

The Effect of Work Culture, Personality, Leadership and Trust on Employee Commitment at PT Astra Agro Lestari Tbk on Indonesia

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Abstract: The objective of research is to study the effect of work culture, personality, leadership and trust on employee commitment. The process of research carried out at the private company it has used case study method. The samples of research were 105 employee at the private company that were selected in a simple random sampling. The results of finding are: (1) there is a positively direct effect of work culture on employee commitment, (2) there is a positively direct effect of personality on employee commitment, (3) there is a positively direct effect of leadership on employee commitment (4) there is a positively direct effect of trust on employee commitment (5) there is a positively direct effect of work culture on trust, (6) there is no a positively direct effect of personality on trust, (7) there is a positively direct effect of leadership on trust. Referring to these findings, the researcher could conclude that employee commitment is positively affected by work culture, personality, leadership and trust. Therefore, to maintain employee commitment, the organization has to apply the work culture, personality, leadership and trust. Finally, it should be concluded that work culture, personality, leadership and trust should be considered in generating the employee commitment.

1 INTRODUCTION

Employee commitment is a measure of the willingness of employees to stay together a company in the future. There are three general behavioral indicators of employee commitment, namely (1) there is willingness to help colleagues complete organizational tasks, (2) unite their activities and priorities to achieve larger organizational goals, (3) choose needs appropriate organizations rather than following some professional interests.

According to Colquitt et al., employee commitment is defined as desire of employees to continue to be members of the organization. Employee commitment affects whether employees endure being members of organizations or going to pursue other jobs. Employees who are not committed to the organization have self-withdrawal behavior, namely a set of actions that employees show to avoid behavioral work situations that usually trigger out of the organization (Colquitt et al., 2009).

Inanlou & Ahn's research from Ewha Womans University, South Korea with the title Impact of Organizational Culture on Employee Commitments: Role of Mediation in Human Resource Development in Korean Companies: Commitment of workers is an important to increase employees' accomplishment. The rationale is the following. When what the employee feels part of the organization, such identification immediately contributes to fostering high degree commitment and innovation. Therefore, we expect organizational culture will enhance commitment of employees (Inanlou & Ahn's, 2017).

Based on the opinions above, worker commitment is important to improve employee performance. The rationale is as follows. When employees feel that they are part of an organization, such identification immediately contributes to encouraging high-level commitment and innovation. Therefore, it is expected that the organizational culture will increase employee commitment.

Bartholomew et al. in his research entitled Personality Characteristics and Employee Affective Commitment: Nigeria Experience mengatakan, "It was explained that there is a significant positive

relationship between the five personality characteristics and affective commitment” (Bartholomew et.al., 2016). Based on this explanation opinion, it was revealed that there was a positive and significant relationship between the five aspects of personality traits with affective commitment.

Porter stated: Organizational commitment has evolved from the past until now as a multi-dimensional construction to understand why employees remain or leave the organization. Transformational leadership has been studied in a limited way as an antecedent to organizational commitment, and the results of this study provide consistent results (Porter, 2015).

Based on the above opinion, organizational commitment has progressed from the past until now as multi-dimensional construction to understand the reasons why employees survive in the organization or leave the organization. Transformational leadership has been studied in a limited way as an antecedent for organizational commitment, and the results generally provide consistent results.

Njoroge et al., stated: Management literature is awash with evidence suggesting that organizational commitment is associated with variables of great importance for organizational efficiency and success. Transformational leadership is an important antecedent of organizational commitment (Njoroge et.al., 2015).

Based on the statement above, there is a lot of research in management that shows that organizational commitment is associated with variables that are very important for the purpose of efficiency and success of the organization. Transformational leadership is an important antecedent of organizational commitment.

Rahmani & Heydari explained, “trust, in addition to organizational commitment within the educational organization could have a positive impact on maintaining quality staff” (Rahmani & Heydari, 2017).

Based on the above opinion, trust in addition to organizational commitment to educational organizations can have a positive effect on maintenance of quality staff / employees.

Based on research conducted by the five researchers, it is known that organizational culture has an impact on employees commitment, personality influences employee commitment, leadership impact on employee commitment and trust affects employee commitment.

This research was conducted at PT Astra Agro Lestari Tbk, one among the prominent private plantation companies in Indonesia. The real conditions at the research location were employees of the private company, based on a preliminary survey

with 30 employees, it was seen that employee commitment was still low.

Based on the background of the problem, identification of the problem, limitation of the problem, then formula problem of this study are as follows: (1) Is there a direct influence of work culture on employee commitment? (2) Is there a direct influence of personality on employee commitment? (3) Is there a direct influence of leadership on employee commitment? (4) Is there a direct influence of trust on employee commitment? (5) Is there a direct influence from work culture on trust? (6) Is there a direct influence of personality on trust? (7) Is there a direct influence of leadership on trust?

2 THEORETICAL FRAMEWORK

2.1 Employee Commitment

According to Schermerhorn, organizational commitment is employee loyalty to the organization (Schermerhorn et al, 2010). Thus Schermerhorn briefly defines organizational commitment as individual loyal to the organization. That means that the higher a person's organizational commitment, the higher the level of pride of being part of the organization, because the stronger he identifies himself with his organization. organisasinya.

According to Robbins & Judge, organizational commitment is as strong as what an employee identifies with the organization where he works and his goals and wants to always be a part of a particular organization (Robbins & Judge, 2007). With this understanding of organizational commitment by Robbins and Judge as the level of identification of a person in the existence and purpose from the organization and its willingness to survive to be part of the organization.

Colquitt et al., said that the notion of organizational commitment is the desire of employees to remain a part of the organization (Colquitt et al., 2009). According to Colquitt, et al., understanding of organizational commitment desire of members in order to remain part of the organization. Thus their opinions are in line with previous opinions that make the aspect of defense as the main feature in one's commitment to the organization.

Luthans said that organizational commitment is (1) strong will to remain a part organization, (2) willing with all the high-level efforts on behalf of organizational, (3) certain beliefs and can accept the values and objectives of the organization (Luthans, 2011). For Luthans, organizational commitment

contains a number of commitments, such as (1) strong desire from members to survive in certain organizations, (2) a strong willing to participate in maintaining the organization's name, and (3) a determination to wholeheartedly accept values and the purpose of the organization.

Gibson said that commitment organization is a sense of identification, loyalty, and involvement expressed by an employee toward the organization or unit of the organization (Gibson, 2012). According to Gibson, understanding of organizational commitment the identification, loyalty, and various kinds of expressions a person has towards his organization. Gibson also mentions 3 scope in organizational commitment, namely (1) sense of identification with the organization's goals, (2) a feeling of involvement in organizational duties, (3) a feeling of loyalty for the organization (Gibson, 2012). This means, there are 3 scopes in organizational commitment, namely (1) a sense of identification with organizational goals, (2) feelings of involvement in organizational tasks and (3) feelings of loyal to the organization. Based on the statement above, organizational commitment and employee loyalty are how strong employees want to stay in the organization and want to continue to actively participate.

Based on the explanation of the concept above, it can be synthesized that employee commitment is a desire and loyal attitude (identification, involvement / attachment) that is shown by someone to the organization by being willing and fully involved in carrying out tasks / work in achieving organizational goals and desires and remain as members .

The indicators are (1) emotionally bound with organization; (2) self-identification of the organization; (3) rational attachment to the organization; (4) attachment due to the need for the organization; (5) moral attachment to the organization; and (6) loyalty to stay in the organization.

2.2 Work Culture

In simple terms, work culture look as the implementation of cultural concepts in work or in a group. As stated by Schein the following: The culture of groups are now interpreted as patterns of shared basic assumptions that groups learn when they solve problems of adjustment with external parties and their internal integration, that was works well so it is considered valid because it must thought for new members as the right way to understand, thing and feel in connection with the problem that exists (Schein, 2004).

Based on the above opinion, the culture that develops in a group or organization is basic pattern of assumptions agreed upon, has been studied by

group members in solving problems related to adjustments externally and internally integration. Culture develops because it has worked well so that it is which means valid therefore culture can taught for new members of the organization as right way to realize, think and feel relationships in dealing with group problems.

According to Nawawi, understanding of work culture is a habit that is carried out repeatedly by employees in an organization, violations of this practice are not strictly sanctioned, but morally organizational behavior has agreed that these habits are habits that must be adhered to in order to carry out work to achieve aim (Nawawi, 2003).

Whereas according to Prasetya, the notion of work culture is a philosophy based on the view of life as a value that becomes traits, habits, and the power that drives, rooted in life a community group or organization reflected in attitudes to behavior, ideals, beliefs, actions and opinions incarnate as work or work (Prasetya, 2001).

So work culture is an attitude and belief and trust from all members of organization in action that is real or working, because it contains values that form habits, and also is a strong encouragement.

In organizations, functions or goals of work culture are as social glue in uniting members in achieving organizational goals in the form of provisions or values that must be said and done by its members. In addition, work culture also functions as a control over behavior of members of the organization.

Taylor (in Ndraha), stated "Culture or civilization from a broad ethnographic is a very complex whole that covers beliefs, knowledge, morals, arts, customs, laws and abilities and other habits acquired by individuals as members society". It cannot be denied the opinion of Tylor. Because work culture always involves many things, knowledge, beliefs, art, morality, law, customs and capabilities and other habits. All of them have their respective roles as part of the community in an organization (Ndraha, 1997). According to Ndraha, understanding of work culture is a group of basic thoughts or mental programs that can be used for improve work efficiency and human cooperation owned by a group of people.

Based on the explanation of the concept above, it can be synthesized that what is meant by understanding work culture is a system of values, perceptions, behaviors and beliefs held by each individual employee about the meaning of work and reflection in activities to achieve organizational goals. The indicators are 1) Hard work, 2) Discipline, 3) Productive, 4) Responsibility, 5) Creative, 6) Dynamic, and 7) Mandiri.

2.3 Personality

Personality is a characteristic of identifying their tendency to behave in a certain way. This is supported by the opinion of Schermerhorn, who expressed the notion of personality: Personality is an overall combination of characteristics that capture the unique nature of individuals that is important for understanding and helping someone as a person who reacts and interacts with others (Schermerhorn et al., 2010).

Shabahang & Amani stated: Personality traits or attributes can influence the decisions and organizational behaviors of employees. Personality is generally known to affect the way individuals decide and behave, many studies have examined the relationship between personality and employee commitment (Shabahang & Amani, 2016).

Based on the explanation above, personality traits or attributes can influence employee decisions and behavior. When personality variables found in general affect in what way individuals decide and behave, various many studies have examined the relationship between personality factors and employee organizational commitment.

According to Colquitt et al., the notion of personality is: Personality refers to the structures and propensities inside people that explain their characteristic patterns of thought, emotion and behavior personality creates people's social reputations the way they are perceived by friend, family, coworkers and supervisors (Colquitt et al., 2009).

Furthermore Larsen & Buss stated personality as follows: Personality is the set of psychological traits and mechanisms within the individual that are organized and relatively enduring and that influence his or her interactions with, and adaptations to, the intrapsychic, physical and social environments (Larsen & Buss, 2010).

Personality is the whole way in which an individual reacts and interact with each other individuals, and adjusts to the environment. Adjustment is as "a process of individual response both behavioral and mental in an effort to overcome the needs of self, emotional tension, frustration and conflict, and so that there is a balance between meeting those needs with the demands (norms) of the environment. These characteristics are unique. This is supported by Griffin's opinion, which says that: "Personality is the relatively stable set of psychological attributes that distinguish one person from another" (Griffin & Moorhead, 2007). Personality is defined as a combination of stable physical and mental characteristics that give individuals their identity.

Based on the description of the concept above, it can be synthesized that personality is a pattern of

behavior and a unique way of thinking that determines one's adjustment to the environment, with the following indicators: conscientiousness, extraversion, agreeableness, emotion stability, openness to experience.

2.4 Leadership

Colquitt et al. define leadership or leadership is the use of strength and influence in directing followers' activities to achieve goals (Colquitt et al., 2015). For them leadership is about a person's ability to use strength and influence on his followers to want to carry out their activities to achieve desired goals.

Stoner and Freeman say that leadership or leadership is art in coordination and motivating individuals and group to achieve the desired end (Stoner & Freeman, 1995). For them leadership is art in coordination and encouraging individuals or groups in achieving the expected goals. So, leadership means the process of how leaders are imaginatively governing, directing, guiding or influencing others in choosing and achieving certain goals.

Dlamini, said "transformational leadership occurs when the leader motivates, inspires and intellectually encourage subordinates with charismatic behavior and employees follow the steps in achieving organizational goals" (Dlamini, 2017). This means transformational leadership occurs when leaders motivate, inspire and intellectually stimulate subordinates to behave in charismatic ways and employees follow rules in achieving organizational goals.

By exposing the concept above, it can be synthesized that what is meant by leadership is a person's actions in influencing and directing a person or group of people by recognizing, supporting, training or developing, motivating or inspiring, fostering good relations, protecting and giving feedback to subordinates to be willing to work together in achieving goals set by the organization.

The indicators of leadership are (1) leadership actions in influencing and directing; (2) leadership clarity in delegating tasks; (3) ways to guide and establish and reinforce organizational policies; (4) how to guide its members in carrying out the organization's vision and mission; (5) how to provide input or advice in implementing policies; (6) activities in working both personally and in groups.

2.5 Trust

Trust is important in the organization, because without trust there may not be a harmonious relationship between leaders and subordinates. Experts try to define trust based on their conditions and points of view.

McShane and & Glinow said that trust refers to positive expectations one person has toward another person in situations involving risk (McShanes & Von Glinow, 2008). For McShane & Von Glinow, trust refers to a person's positive expectations of others in which there is certainly a risk. Trust means betting on trust in a person or group of people. It is also a reciprocal activity. That is, to get the trust of others, someone must also do it to others. Employees will take sides and be responsible for working with institutions / companies, if the employees put trust in their leaders.

Sureyya said “organizational trust is considered as the most important element for the organizational productivity and commitment” (Sureyya, 2017). This means that organizational trust likened to the most important element for productivity and organizational commitment.

Luthans expressed a different opinion, “Trust is relationships make companies farmore reliant on each other” (Luthans, 2011) or trust is a relationship that depends on each other. Can be interpreted that trust is built by the existence of mutually bound relationships between one person and another.

Based on the explanation of the concept above, it can be synthesized that trust is a willingness and positive expectation given to a person or group of authorities on the basis of mutual respect and respect based on interpersonal relationships in the hope of obtaining positive results also from those who are authorized.

The indicators of trust are (1) assignment of tasks, (2) completion of tasks, (3) team cohesiveness, (4) effective communication, (5) idea development, (6) justice, (7) responsibility , (8) support, (9) consistency, and (10) mutual respect.

In summary the above theoretical framework can be described in the following scheme:

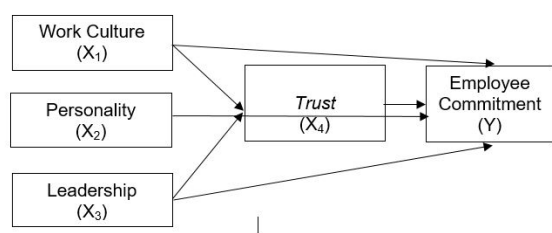


Figure 1 Theoretical Framework Between Research Variables

Research Hypothesis

Based on the formulation of problem and the theoretical framework, the research hypothesis can be formulated as follows:

1. There is direct effect of work culture on employee commitment
2. There is direct effect of personality on employee commitment
3. There is a direct effect of leadership on employee commitment
4. There is a direct effect of trust on employee commitment
5. There is a direct effect of work culture on trust
6. There is a direct effect of personality on trust
7. There is a direct effect of leadership on trust.

3 RESEARCH METHODOLOGY

This research was carried out for 1.5 years, starting in December 2016 until May 2018. In accordance with the problems and research objectives to be achieved, this research method uses a survey with a path analysis approach. The target unit in this study is the middle managerial level employee of the private company. The sample characteristics are (1) managerial employees at the middle manager level; (2) middle level manager employees who have worked in a plantation for a minimum of 5 years of work; (3) middle level manager employees with positions as head of department.

The total population of employees and at the same time as an affordable population are 143 people. To determine sample size, researchers used Slovin's formula technique. The level of precision is set at 0.05 or 5% of the total population of 143 middle level employees, a sample of 105 people is obtained.

4 RESULT AND DISCUSSION

4.1 Descriptive Statistic

The data of this research were obtained from respondents of the Head of Education (middle manager) as many as 105 (one hundred and five) people who filled in the statement items in accordance with the instrument consisting of 5 (five) variables, including: 3 (three) independent variables: Work Culture (X1), Personality (X2), Leadership (X3), 1 (one) intervening variable: Trust (X4), and 1 (one) dependent variable: Employee Commitment (X5).

A summary of the results of basic statistical calculations of all variables can be seen in the table below:

Table 1: Statistic Description

Statistics						
	X5 (Employee Commitment)	X1 (Work Culture)	X2 (Personality)	X3 (Leadership)	X4 (Trust)	
N	Valid 105	105	105	105	105	105
	Missing 0	0	0	0	0	0
Mean	118,08	102,51	99,72	99,84	99,21	
Median	119,00	102,00	101,00	102,00	99,00	
Mode	116	96	100 ^a	102 ^a	96	
Std. Deviation	8,788	11,524	12,536	14,120	12,235	
Variance	77,225	132,810	157,163	199,368	149,686	
Range	39	47	55	67	63	
Minimum	96	77	70	65	64	
Maximum	135	124	125	132	127	
Sum	12398	10764	10471	10483	10417	

a. Multiple modes exist. The smallest value is shown

4.2 Basic Assumption Test
Normality test

Table 2: Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
X5 (Employee Commitment)	.072	105	.200 [*]	.984	105	.221
X1 (Work Culture)	.047	105	.200 [*]	.983	105	.189
X2 (Personality)	.072	105	.200 [*]	.980	105	.119
X3 (Leadership)	.066	105	.200 [*]	.989	105	.564
X4 (Trust)	.061	105	.200 [*]	.991	105	.726

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

From the above output we see in the Kolmogorov-Smirnov column and it can be seen that the significance value for Work Culture (X₁), Personality (X₂), Leadership (X₃), Trust (X₄), Employee Commitment (X₅) is 0.200. Because the significance for all variables is greater than 0.05, it can be concluded that data population is Work Culture (X₁), Personality (X₂), Leadership (X₃), Trust (X₄), Employee Commitment (X₅) with normal distribution.

Linearity Test

Table 3: Linearity Test X₅-X₁

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
X5 (Employee Commitment) * X1 (Work Culture)	Between Groups	(Combined)	3942,340	43	91,682	1,368	,129
		Linearity	1752,453	1	1752,453	26,143	,000
		Deviation from Linearity	2189,888	42	52,140	,778	,804
	Within Groups		4089,050	61	67,034		
	Total		8031,390	104			

From the output above, the linearity test results can be seen in ANOVA Table output. It can be seen the significance value of Linearity is 0,000. Because the significance is less than 0.05, the variable between employee commitment and work culture has a linear relationship.

Table 4 Linearity Test X₅-X₂

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
X5 (Employee Commitment) * X2 (Personality)	Between Groups	(Combined)	4522,090	44	102,775	1,757	,021
		Linearity	1363,710	1	1363,710	23,316	,000
		Deviation from Linearity	3158,381	43	73,451	1,296	,206
	Within Groups		3508,300	60	58,488		
	Total		8031,390	104			

From the output above, the linearity test results can be seen in ANOVA Table output. It can be seen the significance value of Linearity is 0,000. Because the significance is less than 0.05, there is a linear relationship between employee commitment and personality variables.

Table 5: Linearity Test X₅-X₃

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
X5 (Employee Commitment) * X3 (Leadership)	Between Groups	(Combined)	5474,307	49	111,721	2,403	,001
		Linearity	927,913	1	927,913	19,958	,000
		Deviation from Linearity	4546,394	48	94,717	2,037	,006
	Within Groups		2557,083	55	46,492		
	Total		8031,390	104			

From the output above, the linearity test results can be seen in ANOVA Table output. It can be seen the significance value of Linearity is 0,000. Because the significance is less than 0.05, between employee and leadership commitment variables there is a linear relationship.

Table 6: Linearity Test X₅-X₄

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
X5 (Employee Commitment) * X4 (Trust)	Between Groups	(Combined)	5461,424	39	140,549	3,583	,000
		Linearity	1832,660	1	1832,660	46,715	,000
		Deviation from Linearity	3648,763	38	96,020	2,448	,001
	Within Groups		2549,967	65	39,230		
	Total		8031,390	104			

From the output above, the linearity test results can be seen in ANOVA Table output. It can be seen the significance value of Linearity is 0,000. Because the significance is less than 0.05, between the variables of employee commitment and trust there is a linear relationship.

Table 7: Linearity Test X₄-X₁

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
X4 (Trust) * X1 (Work Culture)	Between Groups	(Combined)	8110,840	43	188,624	1,543	,059
		Linearity	1937,173	1	1937,173	15,847	,000
		Deviation from Linearity	6173,667	42	146,992	1,203	,252
	Within Groups		7456,550	61	122,239		
	Total		15567,390	104			

From the output above, the linearity test results can be seen in ANOVA Table output. It can be seen the significance value of Linerity is 0,000. Because the significance is less than 0.05, there is a linear relationship between the variables of trust and work culture.

Table 8: Linearity Test X₄-X₂

ANOVA Table						
		Sum of Squares	df	Mean Square	F	Sig.
X4 (Trust) *X2 (Personality)	Between Groups (Combined)	7220,524	44	164,103	1,180	,273
	Linearity	607,482	1	607,482	4,367	,041
	Deviation from Linearity	6613,042	43	153,792	1,106	,356
Within Groups		8346,867	60	139,114		
Total		15567,390	104			

From the output above, the linearity test results can be seen in ANOVA Table output. It can be seen the significance value at Linerity is 0.041. Because the significance is less than 0.05, there is a linear relationship between the variables of trust and personality.

Table 9: Linearity Test X₄-X₃

ANOVA Table						
		Sum of Squares	df	Mean Square	F	Sig.
X4 (Trust) *X3 (Leadership)	Between Groups (Combined)	11555,990	49	235,837	3,234	,000
	Linearity	978,192	1	978,192	13,412	,001
	Deviation from Linearity	10577,799	48	220,371	3,021	,000
Within Groups		4011,400	55	72,935		
Total		15567,390	104			

From the output above, the linearity test results can be seen in ANOVA Table output. It can be seen the significance value in linearity is 0.001. Because the significance is less than 0.05, between the variables of trust and leadership there is a linear relationship.

4.3 Multiple Regression Analysis

Multiple regression analysis to determine the effect of Work Culture (X₁), Personality (X₂), Leadership (X₃), Trust (X₄) on Employee Commitment (X₅) using the SPSS 22 Program obtained the following output:

Table 10: Multiple Regression Structure 1

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	46,714	8,232		5,675	,000
	X1 (Work Culture)	,216	,063	,283	3,438	,001
	X2 (Personality)	,174	,056	,248	3,122	,002
	X3 (Leadership)	,120	,049	,192	2,448	,016
	X4 (Trust)	,202	,060	,281	3,389	,001

a. Dependent Variable: X5 (Employee Commitment)

From the table above, it can be seen: (1) Work Culture (X₁) influences Employee Commitment (X₅), where sig = 0.001 > 0.05, (2) Personality (X₂) influences Employee Commitment (X₅), where sig value = 0.002 > 0.05 (3) Leadership (X₃) influences Employee Commitment (X₅), where the sig value = 0.016 > 0.05 (4) Trust (X₄) influences Employee Commitment (X₅), where the sig value = 0.001 > 0.05.

Multiple regression analysis to determine the effect of Work Culture (X₁), Personality (X₂), Leadership (X₃) on Trust (X₄) using the SPSS 22 Program obtained the following output:

Table 11: Multiple Regression Structure 2

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	40,284	13,161		3,061	,003
	X1 (Work Culture)	,329	,100	,310	3,305	,001
	X2 (Personality)	,078	,093	,080	,840	,403
	X3 (Leadership)	,175	,080	,202	2,189	,031

a. Dependent Variable: X4 (Trust)

From the table above, it can be seen: (1) Work Culture (X₁) influences Trust (X₄), where sig = 0.001 > 0.05, (2) Personality (X₂) does not affect Trust (X₄), where value sig = 0.403 > 0.05 (3) Leadership (X₃) influences Trust (X₄), where the sig value = 0.031 > 0.05.

The results of this research, in line with the opinion of Schein (2004) who said that work culture influences employee commitment, Shabahang & Amani (2016) study which said there was a personality influence on employee commitment, Dlamini (2017) research said that there was an influence of leadership on employee commitment and the opinion of Sureyya (2017) who said there was an influence of trust in employee commitment.

5 CONCLUSION

Based on the analysis, the findings in this study are as follows: (1) there is a positive direct effect of work culture on employee commitment, meaning that if the work culture increases, it is predicted that employee commitment will increase, (2) there is a positive direct effect personality towards employee commitment, meaning that if the personality increases, it is predicted that employee commitment will also increase, (3) there is a positive direct effect of leadership on employee commitment, meaning that if leadership increases then employee commitment is predicted to increase, (4) there is a

positive direct effect of trust on employee commitment, meaning that if trust increases, it is predicted that employee commitment will also increase. (5) there is a positive direct effect of work culture on trust, meaning that if the work culture increases, it is predicted that trust will also increase. (6) there is no direct effect of personality towards trust, (7) there is a positive direct effect of leadership on trust, meaning that if leadership increases, it is predicted that trust will also increase.

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