

## RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND PERSONALITY ON COMMITMENT TO ORGANIZATIONS AIA AGENTS, AGENCY VISION ONE GROUP JAKARTA

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**Abstract.** This study aims to find efforts to increase commitment to the organization through a study of the strength of the relationship between research variables, namely knowing, analyzing and revealing the relationship of organizational climate, personality relationship, and the two relationships together on commitment to the organization at AIA agents. Agency Vision One Group (VOG) in Jakarta. The method used in this research is a survey method with a correlational approach. This method is used to collect data from a number of agents within the company and at the same time, while the correlational approach is used to test statistically, research hypotheses, and describe analytically, systematically, factually and careful about the relationship between research variables. The variables studied in this study consisted of three, namely organizational climate, personality and commitment to the organization. Two independent variables are organizational climate and personality, while commitment to the organization is used as the dependent variable. The results showed that there is a positive relationship between Organizational Climate and Commitment to Organizations with a correlation coefficient  $r_{y.X1} = 0.659$  and a functional relationship equation  $= 6.260 + 0.971X1$ . Organizational Climate contributes 43.42% to Commitment to Organization. This means that the Organizational Climate contributes to the Commitment to the Organization. There is a positive relationship between Personality and Commitment to Organization with correlation coefficient  $r_{y.X2} = 0.589$  and functional relationship equation  $= 9.208 + 0.928X2$ . Personality contributes 34.69% to Commitment to the Organization. There is a positive relationship between Organizational Climate and Personality Together with Commitment to Organization with correlation coefficient  $R = 0.707$  and functional relationship equation  $= 2.047 + 0.494X1 + 0.705X2$ . Organizational Climate and Personality together have a contribution of 49,1% to the Commitment to the Organization. This means that Organizational Climate and Personality together contribute to Commitment to the Organization. The more the Organizational Climate and Personality together it will increase the Commitment to the Organization.

**Keywords:** organizational climate; personality; commitment to organizations, AIA agents

### I. INTRODUCTION

Human resources are the basis for the implementation of efficient and effective human resource management processes in achieving organizational/company goals. Along with the era that is developing more rapidly bringing very rapid developments in the field of science and technology, this will bring changes in human life. No exception in an organization. In this era of globalization, every organization is required to be able to create quality human resources and be able to compete. Creating a good organizational climate for companies makes individuals within an organization motivated to excel in achieving organizational goals, this is not easy, because basically each individual has different characteristics (personalities). The same is true for companies of the caliber of AIA Indonesia, especially in the Agency. Changes, competing demands and differences in characteristics or personalities have an impact on higher demands on each individual to be able to further improve the quality of their work, this can have an impact, one of which is job stress. Every individual in an organization can experience work stress, especially individuals who are less able to adapt to these differences and changes. Citizenship behavior

between individuals is needed to be able to create a good organizational climate through working not only what is their own responsibility but can help other co-workers and provide something more for the organization (Organizational Citizenship Behavior/OCB), besides that employees are required to work in a team or team work to improve the results of team work rather than the results of personal work.

Often some individuals are difficult to work with in a company team, which can be likened to a team, which in fact there are several components that must cooperate with one another. Because the components with each other are mutually sustainable. Many studies have raised issues regarding human resources as discussed above. According to Tagiuri and Luthans (Simamora [1]), organizational climate is the quality of the organization's internal environment that is relatively ongoing, experienced by members of the organization and relates to their behavior and can be described in a set of characteristics or characteristics of the organization.

PT. AIA FINANCIAL, better known as AIA Indonesia, is one of the leading life insurance companies in Indonesia, registered and supervised by the Financial Services Authority. AIA offers a variety of insurance

products, including insurance with Sharia principles, which include life insurance, health insurance, personal accident insurance, investment-related insurance, employee welfare programs, severance pay programs, and the Pension Fund (DPLK) program. These products are marketed by more than 10,000 experienced and professional salespeople through various distribution channels such as Agency, Bancassurance and Corporate Solutions (Pension & Employee Benefit) [2].

In carrying out any profession or occupation, sometimes failure can occur. There is not in any case for example if 10 people are in a certain profession then all will be successful. For example, out of 10 entrepreneurs or businessmen who started a business from scratch, maybe only 3 people became successful entrepreneurs, while the rest became mediocre entrepreneurs and maybe some even ended up turning into employees. This phenomenon seems to apply to all professions and learning, including those who run the profession as insurance agents. It is suspected that there are several things that caused the insurance agent at AIA Agency Vision One (VOG) not to carry out the agency agreement and not commit to it.

Targets for agents who have a high commitment to the company and have the personality to always win, are a challenge to achieve. As for agents who have low commitment and personality, it is a scourge or something that is impossible to achieve. Problems that arise in achieving sales targets at the Agency include targets that can be personal, namely targets that must be achieved by each agent, and team targets, namely targets that must be achieved in a team, for that teamwork (teamwork) is needed. If teamwork does not go well, the vision, mission, and company will not be achieved. This has an impact on service to customers and very long information. This requires a conducive organizational climate. Continuance commitment or persistence is very low. Facts about the organizational climate, especially support, it is suspected that there has not been a support team between divisions, agents seem to be "welcome to the jungle", while in terms of personality, especially extraversion, agents are suspected to be less enthusiastic, less sociable, less friendly, less comfortable with interpersonal relationships, less brave and energetic. The things mentioned above encourage researchers to conduct research at AIA Indonesia, especially on AIA Agency Vision One Group (VOG) agents in Jakarta who are engaged in the insurance sector, where there are personality differences between individuals in an organization that really requires a good organizational climate. to support the performance of agents. Commitment is needed by all working individuals, therefore civic behavior can help create a good work climate. This will later assist the company in achieving the company's vision, namely: "To become the most needed and trusted financial service provider in Indonesia" and the company's mission, namely "to improve the lives of Indonesian people by meeting their ever-changing financial needs while understanding the expectations of policyholders, corporate partners and shareholders". Company motto: "Healthier, better, longer". This study is to measure the impact of organizational climate

and personality on organizational commitment where the voluntary behavior of agents without any demands will improve organizational performance.

Colquitt, Lepine and Wesson [3], describe commitment to the organization as the individual's desire to remain a member of the organization. Commitment to the organization is one of the determining factors whether he wants to remain a member of the organization or he tries to leave (looking for work in another organization). Factors that relate to commitment include: affective commitment, namely the desire to remain a member of the organization because of the individual's emotional involvement in the organization (emotional-based reasons). For example: many friends in the organization, continuance commitment is the desire to remain a member of the organization because it is realized that it will cause a lot of 'costs' if leaving the organization (cost-based reasons) [4]. For example: other organizations are located further away from their current homes, so that if the salary is the same, the transportation costs will be heavier, normative commitment is the desire to remain a member of the organization because they feel they have an obligation (obligation-based reasons). For example, feel indebted to the organization. According to Muryati [5], commitment to the organization is the desire of individuals to involve themselves in being part of the organization, accepting all the goals of the organization and not wanting to leave it.

According to Allen and Meyer in Luthan [6], there are three factors that will affect organizational commitment, namely as follows Organizational experience This organizational experience includes the satisfaction & motivation of organizational members while in the organization, Organizational Characteristics, Individual Personal Characteristics. While this dispositional factor includes the personality and values of the members of the organization, this variable is strongly related to organizational commitment, because there are different experiences of each member of the organization. Stated by Luthans [6] that organizational climate is the internal environment or organizational psychology. Organizational climate relates to HR practices and policies accepted by members of the organization. Please note that every organization will have a different organizational climate. The diversity of jobs designed within the organization, or the nature of the individuals that exist will reflect these differences. All organizations certainly have specific strategies to achieve goals. According to Muryati [5] Organizational Climate is the perception of the state of the internal environment of an organization that is embedded in individuals or members of the organization which is the basis for carrying out all individual or group activities within an organization.

According to Davis and Newstorm [7] there are two important aspects that must be considered in the organizational climate, namely the workplace itself and the treatment received from management. Employees feel that a certain organizational climate is pleasant when they do something useful that provides personal benefit.

Organizational climate is a concept that describes the internal atmosphere of the organizational environment felt by its members during their activities in order to achieve organizational goals.

According to Colquitt, Lepine and Welson [8], personality is a long-lasting pattern of thought, emotion, and behavior that characterizes a person with the psychological processes behind these characteristics. According to Mehta, Y., & Hicks, R. [9], personality is considered to remain stable after a person reaches a certain age. For example: the phase of human life, when you are a child, your personality will be different when you are a teenager and when you are an adult. According to Muryati [5] personality is a characteristic that underlies the behavior patterns of employees who are relatively stable in responding to ideas, objects and people in the surrounding environment. According to Colquitt, Lepine, Wesson, [3], five major personality factors 1. Conscientiousness; 2. Agreeableness; 3. Neuroticism; 4. Openness to Experience; 5. Extraversion

## II. RESEARCH METHODS

This research will be conducted at AIA Central Agency Vision One Group (VOG), Jakarta having its address at Jalan Jendral Sudirman Kav 48A Lt.12, Jakarta. This research includes quantitative and descriptive research to show the relationship between variables and describe the state of the object of research in while doing research. The method that will be used in this research is a survey method with a correlational approach, namely a research method designed and structured to obtain information about the relationship between different variables in one population. This method [10] is used to collect data from a number of agents within the company and at the same time period, while the correlational approach is used to test statistically, research hypotheses, and describe analytically, systematically, factually and thoroughly about the relationship between research variables [11]. The variables studied in this study consisted of three, namely organizational climate (X1); personality (X2); and commitment to the organization (Y).

In this study [12], the data collection technique that will be carried out is through a questionnaire, which is a list of questions made based on indicators from the research variables, in this case the researcher provides a list of written questions to the respondents of AIA Agency Vision one group (VOG) agents. Literature studies are sources that can indirectly provide data to researchers by conducting activities to study, explore, and quote theories or concepts from a number of literatures, both books, journals, magazines, newspapers or other written works that are relevant to the topic. or research variables.

To measure the variables of organizational climate, personality, and commitment to the organization is in the form of a questionnaire (questionnaire), namely a list of questions given to respondents according to a predetermined sample.

## III. RESULTS AND DISCUSSION

### The Relationship between Organizational Climate and Commitment to Organizations

In accordance with the research hypothesis, the relationship between Organizational Climate and Commitment to Organizations using the product moment correlation technique obtained a correlation coefficient value of  $r_{y.1} = 0.659$ . This means that there is a positive relationship between Organizational Climate and Commitment to the Organization. The strength of the relationship between Organizational Climate and Commitment to Organizations is in the "strong" category because the value of  $r_{y.1} = 0.659$  is between the values of 0.60 - 0.799 (Strong). The value of  $t_{count} = 2,587$  and the value of  $t_{table} = 1.6584$  at the level of  $Sig = 0.05$  and  $N - 2$  or  $115 - 2 = 113$ . It turns out that the value of  $t_{count} > t_{table}$  or  $2,587 > 1.6584$ , means the relationship between Organizational Climate and Commitment to Organization is significant. Thus, it can be concluded that there is a significant positive relationship between Organizational Climate and Commitment to the Organization. The contribution of Organizational Climate to Organizational Commitment is calculated based on the coefficient of determination  $KD = (r_{y.1})^2 \times 100\% = (0.659)^2 \times 100\% = 43.42\%$ . It means that the Organizational Climate variable contributes 43.42% to the Commitment to the Organization.

Table 1. Functional Relationship Between Organizational Climate and Personality Together with Commitment to Organization

Model		Coefficients <sup>a</sup>		Beta	t	Sig.
		Unstandardized Coefficients	Std. Error			
1	(Constant)	2.047	2.535		.808	.421
	personality	.494	.129	.314	3.835	.000
	Organizational Climate	.705	.121	.478	5.845	.000

a. Dependent Variable: Commitment to the Organization

The functional relationship between Organizational Climate and Commitment to the Organization is  $= 6.260 + 0.971X1$ . The constant of 6.260 states that if there is no Organizational Climate then Commitment to Organization = 6.260. X1 value of 0.971 indicates a positive functional relationship. Means that the organizational climate variable can be used to predict commitment to the organization. The "Support" indicator (X1.5) has the strongest correlation (0.514) with the "Benefit" indicator (Y3). If the Support indicator is increased, then the Benefit is predicted to increase. The "Responsibility" indicator (X13) has the weakest correlation (0.91) with the "Feelings of Loss" indicator (Y4).

Research results Rizwan Qaiser Danish, Umar Draz and Hafiz Yasir Ali [13] concluded that there was a significant positive relationship ( $r=0.384$   $p.0.01$ ) between organizational climate and commitment to employees. The higher the level of organizational climate, it is predicted that the higher the level of commitment to the employee's

organization will be. From the research results that have been stated above, and the relevant theories and research results, it can be concluded that Organizational Climate has a positive and significant relationship with Commitment to the Organization. The more the Organizational Climate that is formed in an organization, the more Employee Commitment to the organization will increase. On the other hand, the lower the organizational climate, the lower the commitment to the organization.

*The Relationship between Personality and Commitment to the Organization*

In accordance with the research hypothesis, the relationship between Personality and Commitment to Organizations using the product moment correlation technique obtained a correlation coefficient value of  $r_{y2} = 0.589$ . This means that there is a positive relationship between Personality and Commitment to the Organization. The strength of the relationship between Personality and Commitment to Organizations is in the "medium" category because the value of  $r_{y2} = 0.589$  is between the values of 0.400 - 0.599 (Medium). The value of  $t_{count} = 3.648$  and  $t_{table} = 1.6584$  at the level of  $Sig = 0.05$  and  $N - 2$  or  $115 - 2 = 113$ . It turns out that the value of  $t_{count} > t_{table}$  or  $3.648 > 1.6584$ , means the relationship between Personality and Commitment to the Organization is significant. Thus, it can be concluded that there is a significant positive relationship between Personality and Commitment to the Organization. The amount of Personality contribution to Organizational Commitment is calculated based on the coefficient of determination  $KD = (r_{y2})^2 \times 100\% = (0.589)^2 \times 100\% = 34.69\%$ . It means that the Personality variable contributes 34.69% to Commitment to the Organization.

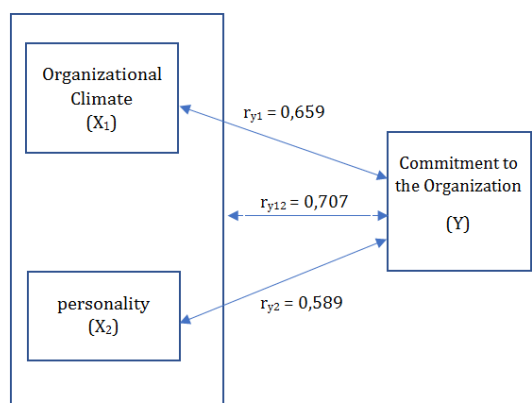


Figure 1. Functional Relationship Diagram X1 and X2 with Y

The functional relationship between Personality and Commitment to the Organization is  $= 9.208 + 0.928X1$ . The constant of 9.208 states that if there is no personality, then commitment to the organization = 9.208. X2 value of 0.928 indicates a positive functional relationship. Means Personality variable can be used to predict Commitment to Organization. The "Extraversion" indicator (X2.1) has the strongest correlation (0.514) with the "Looking for Career

Opportunity" indicator (Y5). If the Extraversion indicator is increased, Searching for Career Opportunities is predicted to increase. The "Extraversion" indicator (X2.1) has the weakest correlation (1.46) with the "Feeling of Loss" indicator (Y4) and the "Responsibility responsibility" indicator (Y7).

Temam Koesmono's research [14] [15] concludes that the direct relationship that occurs is that there is a direct effect of the personality variable on commitment of 0.886, the variable of commitment to behavior is 0.318. Personality relates to organization and behavior. From the research results that have been stated above, and the relevant theories and research results, it can be concluded that personality is positively and significantly related to commitment to the organization. The higher the personality formed by the employee, the higher the employee's commitment to the organization. On the other hand, the lower the personality, the lower the commitment to the organization.

*Relationship between Organizational Climate and Personality Together with Commitment to Organization*

In accordance with the research hypothesis, the relationship between Organizational Climate and Personality Together with Commitment to Organizations using multiple correlation techniques obtained a multiple correlation coefficient of  $R = 0.707$ . This means that there is a relationship between Organizational Climate and Personality Together with Commitment to the Organization. The strength of the relationship between Organizational Climate and Personality Together with Commitment to Organization in the "strong" category because the value of  $R = 0.707$  in the "strong" category with a value of 0.600 - 0.799 (Strong). The value of  $F_{count} = 55.988$ , and the value of  $F_{table} = 2.29$  at  $= 0.05$ . It turns out that the value of  $F_{count} = 55.988 > F_{table}$  ( $F_{table} = 2.29$  at  $= 0.05$ ), means that the relationship between Organizational Climate and Personality Together with Commitment to the Organization is significant. Thus, it can be concluded that there is a significant positive relationship between Organizational Climate and Personality Together with Commitment to the Organization.

The Contribution of Organizational Climate and Personality Together with Commitment to the Organization implies that the better the Organizational Climate and Personality, the better the Commitment to the Organization will be. The Contribution of Organizational Climate and Personality Together Affects Commitment to the Organization, indicated by the coefficient of determination  $KD = (R)^2 \times 100\% = 0.491 \times 100\% = 49.1\%$ . Means that the variables of Organizational Climate and Personality Together with Commitment to the Organization contributed 49.1%. The functional relationship between Organizational Climate and Personality Together with Commitment to Organization is  $= 2.047 + 0.494X1 + 0.705X2$ . The constant of 2.047 states that if there is a Perception of Organizational Climate and Personality, the commitment to the Organization = 2.047. X1 value of 0.494 indicates a positive functional relationship. X2 value of 0.705 indicates a positive functional relationship. Means that the variables of



Organizational Climate and Personality Together affect Commitment to the Organization which can be used to predict Commitment to the Organization. From the results of the research that has been stated above, and the relevant theories and research results, it can be concluded that Organizational Climate and Personality Together have a positive and significant relationship with Commitment to Organization. The more increasing the Organizational Climate and Personality Together that are formed in an organization, the greater the employee's commitment to the Organization. On the other hand, the lower the Organizational Climate and Personality Together, the lower the employee's commitment to the Organization.

#### IV. CONCLUSION

The study concluded that there is a positive relationship between Organizational Climate and Commitment to Organizations with a correlation coefficient  $r_{YX1} = 0.659$  and a functional relationship equation  $= 6.260 + 0.971X1$ . Organizational Climate contributes 43.42% to Commitment to Organization. This means that the Organizational Climate contributes to the Commitment to the Organization. There is a positive relationship between Personality and Commitment to Organization with correlation coefficient  $r_{YX2} = 0.589$  and functional relationship equation  $= 9.208 + 0.928X2$ . Personality contributes 34.69% to Commitment to the Organization. There is a positive relationship between Organizational Climate and Personality Together with Commitment to Organization with correlation coefficient  $R = 0.707$  and functional relationship equation  $= 2.047 + 0.494X1 + 0.705X2$ . Organizational Climate and Personality together have a contribution of 49,1% to the Commitment to the Organization. This means that Organizational Climate and Personality together contribute to Commitment to the Organization. The more the Organizational Climate and Personality together it will increase the Commitment to the Organization.

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