

# **Influence of the Factors of Personality, Motivation, Job Satisfaction to the Organizational Commitment and Influence of Motivation, Job Satisfaction, Organizational Commitment to Performance of Broadcaster of National Private Radio Broadcast in Surabaya**

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## **Abstract**

The purpose of this research is to find out and to analyze the influence of the factors of Personality, Motivation, Job Satisfaction to the Organizational Commitment, the influence of Motivation, Job Satisfaction and Organizational Commitment to the Performance of Broadcaster of National Private Radio Broadcast in Surabaya. Output of this research reveals that the factors of personality, motivation and job satisfaction have positive and significant effects to the organizational commitment. In addition, there are positive and significant influences of motivation, job satisfaction and organizational commitment to the performance of Broadcaster of the National Private Radio Broadcast in Surabaya, East Java. Output of this research is expected to be able to be used as a source of study for the radio broadcasters in their efforts to improve their performance.

**Keywords:** Factors of Personality, Motivation, Job Satisfaction, Organizational Commitment and Performance.

## **INTRODUCTION**

At the era of global business, the need for business information as well as non-business one is very high, it even requires electronic equipment having sophisticated ability in order to get accurate and correct information so that the information receivers will not lose the meaning of information required. In business, information is needed as soon as possible in order not to lose from its competitors. In the past, between the buyers and the sellers needed to meet face to face the first time they performed their business transaction, but not at present. Long distance communication for business transaction has been able to be conducted by both parties, between the buyer and the seller. Information about the goods and services can be found through advertisement from various media, such as electronic media and newspaper or other means able to be used to introduce the products concerned. In particular, the means of communication through radio also becomes popular to present advertisements and information required by community related to the social life of community with their existing problems. Quality in information presentation is demanded to be accurately true and able to be conveyed fast to those who require it. Therefore, the reliable radio broadcasters are required as the personnel in charge to receive and convey information through radio as a means of information channel. Special in this global era, the need for information is very high and has universal nature for the whole parties in need. In conveying the information, it requires a vocal skill and intellectual intelligence in processing words into sentences able to be received by listeners in various events already been programmed, either in the programs of news, entertainment, economy and business as well as the dialogues in various actual topics occurring at the community. The news presentation certainly requires a competent broadcaster pursuant to the existing demand and one of them is having a good personality and able to place himself in various situations in his surrounding. Personality is something underlying someone's behavior either verbally or non-verbally. Robbin and Judge (2010: 135) said, "*Personality is the sum total of ways in which an individual reacts to and reacts with others.*" Basically, personality is the whole ways or means in which an individual reacts and interacts with other individuals. In general, an individual with an open individual behavior has a universal personality to his environment wherever he is. A radio broadcaster needs to have an elegant personality in order to be able to carry out his tasks related to the public through the information he conveys.

Apart from personality, a radio broadcaster is required to have high work motivation because he is expected to be able to perform his tasks perfectly without any constraints from himself or from the external factors.

Luthans (2006: 270) declared, "*Motivation is a process starting from physiological or psychological deficiency activating the behavior or stimulus directed to a goal or incentive.*"

Every one will require job satisfaction in order to get a synchronization between what is being expected and what has been produced. Kreitner and Kinicki (2010: 170) stated, "Job satisfaction is an effective or Emotionalityalityal response toward various facets of one's job." Herzberg's Two-Factor Theory in Greenberg (2002: 124) said, "Two Factor Theory of Job Satisfaction are 1) Dissatisfaction: Quality of Supervision, Pay, Company Policies, Physical Working Conditions and Relations with others, 2) Motivators: Promotion

Opportunities, Chances for Personal Growth, Recognition, Responsibility and Achievement.” Job satisfaction is a feeling or Emotionality of an individual to various aspects of a certain job. The tendency of individual in feeling the satisfaction of the result of his work will be measured when the concerned conveys his feeling toward the benefit of the work outputs for himself. It is true that every body wishes to get a satisfaction from the outputs of his work, because from such a work it is expected it can fulfill his needs and his wishes in having his life as a social creature. Vrinda and Jacob (2015) said, “The Managers are aware of the role of job satisfaction on for improvement of job performance of the organization.” Basically, Managers have the role toward job satisfaction in the effort to improve the organization’s performance. This will be achieved if job satisfaction of employees is properly accommodated by organization or company.

Employees in performing their tasks will have high commitment if the three factors namely: personality, motivation, and job satisfaction are proportionally fulfilled. High organizational commitment is expected to be able to get the employees having loyalty to organization in which the concerned carry out their work activities. Kreitner and Kinicki (2014: 165) declared, “Organizational commitment reflects the level in which an individual recognizes an organization and is bound to its goals.”. Any kinds of job will demand a commitment of an individual to the company, because without high organizational commitment It is impossible to achieve the company’s goal. All employees’ activities will be measured in their respective performance. In discussing the performance, it cannot be separated from the other variables, namely: Personality, Attitude, Motivation, Job Satisfaction and Organizational Commitment and also his Work Attitude. Considering the importance of a broadcaster profession in receiving and in conveying information to various parties, either to community or to any government institutions or to the private sectors, therefore in this opportunity the researcher is interested in carrying out a research with the title “Influence of the Factors of Personality, Motivation, Job Satisfaction towards the Organizational Commitment and the Influence of Motivation, Job Satisfaction, Organizational Commitment toward the Performance of Broadcaster of a Private National Radio Broadcasting in Surabaya.”

### **Theoretical Review**

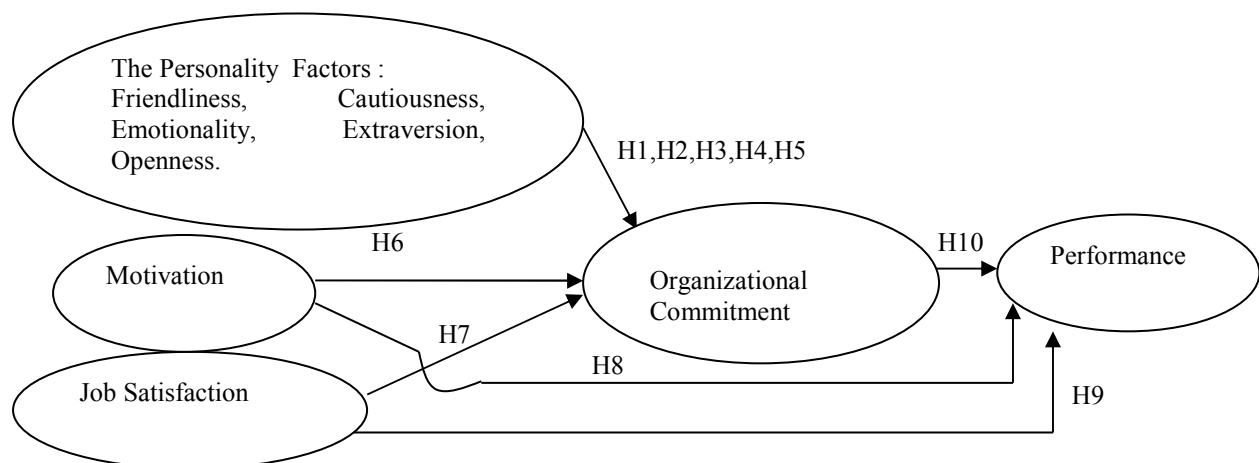
Each employee has a high responsibility to his performance, however the things need to be thought over are the variables able to influence performance of individual must be seriously considered, so that they can be controlled and utilized to improve his ability in performing his tasks. Personality is an initial capital to behave for someone, because his action will be colored by his psychological characteristics through his personality. Gregory and Griffin (2013: 63-64) stated, “*Personality is a set of psychological attributes relatively stable distinguishing one person to the others. In one’s personality there are 5 fundamental characteristics, namely friendliness, cautiousness, emotionality, extraversion and openness.*” These five characteristics of personality represent personality of an individual fundamentally in coloring his behavior in an organization. Abdullah, et al. (2013) said that *three factors of personality: extraversion, conscientiousness and openness to experience could significantly and positively predict the organizational commitment of employees.* That those three factors of personality: comfort, cautiousness and openness positively illustrate the condition of organizational commitment of an employee. In addition, Moorhead and Griffin (2013: 64) stated that those five characteristics of personality had a tendency to strengthen performance of an individual in personal relation. Each type of work conducted by someone requires a motivation so that his activities able to reach the specified work performance. Jewell L.N., Siegal and Marc (1998: 335) declared *that motivation referred to a number of powers to produce, to direct and sustain the effort in a certain behavior.* There are three factors able to strengthen or weaken motivation of an individual. Clayton Alderfer stated that *in motivation there were three groups of individual needs, namely: in Robbin and Judge (2015: 130) on ERG Theory pointing out the three groups of individual needs, namely: 1) the need of existence, 2) the need of relationship, and 3) the need of growth.* These three needs of motivation are also the motivation needs for a radio broadcaster working related to the information that he obtains, and broadcasted to community who need recognition on his existence, relationship with other people and self development as a person having a chance to have a career. Job satisfaction is an impact or feeling experienced by an individual in evaluating the result of his efforts, whether pleasant or unpleasant. Wahyono (2010: 79) said that *the management experts agreed that motivation was a set of efforts to influence behavior of other person by knowing first what thing able to make that person moves on.* Anyway, a radio broadcaster in performing his tasks also requires a motivation from inside himself and from other people in order able to achieve the specified performance. Basically, an individual has high motivation if the supporting factors strengthening the motivation are bigger than the factors weakening the motivation he has. Job satisfaction is a response or reaction of an individual to the results of his efforts in fulfilling his needs and wishes. In addition, the job satisfaction will be achieved if what he expects is equal to what he receives and even it will be more satisfied if the result of his effort is bigger than what he expects. Wibowo (2013: 131) says *the job satisfaction reflects how we feel about our job and what we think about our job. Job satisfaction will have a relation with loyalty to the job and finally will also influence the performance produced.* Every one will try in maximum to obtain the job satisfaction without putting aside his tasks and his responsibility. Aamodt (2007: 370) states that *life satisfaction can*

*influence job satisfaction in vast majority of people is an important finding.* In life where an individual feels satisfied will also influence his job satisfaction. This occurs causally (on the contrary the job will also influence the life satisfaction). An individual feels his life satisfactory because it derives from what he feels from his job satisfaction, due to the fact that the result of his work is bigger than what he expects. This is the wish of every one. Loyalty of a worker to his institution is a personal agreement that should be planted since the very beginning, however in the course of time, certainly an individual does not always have high loyalty and this depends on the stimuli able to influence himself. *Greenberg (2001: 130)* stated, “Loyalty is people’s attitude toward the organizations in which they work.” Whereas Robbins and Judge (2015: 46) say that *organizational commitment is the level in which a worker identifies an organization, goal and his expectation in order to remain to be its member.* There are three supporting components in organizational commitment, namely: *affective, sustainable and normative commitments.* These three commitments constitute the attitude of employee to his institution. Every one will have different organizational commitments, depending on the available situation and condition and psychological feeling of the concerned respectively. Performance for each person becomes the end of achievement owned by individuals working for organization or a company. *Rivai, et al (2005: 14)* stated that *performance is the output or level of success of an individual as a whole within a certain period of time in performing his tasks, compared to various possibilities, such as the work output standard, target or criteria already been determined previously and already been jointly agreed.* Performance will be achieved well if various individual variables influencing their existence can establish a conducive work climate.

**Method of Research**

This research applies a hypothesis wanting to know and analyze the Influence of the factors of Personality, Motivation, Job Satisfaction to the Organizational Commitment and the Influence of Motivation, Job Satisfaction, Organizational Commitment to the Performance of Broadcaster of National Private Radio Broadcast in Surabaya.

**The Conceptual Framework is as follows:**



**Hypotheses:**

- H1:** Friendliness influences the organizational commitment of Broadcaster of National Private Radio Broadcast in Surabaya.
- H2:** Cautiousness influences the organizational commitment of Broadcaster of National Private Radio Broadcast in Surabaya.
- H3:** Emotionality influences the organizational commitment of Broadcaster of National Private Radio Broadcast in Surabaya.
- H4:** Extraversion influences the organizational commitment of Broadcaster of National Private Radio Broadcast in Surabaya.
- H5:** Openness influences the organizational commitment of Broadcaster of National Private Radio Broadcast in Surabaya.
- H6:** Motivation influences the organizational commitment of Broadcaster of National Private Radio Broadcast in Surabaya.
- H7:** Job Satisfaction influences organizational commitment of Broadcaster of National Private Radio Broadcast in Surabaya.
- H8:** Motivation influences the performance of Broadcaster of National Private Radio Broadcast in Surabaya.
- H9:** Job Satisfaction influences the Performance of Broadcaster of National Private Radio Broadcast in Surabaya.
- H10:** Commitment Organizational influences Performance of Broadcaster of National Private Radio Broadcast

in Surabaya.

**Types and Sources of Data:**

The data applied are the Likert Scale starting from the lowest till the highest with the same interval, namely: 1 (completely disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (completely agree).

**Variable Identification:**

Independent Variables: 1) friendliness, 2) cautiousness, 3) Emotionality, 4) extraversion, 5) openness, 6) Motivation, 7) Job Satisfaction.

Dependent Variables: Organizational commitment and Performance.

**Variable Operational Definitions:**

*Personality*, Robbin and Timothy (2015: 84): Total amount of manners in which an individual interact with others. It can be stated that it is as a psychological attribute relatively stable distinguishing one person to the others.

*Friendliness*: a personality factor describing whether an individual ia good, cooperative and trusting other people.

*Cautiousness*: a personality factor explaining whether an individual is responsible, reliable, having regularity in his life pattern.

*Emotionality*: a personality factor explaining about calmness, self confidence, stress, depression.

*Extraversion*: a personality factor explaining whether an individual is able to socialize, self confidence, expressive to the environment.

*Openness*: a personality factor describing the ability to be curious, imaginative and always sensitive to the environment.

*Motivation*: a drive producing, directing and sustaining the efforts in a certain behavior.

*Job Satisfaction*: response or reaction oh an individual to the output of his efforts in fulfilling his needs and wishes.

*Organizational Commitment*: a level in which a worker identifies an organization, goal and his expectation in order to remain to be the member.

*Performance*: the output or level of success of an individual as a whole during a certain period of time in performing his tasks.

**Respondents of this research are the radio broadcasters. There are 80 samples with the details as follows:**

**Sex:**

Male	53 persons
Female	27 persons
Total	80 persons

**Age:**

22 – 30 Years	39 persons
> 30 Years	41 persons
Total	80 persons

**Education:**

S1 (Undergraduate)	63 persons
S2 (Graduate)	17 persons
Total	80 persons

The place or the objects of research are the members of Association of National Private Radio Broadcasts in Surabaya.

**Data Measuring Tools and Method:**

This research uses *questionnaires* containing questions already been prepared and the respondents fill in the answers with their own perceptions upon such questions. Data is measured by using the *Likert Scale Method*, among others: the score 1 (one) is for the answer of “*completely disagree*”, 2 (two) is for “*disagree*”, 3 (three) is ‘*neutral*’, 4 (four) is for “*agree*” and 5 (five) is for “*completely agree*.”

**Data Analytical Technique:**

In processing the data, a statistic tool is applied, namely *SEM (Structural Equation Modeling)* using the *Partial Least Square (PLS) Program*. (Ghozali, 2011: 18-19).

**The Multiple Linear Equation is as follows:**

$$Y1 = aX1 + bX2 + cX3 + dX4 + eX5 + fX6 + gX7$$

$$Y2 = kX6 + lX7 + mY1.$$

Remarks:

X1 = Friendliness. X2 = Cautiousness. X3 = Emotionality

X4 = Extraversion X5 = Openness. X6 = Motivation.

X7= Job Satisfaction

Y1 = Organizational Commitment. Y2 = Performance

**Outputs of Research:**

The average scores of the respondents' replies to the questionnaire are as follows:

Table-1: MEASURING AVERAGE OUTPUTS

<b>Friendliness (X1)</b>		<b>Cautiousness (X2)</b>	
<b>Indicator/Variable</b>	<b>Average</b>	<b>Indicator/Variable</b>	<b>Variable</b>
X1.1	3,788	X2.1	3,715
X1.2	3,747	X2.2	3,250
X1.3	3,800	X2.3	3,350
X1.4	3,913	X2.4	3,320
X1.5	3,825	X2.5	3,275
X1	3,812	X2	3,382
<b>Emotionality (X3)</b>		<b>Extraversion (X4)</b>	
<b>Indicator/Variable</b>	<b>Average</b>	<b>Indicator/Variable</b>	<b>Average</b>
X3.1	3,613	X4.1	3,900
X3.2	3,538	X4.2	3,600
X3.3	3,588	X4.3	3,738
X3.4	3,688	X4.4	3,888
X3.5	3,688	X4.5	3,825
X3	3,623	X4	3,790
<b>Openness (X5)</b>		<b>Motivation (X6)</b>	
<b>Indicator/Variable</b>	<b>Average</b>	<b>Indicator/Variable</b>	<b>Average</b>
X5.1	3,375	X6.1	3,800
X5.2	3,362	X6.2	3,638
X5.3	3,350	X6.3	3,550
X5.4	3,400	X6.4	3,613
X5.5	3,375	X6.5	3,525
X5	3,372	X6.6	3,538
		X6.7	3,613
		X6.8	3,600
		X6.9	3,725
		X6.10	3,688
		X6.11	3,838
		X6	3,648
<b>Job Satisfaction (X7)</b>		<b>Organizational Commitment (Y1)</b>	
<b>Indicator/Variable</b>	<b>Average</b>	<b>Indicator/Variable</b>	<b>Average</b>
X7.1	3,638	Y1.1	3,638
X7.2	3,775	Y1.2	3,550
X7.3	3,588	Y1.3	3,313
X7.4	3,588	Y1.4	3,375
X7	3,647	Y1.5	3,475
		Y1.6	3,263
		Y1	3,436
<b>Performance (Y2)</b>			
<b>Indicator/Variable</b>	<b>Average</b>		
Y2.1	3,638		
Y2.2	3,538		
Y2.3	3,600		
Y2.4	3,663		
Y2.5	3,575		
Y2.6	3,713		
Y2.7	3,600		
Y2.8	3,713		
Y2.9	3,650		
Y2.10	3,613		
Y2	3,630		

**Results for Outer Loadings**

Measuring the data applied in the research on *Behavior of Broadcaster of Private Radio Broadcast in Surabaya*

is carried out by means of validity and reliability tests. Output of data validity and reliability can be presented as follows:

Table-2: OUTPUT OF VALIDITY MEASURING

Variables	Original Sample Estimate	Mean of Sub-Sample	Standard Deviation	T Statistic
<b>Friendliness (X1)</b>				
X1.1	0.767	0.752	0.099	7.744
X1.2	0.810	0.804	0.504	15.020
X1.3	0.752	0.752	0.070	10.731
X1.4	0.722	0.692	0.119	6.066
X1.5	0.810	0.818	0.050	16.354
<b>Cautiousness (X2)</b>				
X2.1	0.842	0.850	0.036	23.208
X2.2	0.914	0.916	0.031	29.943
X2.3	0.820	0.800	0.075	10.936
X2.4	0.885	0.881	0.040	22.266
X2.5	0.927	0.933	0.018	51.194
<b>Emotionality (X3)</b>				
X3.1	0.752	0.732	0.061	7.807
X3.2	0.748	0.746	0.109	11.151
X3.3	0.766	0.777	0.097	10.090
X3.4	0.576	0.552	0.057	2.648
X3.5	0.652	0.644	0.096	4.570
<b>Extraversion (X4)</b>				
X4.1	0.861	0.849	0.061	14.144
X4.2	0.636	0.662	0.109	5.849
X4.3	0.714	0.712	0.097	7.331
X4.4	0.873	0.861	0.057	15.349
X4.5	0.722	0.743	0.096	7.517
<b>Openness (X5)</b>				
X5.1	0.830	0.819	0.070	11.910
X5.2	0.820	0.825	0.045	18.416
X5.3	0.842	0.850	0.047	18.071
X5.4	0.725	0.717	0.117	6.222
X5.5	0.814	0.813	0.063	12.654
<b>Motivation (X6)</b>				
X6.1	0.747	0.731	0.106	7.068
X6.2	0.729	0.726	0.075	9.749
X6.3	0.649	0.638	0.089	7.305
X6.4	0.788	0.793	0.049	16.107
X6.5	0.803	0.810	0.069	11.678
X6.6	0.815	0.822	0.043	18.798
X6.7	0.735	0.756	0.095	7.761
X6.8	0.803	0.790	0.057	14.086
X6.9	0.540	0.542	0.146	3.712
X6.10	0.630	0.618	0.097	6.506
X6.11	0.722	0.766	0.071	10.383
<b>Job Satisfaction</b>				
X7.1	0.718	0.697	0.100	7.141
X7.2	0.708	0.702	0.089	7.923
X7.3	0.800	0.805	0.057	14.157
X7.4	0.851	0.832	0.047	18.098
<b>Organizational Commitment</b>				
Y1.1	0.595	0.0571	0.091	6.536
Y1.2	0.730	0.718	0.071	10.313
Y1.3	0.876	0.865	0.037	23.876
Y1.4	0.840	0.838	0.040	21.051
Y1.5	0.539	0.547	0.131	4.100
Y1.6	0.802	0.788	0.050	16.023
<b>Performance (Y2)</b>				
Y2.1	0.773	0.768	0.057	13.631
Y2.2	0.864	0.866	0.032	26.613
Y2.3	0.805	0.804	0.054	14.843
Y2.4	0.804	0.795	0.052	15.445
Y2.5	0.867	0.873	0.030	29.077
Y2.6	0.850	0.849	0.041	20.968
Y2.7	0.618	0.599	0.100	6.163
Y2.8	0.577	0.570	0.087	6.591
Y2.9	0.744	0.734	0.053	13.993
Y2.10	0.722	0.701	0.073	9.919

From the above table, it can be concluded that the score of *loading factor* is  $> 0.5$  and *T-arithmetical progression* is  $> 1.96$ , so that each indicator of the latent variables can be stated as being valid.

Table-3: OUTPUTS OF RELIABILITY TESTING

Variable	Composite Reliability	Criteria of Cronbach's Alpha	Remarks
Friendliness (X1)	0,861	$\geq 0,6$	Reliable
Cautiousness (X2)	0,944	$\geq 0,6$	Reliable
Emotionality (X3)	0,828	$\geq 0,6$	Reliable
Extraversion (X4)	0,876	$\geq 0,6$	Reliable
Openness (X5)	0,903	$\geq 0,6$	Reliable
Motivation (X6)	0,927	$\geq 0,6$	Reliable
Job Satisfac. (X7)	0,854	$\geq 0,6$	Reliable
Org. Commit.(Y1)	0,877	$\geq 0,6$	Reliable
Performance (Y2)	0,934	$\geq 0,6$	Reliable

From the above table, it can be concluded that each variable data is reliable, therefore the score of Cronbach's Alpha is  $\geq 0,6$  and applicable in this research.

Tabl-4: GOODNESS FIT AND R-SQUARE

Variable	R-Square
Friendliness (X1), Cautiousness (X2), Emotionality (X3) Extraversion (X4), Openness (X5), Motivation (X6) Job Satisfaction (X7) $\rightarrow$ Organ Commitment (Y1)	0,853
Motivation (X6), Job Satisfaction (X7), Organizational Commitment (Y1) $\rightarrow$ Performance (Y2)	0,775

From the above table, the R-Square of Organizational Commitment (Y1) is at the amount of 0,853 (85,3 %) and Performance is 0,775 (77,5 %) and both of them are  $> 0,50$  (50%) in structural model can be declared good and meets the requirements of *Goodness of Fit*.

Table-5:

The Linear Coefficient of the Influence of the Factors of Personality, Motivation, Job Satisfaction to the Organizational Commitment and Influence of Motivation, Job Satisfaction, Organizational Commitment to the Performance.

Inter Variable Influence	Original Sample Estimate	Mean of Sub-Sample	Standard Deviation	T-Statistic
Friendliness (X1) $\rightarrow$ Org. Commitment (Y1)	0,032	0,015	0,113	2,281
Cautiousness (X2) $\rightarrow$ Org. Commitment (Y1)	0,148	0,124	0,079	1,974
Emotionality (X3) $\rightarrow$ Org. Commitment (Y1)	0,263	0,199	0,160	1,984
Extraversion (X4) $\rightarrow$ Org. Commitment (Y1)	0,051	0,041	0,103	2,497
Openness (X5) $\rightarrow$ Org. Commitment (Y1)	0,335	0,339	0,128	2,610
Motivation (X6) $\rightarrow$ Org. Commitment (Y1)	0,394	0,415	0,131	2,995
Job Satisfaction (X7) $\rightarrow$ Org. Commitment (Y1)	0,403	0,407	0,110	3,654
Motivation (X6) $\rightarrow$ Performance (Y2)	0,332	0,372	0,144	2,298
Job Satisfaction (X7) $\rightarrow$ Performance (Y2)	0,161	0,123	0,137	1,995
Org. Commitment (Y1) $\rightarrow$ Performance (Y2)	0,438	0,436	0,147	2,973

From the said Table, its regression equation can be made as follows:

$$\text{Organizational Commitment (Y1)} = 0.032 \text{ Friendliness (X1)} + 0.148 \text{ Cautiousness (X2)} + 0.263 \text{ Emotionality (X3)} + 0.051 \text{ Extraversion (X4)} + 0.335 \text{ Openness (X5)} + 0.394 \text{ Motivation (X6)} + 0.403 \text{ Job Satisfaction (X7)}.$$

$$\text{Performance (Y2)} = 0.332 \text{ Motivation (X6)} + 0.161 \text{ Job Satisfaction (X7)} + 0.438 \text{ Organizational Commitment (Y1)}$$

## Discussion on Outputs of Research

The results the research data processing are as follows:

Hypothesis-1 until Hypothesis-5 stating that Friendliness, Cautiousness, Emotionality, Extraversion and Openness influence the Organizational Commitment are proven, namely: *Friendliness* with the correlation coefficient at the sum of 0.032, the t-arithmetical progression is  $2.282 > t\text{-table } 1.96$ , whereas for *Cautiousness* the correlation coefficient is at the sum of 0.148, the t-arithmetical progression  $1.974 > t\text{-table } 1.96$ . For *Emotionality*, the correlation coefficient is at the sum of 0.263, the t-arithmetical progression is  $1.974 > t\text{-table } 1.96$ . For *Extraversion*, the correlation coefficient is at the sum of 0.051, the t-arithmetical progression is  $2.497 > t\text{-table } 1.96$ . For *Openness*, the correlation coefficient is at the sum of 0.335, the t-arithmetical progression is  $2.610 > t\text{-table } 1.96$ . So, this research supports the researches conducted by *Abdullah et al (2013)*, *Kumar and Bakhshi (2010)*, but in particular the *Hypothesis-4* and *Hypothesis-5* are different from the outputs of research by *Kappagoda (2012)* in which the two variables, namely Extraversion and Openness do not influence the Organizational Commitment.

Hypothesis-6, Motivation influences the Organization Commitment with the linear coefficient at the sum of 0.394, the t-arithmetical progression is  $2.995 > t\text{-table of } 1.96$  supporting the research already been conducted by *Koemono (2013)*, *Tania and Sutanto (2013)*.

Hypothesis-7, Job Satisfaction influences the Organization Commitment with the correlation coefficient at the sum of 0.403, the t-arithmetical progression is  $3.654 > t\text{-table of } 1.96$ . Output of this research supports the research already been conducted by *Koemono (2013)*, *Malik et al (2010)*, *Iqbal (2012)*, *Tania and Sutanto (2013)*, and *Koesmono (2014)*.

Hypothesis-8, Motivation influences the Performance. It is proven by the correlation coefficient at the sum of 0.332, the t-arithmetical progression is  $2.298 > t\text{-table of } 1.96$ . This research supports the results of research conducted by *Suwardi and Utomo (2011)*, *Nanda (2014)*, *Koesmono (2005)*, *Riyadi (2015)*, *Kiruja and Makuru (2013)*.

Hypothesis-9, Job Satisfaction influences the Performance with the correlation coefficient at the sum of 0.161, the t-arithmetical progression is  $1.995 > t\text{-table of } 1.96$ . This research supports the outputs of research by *Koemono (2014, 2005)*, *Suwardi Utomo (2011)*, *AlmutarAi et al (2013)*, *Prasanga and Gamage (2012)*, *Susanti et al (2013)*.

Hypothesis-10, Organization Commitment influences the Performance with the correlation coefficient at the sum of 0.438, the t-arithmetical progression is  $2.973 > t\text{-table of } 1.96$ . This research supports outputs of the research conducted by *Khan et al (2010)*, *Suwardi and Utomo (2011)*, *Nanda (2014)*, *Koemono (2014)*, *Yeh and Kaohsiung (2012)*, *Osa and Amos (2014)*, *Susanti et al (2013)*.

## CONCLUSION

From the outputs of statistic test it is found out that the personality model, namely: Friendliness, Emotionality, Cautiousness, Extraversion and Openness have significant influence to the Organizational Commitment. However, the average answers of the Respondents to those five factors have the average score of being moderate, namely: Cautiousness 3.382 and Openness 3.372, it is the smallest compared to the other three factors, namely Friendliness, Emotionality and Extraversion. Those two factors require special attention in order not to have negative impacts to the Organizational Commitment by carrying out the trainings on individual behavior or human resources in order to establish convenient and coordinated work atmosphere. In addition, it is undertaken to get self evaluation on the performance of the Radio Broadcasters through the objective evaluation to their performance. The other three variables, namely: Motivation, Job Satisfaction, and Organizational Commitment are continuously improved in order to create the optimum performance for the Broadcasters. This needs to be conducted, because a Broadcaster must always update the data on the actual news occurring at the community, because the function of Radio is to receive the information and convey such information for the benefit of the public at large. The broadcasting program in a radio can help the government program in spreading the good and true information and give education and entertainment to community. Thus, information is so important because it will give impact to social, economic and political conditions of a country. This is due to the fact that radio is one of the universal means in spreading the information at the era of information technology development at present.

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