alzoubi & Aziz, 2021). In building competent and reliable human resources, it is important because the human resources owned must have good personality, knowledge and skills (Cheng & Hackett, 2021). Human resources who have a good personality are important and determining factors, while knowledge and skills are important factors

that cannot be separated (Kitsios & Kamariotou, 2021). Knowledge can be increased by educating and training, while skills can be trained within a planned and sustainable manner.

In addition to personality, organizational culture greatly influences a person's commitment to achieving goals. Organizational culture is a collection of owned, understood, and upheld values by all organization members referenced in speaking, acting and behaving and then in solving problems. Organizational culture will be reflected in the behavior of all members of the organization in carrying out their duties. As a teacher who understands and accepts the culture of his organization, he will show enthusiasm and responsibility in carrying out learning. Therefore, focus on carrying out the task without thinking about changing jobs. Oriade et al., (2021) research results state that organizational culture is the values that are the basis of a person in carrying out their duties and responsibilities. However, in reality, some teachers transfer to other schools. Based on the interviews with school administrators, cooperative education unit is submitted every year when teachers change jobs (turn over intention). Migration of teachers to other places means that there is no teacher commitment to the organization. There is very little research in cooperative education unit schools.

The Master of Education Administration Program which is the choice of cooperative education unit school teachers to improve educational qualifications and teacher competencies is supported by the school management. Since 2014 Indonesian Christian University has collaborated with cooperative education unit schools, including the Global Prestasi School, Victory Plus School Bekasi, Cita Buana School, Global Jaya School. Teachers and education staff continue their education at UKI. They chose UKI because it was considered quality. Therefore, the master's degree graduates from UKI are expected to improve the quality of learning and, at the same time, the quality of the schools where they work. However, the fact shows there is no continuity between UKI and SPK schools after graduating from one batch. Based on the things above, it is necessary to research why this is happening, and it is hoped that it can improve the quality of cooperation so that cooperation will continue.

Organizational Commitment

The failure and success of the organization in the future are determined by organizational commitment. The commitment in question is directed and relied on in completing tasks so it will be easier for schools to achieve goals effectively and efficiently. The real form of organizational commitment is being burdened with sincerity from someone in the organization to maximize his ability to achieve goals. In school organizations, teachers with psychological contracts will be able to implement school policies, teach well and have a commitment to advancing the place where they work (Braganza et al., 2021). Educators and teachers are expected to commit to their professional organization, as stated in Professional Ethics(Sokal et al., 2021). Teachers who are committed will have an attitude and be ready to face changes in their workplace, whatever its form. Organizational commitment is an ability and willingness to align personal behavior with the organization's needs, priorities, and goals. Organizational commitment affects the quality of one's commitment in an organization (Manata et al., 2021). The concept of commitment is a subject of interest in many organizations. It refers not only to the level of investment in an organization but also signifies the strength of the bond between employees and the organization(Benkarim & Imbeau, 2021). Several things have a direct influence on organizational commitment, namely: (1) transformational leadership; (2) extra-role behavior; (3) satisfaction with the quality of work life. Taddesse (2019), organizational skills and planning stimulate the commitment of both novice and experienced teachers in teaching and influences their time remaining in the profession and organizations (Haug & Mork, 2021). Based on why employees are committed to their organization, organizational commitment is grouped into three parts: affective commitment, normative commitment, and continuance commitment (Carver et al., 2011). In school organizations, the relevance of teachers, quality, commitment, morals, attitudes, and the school environment where learning takes place must take place better and significantly to prepare students with the knowledge, attitudes and skills to be able to face global competition that is changing rapidly and dynamically, as well as to fulfill the aspirations of the nation's development (Elumalai et al., 2019).

Organizational culture is a shared perspective shared by members of the organization. The challenge of improving organizational culture by increasing innovation (Lam et al., 2021). Organizational culture is the philosophy that underlies organizational policies as the rules of the game to get along and the feeling or climate brought about by the physical preparation of the organization (Feddersen et al., 2021). Organizational culture has the meaning of beliefs, norms, and values, which have been agreed upon by members of the organization to solve problems that exist in the organization(Cohen, 2016). School organizational culture is often taken for granted, but it is a subject that needs greater focus and understanding from school-based professionals (Daza et al., 2021).

Personality is the totality of a person's behavior patterns, both potential and factual behavior is determined by innate and the environment in which it is located (Smith, 2021). A person's personality will affect the association with someone. Personality will guide him in society and the environment. The basic elements (traits) of personality are personality dimensions that show tendencies of attitudes, knowledge, and behavior that are permanent and are manifested as responses experienced and responses to their environment. The Big five personality is the five personality taxonomies that perceive their interactions with other individuals, groups or society. The Big Five Personality is often used to determine the personality assessment in recruiting employees in the organization. Severo et al., (2021) personality that shows social awareness and relationship with work needs to be promoted. People who have social awareness will be responsible with work so that organizational goals are achieved.

Trust is a person's desire to get good treatment from other parties with the hope that such good treatment does not have to be monitored or controlled by any party (van Westrhenen et al., 2021). Trust built, including reaching others, will lead to high self-confidence and the ability and desire to fulfill explicit and implicit promises (Allal-Chérif et al., 2021).

RESEARCH METHODS

Quantitative research method (Bauer et al., 2021). This research was conducted at the Cooperation Education Unit School of DKI Jakarta, Banten and West Java from June

2020 to March 2021. The study population was all cooperative education unit school teachers at the level of basic education unit with minimum accreditation B. Samples were taken based on purposive random sampling of 227 people. The research data was obtained through a questionnaire developed by the researcher using a Likert scale with an interval scale of 1-5. The unit of analysis is the teacher. The questionnaire was tested first so that the instrument was valid and reliable. The instrument was first tested on 20 people to validity and reliability test. Data obtained through a questionnaire consisting of 27 items of organizational commitment, 25 items of organizational culture, 36 items of trust, and 32 items of personality. The questionnaire was piloted to 20 teachers. Then validated and reliable using SPSS 26 (Ta'an et al., 2021). Valid items were distributed to 227 respondents using google form after obtaining approval from the foundation management or school principal. Then it is verified and then analyzed for normality, linearity, multicollinearity tests, and there is no autocorrelation. If the conditions are met, then proceed with inferential analysis. The study method used is ex-post facto. The questionnaire developed by the researcher and has been declared valid and reliable. Research Design in Fig.1
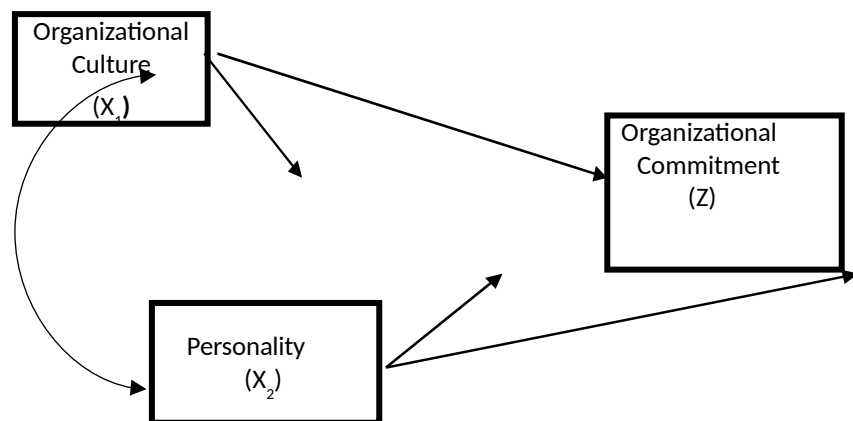
Fig. 1. Research Design

Data analysis techniques in this study are descriptive data analysis and inferential data analysis. Descriptive data aims to determine the ongoing nature of the research. The

As a follow-up to the data obtained based on research instruments that were declared valid and reliable were used to collect data from respondents, the following is discussed successively the research results in the form of data descriptions and inferential analysis results.

RESULTS AND DISCUSSION

Organizational Commitment. Organizational commitment obtained data as shown in Table 1

Table 1 Organizational Commitment (Z)

Descriptive Statistics											
	N	Range	Min	Max	Mean		Std. Dev	Var	Skewness		curtosis	
	Stat	Stat	Stat	Stat	Stat	SE	Stat	Stat	Stat	SE	Stat	SE
Score Z	227	3,56	1,44	5,00	4,1351	0,03443	0,51868	0,269	1,083	0,162	3,830	0,322
Ideal Score	227	0,00	5,00	5,00	5,00000	0,00000	0,00000	0,000				

Based on Table 1, the mean score of organizational commitment is 4.1351 with an ideal score of 5,000 for a sample of 227. The statistical variance of the data is 0.51868 (sig > 0). The results of the analysis of organizational commitment with affective, normative, and sustainable dimensions consisting of 15 items obtained a Skewness value with a value of -1,083, indicating that most of the distributions are in high values and the kurtosis statistic of 3.830 (β > 3) shows the distribution curve is called leptokurtic. The points of the statement of organizational commitment, which are prepared based on the indicators set out in the research methodology, are presented:

Table 2 Organizational Culture (X1)

	N	Range	Min	Max	Sum	Mean	Std. Dev	Var	Skewness	Curtosis	N
	Stat	Stat	Stat	Stat	Stat	Stat	SE	Statistic	Statistic	Statistic	Stat
Score	227	3.69	1.31	5.00	934.13	4.1151	0.03468	0.52243	0.273	-0.885	0.162
Ideal score	227	0.00	5.00	5.00	1135.00	5.0000	0.00000	0.00000	0.0000		

Based on Table 2, the average score of organizational culture is 4.1151 with an ideal score of 5,000 for a sample of 277. The statistical variance of the data obtained is 0.27320 (sig > 0). Variables of organizational culture with dimensions of work accuracy, work accuracy, creativity, cooperation with colleagues, cooperation with superiors, and work appreciation which consist of 14 statement items obtained skewness statistical test results with a value of -0.8850, indicating that most of the distributions are in high values and the kurtosis statistic of 3,622 (β > 3) shows the distribution curve is called leptokurtic. The points of the organizational culture statement that are compiled based on the indicators set out in the research methodology are presented.

Tablee 3 Trust (Y)

Descriptive Statistics

	N	Range	Min	Max	Sum	Mean		Std. Dev	Var	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Stat	Stat	SE	Stat	Stat	Stat	SE	Stat	SE
Score Y	227	3.16	1.84	5.00	924.78	4.0739	0.03682	0.55470	0.308	-0.482	0.162	0.984	0.322
Ideal Score	227	0.00	5.00	5.00	1135.00	5.0000	0.00000	0.00000	0.000				

Based on Table e 3, the average trust score is 4.0739 with an ideal score of 5,000 for a sample of 277. The statistical variance of the data obtained is 0.3080 (sig > 0). Based on the data processing of the results of the questionnaire distribution of the trust variable with the dimensions of benevolence, competence, integrity, and credibility which consists of 28 statements, Skewness statistic is obtained with a value of -0.482, indicating that most of the distributions are in the high value and the kurtosis statistic is 0.984 (β < 3) show a distribution curve is called platykurtic. The results of skewness and kurtosis statistics show that the data conditions are not ideal or uneven because of ideal conditions, namely when skewness is 0 and kurtosis is 3. The trust statement is prepared based on the indicators set out in the research methodology, which is presented.

Tabel 4 the Big Five Personality (X_2)

Descriptive Statistics													
	N	Range	Min	Max	Sum	Mean		Std. Dev	Var	Skewness		Kurtosis	
	Stat	Stat	Stat	Stat	Stat	Stat	SE	Stat	Stat	Stat	SE	Stat	SE
Score Y	227	3.32	1.68	5.00	927.65	4.0866	0.03910	0.58906	0.347	-0.600	0.162	1.228	0.322
Ideal Score	227	0.00	5.00	5.00	1135.00	5.0000	0.00000	0.00000	0.000				

Based on Table 4, the average score of The Big Five Personality is 3.3200 with an ideal score of 5,000 for a sample of 277. The statistical variance of the data obtained is 0.3470 (sig > 0). Based on the data processing of the results of the questionnaire distribution of The Big Five Personality variables with the dimensions of openness, conscientiousness, extraversion, agreeableness, and neuroticism which consists of 28 statement items, Skewness statistic is obtained with a value of -0.600, indicating that most of the distributions are in the high value and kurtosis

statistic is 1.228, (β< 3) shows a distribution curve called platykurtic. The results of skewness and kurtosis statistics show that the data conditions are not ideal or uneven because the ideal condition is when the data is normally distributed, namely when skewness is 0 and kurtosis is 3. The statement points of The Big Five Personality, which are compiled based on the indicators set out in the research methodology, are presented.

The requirements of the analysis have been met linearity where the PP Plot is linear, normality where the value of the skewness ratio is in the range of values of -2 to 2 means normally distributed, the correlation between exogenous variables of 0.779 is very high, or close to 1 then multicollinearity occurs. And the value of the Durbin-Watson coefficient is 1.835. Criteria if 1< DW < 3 then there is no autocorrelation. Path analysis requirements have been met, then it can proceed to path analysis. Based on the regression analysis found a correlation coefficient r of 0.884. The coefficient of determination as the result of the square of R is 0.779. This means that in terms of the trust, Organizational Culture, Personality based on variance can be explained by 77.9% and the rest are other factors.

Based on the data obtained through a questionnaire and analyzed based on path analysis the following results were obtained.
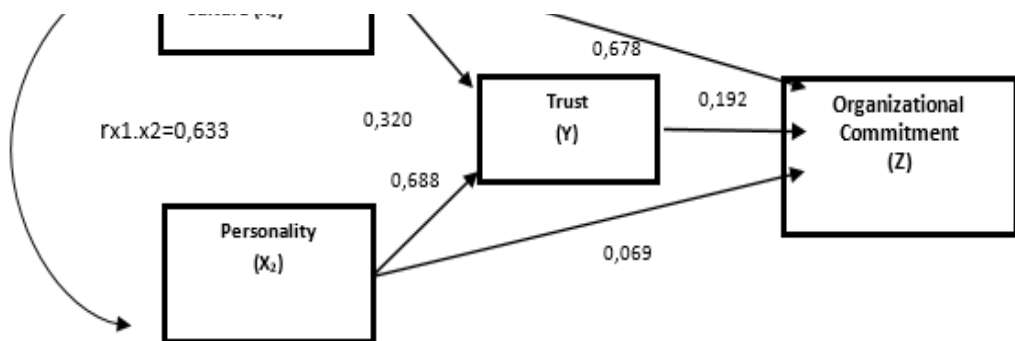

Fig. 2. Path Analysis of Organizational Culture (X₁), Personality (X₂), Trust (Y), and Organizational Commitment (Z)

Based on the results of the analysis obtained where the correlation coefficient of organizational culture with personality is 0.633. Likewise, the correlation coefficient between personality and organizational culture is 0.633. It

can be interpreted that the coefficient of organizational culture with personality and vice versa is the same. This can be interpreted as a strong relationship between organizational culture and individuality and vice versa. There is a strong relationship between personality and organizational culture.

Regression

1. Relationship between Organizational Culture (X_1) and Personality (X_2)

Based on the study results, there is a relationship between Organizational Culture and Personality having a correlation coefficient of 0.633, meaning that there is a strong relationship between Organizational Culture and Personality and vice versa. The results of this study are in accordance with the research hypothesis, namely that there is a positive and significant relationship between organizational culture and personality. In general, in an organization where the organizational culture is outstanding, teachers want to do more work than the main tasks given, teachers do their best so that students, parents and stakeholders are satisfied, where what is expected is fulfilled. This supports and is in line with the opinion of (Korthagen, 2004), cooperative education unit schools recruit teachers based on the basic competencies of teachers, namely personal, pedagogic, social, and professional competencies (Makri et al., 2021). In addition, the teacher's personality is very important because the teacher becomes a role model for students. Teachers are expected to educate and produce graduates in the domains of attitudes, cognitive, and psychomotor skills.

2. The Influence of Organizational Culture (X_1) on Trust (Y)

Based on the research results, there is a positive and significant influence of organizational culture on trust with a significance value of $0.00 < 0.05$, and a regression coefficient of 0.320. This calculation indicates that Ho is rejected and Ha is accepted; thus the organizational culture variable has a positive and significant effect on Trust. Organizational culture will affect teacher confidence in the organization. Teachers work in a positive organizational culture and believe in leaders and organizations in the schools where they work. Teachers will work with pleasure so that they commit just basic tasks and school rules. This is in line with the results of previous studies (Hirschi & Spurk, 2021) stated that employees who work in organizations increase

their commitment. A value that is believed to be the attitude of members of the organization at work. Characters and values that have been fixed in thinking act on the attitude of the member. With a different expression, organizational culture will affect an organization's goals.

3. The Influence of Organizational Culture (X_1) on Organizational Commitment (Z)

Based on the study results, there is an influence between Organizational Culture on Organizational Commitment with a significance value of 0.00 <0.05 and a regression coefficient of 0.678. The results of this calculation indicate that Ho is rejected and vice versa, Ha is accepted. This shows that Organizational Culture has a positive and significant effect on Organizational Commitment.

4. Influence of Personality (X_2) on Organizational Commitment (Z)

Based on the study results, there is a very weak and insignificant effect between Personality on Organizational Commitment with a significance value of 0.321 > 0.05, and a regression coefficient of 0.069. This calculation shows that Ho is accepted, thus the Personality variable has a negative and significant effect on Organizational Commitment.

5. Effect of Trust (Y) on Organizational Commitment (Z)

Based on the results of the study, there was a positive but not significant effect between Trust on Organizational Commitment with a significance value of 0.00 <0.05, and a regression coefficient of 0.192. The calculation shows that Ha is accepted, thus the Trust variable has a positive and significant effect on Organizational Commitment.

6. The Influence of Organizational Culture (X_1) on Organizational Commitment (Z) Through Trust (Y)

It is known that the direct effect given by X_1 to Z is 0.678. While the indirect effect of X_1 through Y on Z is the multiplication between the beta value of X_1 to Y with the beta value of Y to Z, namely: 0.320 x 0.192 = 0.061. So the total effect given by X_1 to Z is the direct effect plus the indirect influence, namely 0.678 + 0.061 = 0.739. Based on the calculation results above, it is known that the direct influence value is 0.678 and the indirect effect is 0.061, which means that the direct influence value is greater than the indirect effect value. These results indicate that the X_1 through Y values directly have a significant effect on Z. Results of this study show that Organizational Culture

affects Organizational Commitment mediated by Trust. Where the results of the calculation of direct and indirect effects of 0.739 have a positive effect. Based on the calculation results, it is known that the direct influence value is 0.678 and the indirect influence is 0.061, which means that the direct influence value is greater than the indirect influence value. These results indicate that there is a direct positive influence of Organizational Culture through Trust on Commitment Organization. This means that a conducive organizational culture will create trust and have an effect on high organizational commitment.

The Influence of Personality (X_2) on Organizational Commitment (Z) Through Trust (Y). It is known that the direct effect given by X_2 to Z is 0.069. While the indirect effect of X_2 through Y on Z is the multiplication between the beta values of X_2 to Y with the beta value of Y to Z, namely: 0.688 x 0.192 = 0.132. Then the total effect given by X_2 to Z is the direct effect plus the indirect influence, namely 0.069 + 0.132 = 0.201. Based on the calculation results above, it is known that the direct influence value is 0.069 and the indirect effect is 0.132, which means that the indirect effect value is greater than the direct influence value, these results indicate that indirectly the X_2 through Y values have a significant effect on Z. The results of this study indicate that Personality affects on Organizational Commitment mediated by Trust. This is based on the results of the calculation of the direct and indirect effect of 0.201, which identifies that Personality through Trust positively affects Organizational Commitment

CONCLUSION

Based on the results of the study, it can be concluded that: The relationship between Organizational Culture and Personality is positive and powerful, indicated by the correlation coefficient value of 0.633. And vice versa, namely the relationship between Personality and Organizational Culture. The influence of Organizational Culture on Trust is very weak, positive and significant with a significance value of 0.00 <0.05, and a regression coefficient of 0.320. The influence of Personality on Trust is positive, powerful and significant with a significance value of 0.00 < 0.05 and a regression coefficient of 0.688. The influence of Organizational Culture on Organizational Commitment is positive, powerful and significant with a significance value of 0.00< 0.05 and a regression coefficient of 0.678. The influence of personality on organizational commitment is very weak and insignificant, weak and insignificant, the

significance value is 0.321 > 0.05, and the regression coefficient is 0.069. The effect of Trust on Organizational Commitment is positive, very weak, and significant with a significance value of 0.00 < 0.05, and a regression coefficient of 0.192. The Influence of Organizational Culture (X_1) on Organizational Commitment (Z) Through Trust (Y). The direct effect value is 0.678, and the indirect effect is 0.061. The results of the calculation of direct and indirect effects of 0.739 have a positive effect. The Influence of Personality (X_2) on Organizational Commitment (Z) Through Trust (Y). The direct effect given by X_2 to Z is 0.069. While the indirect effect of X_2 through Y on Z is 0.688 x 0.192 = 0.132. Then the total effect given by X_2 to Z is the direct effect plus the indirect influence, namely 0.069 + 0.132 = 0.201. School organizational commitment with cooperation of school education units viewed from the perspective of organizational culture and Personality of the big five through influential and significant trusts.

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