

Personality and Teamwork on Employee Performance Through Organizational Commitment

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ABSTRACT

Employee performance in tertiary institutions has become the focus of research and attention in the field of human resource management. The challenges faced are maintaining and improving employee performance within the scope of the Faculty of Medicine to improve academic quality. What is the relationship between personality (PS) and teamwork (TW) on employee performance (EP) through organizational commitment (OC)? There are still few researchers who explore this question, especially within the scope of the Faculty of Medicine. The type of data to be used in this study is in the form of qualitative data and quantitative data. The population and sample in this study were Faculty of Medicine employees with status as PNS (Civil Servants) and Non PNS. The sampling method is census sampling. The analysis technique used is path analysis. The results of the study show that PS and TW variables have a significant effect on OC and EP. Results of this investigation also found that PS and TW have a significant effect on EP through OC. These findings contribute to an understanding of PS and effective TW, which can provide valuable insights for organizations to achieve high EP.

Keywords: Personality; Teamwork; Organizational Commitment; Employee Performance

INTRODUCTION

The performance of employees at the University has an important role in achieving goals and maintaining the reputation of educational institutions. Universities as institutions of higher education have a very important role in generating and disseminating knowledge and advancing science. To achieve their mission and vision, universities require optimal performance from their employees. University EP involves various aspects, including teaching, research, community service, and administration. The phenomenon of EP in universities is an interesting topic in the field of human resource management, because it has direct implications for the quality of education.

EP in tertiary institutions has become the focus of research and attention in the field of Human Resource Management. Various recent studies have provided valuable insights into the factors that influence EP in the higher education context. Like a study (Sedarmayanti & Haryanto, 2017) which emphasizes the importance of research on the performance of educational staff at the Faculty of Medicine. Identifying the factors that determine the

performance of teaching staff in tertiary institutions aims to improve the quality of education (Sudirman et al., 2020). Research on EP research at universities continues to grow, with recent studies delving deeper into the factors that influence performance (Kundu et al., 2019; Salas et al., 2008). Likewise at the faculty level in a tertiary institution, especially the Faculty of Medicine which has been one of the most favorite faculties in Indonesia for a long time which is marked by the high interest for new students compared to other faculties so that every year, the quota for Medical study programs is always full. On the other hand, this favorite Faculty faces various challenges, especially in well-organized services to encourage and improve the performance of the Faculty of Medicine.

Unhas is one of the PTNs that has a Medical Education study program with Superior accreditation and A BAN-PT accreditation, but the challenge faced by Unhas is to maintain these achievements, one of the challenges faced is to maintain and improve EP within the scope of the Faculty of Medicine to improve quality academic. One of the most prominent phenomena faced by the Faculty of Medicine is increasingly competitive competition, which is marked by the increasing number of new Medical Faculties in private universities. The next problem is the availability of adequate resources, both human resources and qualified medical equipment. Referring to this phenomenon, several researchers have identified PS variables (Indarti et al., 2017; Yang et al., 2020) and TW (Brunetto et al., 2013a; Martono et al., 2020; Meslec et al., 2020; Tang, 2021) on EP.

One of the things that influence EP is PS, in line with the Big Five theory which includes five main PS dimensions: emotional stability, self-confidence, extroversion, openness, and friendliness which have been shown to have direct implications for individual performance (Awais Bhatti et al., 2014). Likewise with the TW variable supported by Tuckman's theory, that TW must ensure the team's progress through the stages of the Tuckman group development model to obtain significantly increased performance (Guttenberg, 2020).

In the field of Human Resource Management, the study of the relationship between PS and TW on the performance of university employees has become a topic of interest. Recent research has revealed a number of interesting state-of-the-art findings on this issue (Meslec et al., 2020; Otache, 2019). Studies on employee PS show that there is a significant relationship between individual PS and EP. PS factors such as emotional stability, self-confidence, openness, and self-leadership have an impact on the ability of employees to complete their tasks, adapt to change, and interact with colleagues (Matzler & Renzl, 2007).

There is a relationship between individual PS and success in working as a team. Individuals who are adaptive, inclusive, and able to cooperate with others have a tendency to create a positive work environment, increase collaboration, and facilitate the achievement of team goals. Conversely, an individualistic, authoritarian or difficult to adapt PS can hamper the effectiveness of TW. In addition to PS variables, TW also influences EP according to Tuckman's theory. The ability to work collaboratively, support each other, share information, and build good relationships with team members has a positive influence on EP. Research also highlights the importance of effective team building, good conflict management, and open communication in improving team performance (Brunetto et al., 2013b; Dhurup et al., 2016).

Human resource management in universities plays a crucial role in ensuring the right PS and building effective TW. Selection, placement, and development of employees based on PS in accordance with job demands and OC are important factors in improving individual and team performance. OC in the context of higher education can be interpreted as the level of attachment and loyalty of an employee to the educational institution where they work. This includes self-identification with the tertiary institution, loyalty to the tertiary institution's goals and ideals, and the desire to make the maximum contribution to achieving the institution's mission.

There are several dimensions of OC that are relevant in the context of higher education. One of them is affective commitment, which reflects the level of emotional attachment and self-identification with the university. Employees who have high affective commitment will feel proud and have high motivation to contribute to achieving higher education goals. In addition, normative commitments are also relevant, which involve moral obligations and norms in working for universities. Employees with high normative commitment will feel they have a moral responsibility to provide the best for universities (Kalmanovich-Cohen et al., 2018; J. Meyer & Allen, 1997). What is the relationship between PS and TW on EP through OC? There are still few researchers who explore this question, especially within the scope of the Faculty of Medicine.

Personality. PS is one of the important concepts in human resource management that reflects the unique characteristics of individuals that influence their behavior and performance at work. From the point of view of human resource management, a good understanding of PS is very important because it can assist organizations in making decisions regarding the recruitment, selection, placement and development of employees (Judge et al., 2002).

PS is the combination of traits, attitudes, and patterns of individual behavior that determine how individuals interact with their environment. In the context of human resource management, PS can influence employee motivation, communication, adaptability and performance in the workplace. There are several theories that can be used to understand individual PS. One well-known theory is the Big Five Theory, which covers five major PS dimensions: emotional stability, self-confidence, extroversion, openness, and agreeableness. Other theories include the Myers-Briggs Theory of PS Types and the Social Cognitive Theory of PS (Barrick & Mount, 1991).

PS measurement uses various tools and methods such as PS tests and PS inventories. These tools help identify PS profiles of individuals and assist in better understanding their characteristics and preferences. In the employee selection process, PS is often an important factor. Organizations look for individuals with personalities that match the values, culture, and demands of the job. Selection of PS-matched employees can enhance individual fit to the job and increase job satisfaction and performance.

Understanding of employee PS is also important in employee development (Sulaiman, 2021a). Organizations can design development programs that match individual PS characteristics, maximize their potential, and assist in the development of a successful career. PS can play a role in understanding individual motivation at work. Individuals with different personalities may have different preferences and motivational needs. Understanding individual personalities can assist managers in developing effective motivational strategies and directing employees toward achieving organizational goals (Ones et al., 2007).

PS also impacts an individual's communication style. Individuals with more extroverted personalities tend to be more expressive and communicate easily, while individuals who are more introverted may be shyer and tend to communicate to a lesser extent. Understanding individual personalities can help in establishing effective communication among team members and minimizing communication conflicts. Understanding individual personalities can provide practical benefits for human resource management. By considering PS in decision-making regarding the recruitment, selection, placement, and development of employees, organizations can improve individual suitability for work, increase job satisfaction and performance, reduce employee turnover rates, and achieve long-term sustainability (Judge et al., 2002).

Teamwork. TW is an important concept in human resource management that emphasizes collaboration and cooperation between team members to achieve common goals (Sulaiman, 2022c). Within the framework of human resource management, a good understanding of the concept and theory of TW is very important because it can help organizations build effective

teams, increase productivity, and achieve better results (Hackman, 2002). TW refers to cooperation between team members in achieving common goals. This involves sharing knowledge, skills and resources, as well as supporting each other and building synergy among team members (Sismiati et al., 2022). In the context of human resource management, TW involves building a balanced team, conflict management, effective communication, and mutually beneficial cooperation. There are several theories that can explain the concept and mechanism behind TW. One well-known theory is Social Theory, which suggests that individuals in teams influence and interact with each other through complex social processes. Another theory is Tuckman's Theory, which states that teams will go through 5 stages of development: formation, attack, norm, show, and delay. This stage should start when the group first meets and last until the end of the project.

Several factors contribute to the effectiveness of TW. These factors include team trust, open and clear communication, clear roles and responsibilities, a common understanding of team goals, equality and inclusivity, and the ability of team members to adapt and collaborate (Ehigie et al., 2023; Sulaiman, 2021b, 2022a). Understanding the concept and theory of TW can provide practical benefits in human resource management (Ellis et al., 2022; Sanderson et al., 2022). By promoting TW, organizations can increase productivity and work quality, minimize conflict between teams, accelerate innovation and problem solving, and increase employee satisfaction and engagement (Drouin & Bourgault, 2013).

TW development involves efforts to strengthen cooperation and collaboration among team members. Organizations can conduct team training, facilitate effective communication, build team trust, and encourage collaboration across departments or work units. TW development can also include improving interpersonal skills and team problem solving. Managers have a key role in encouraging TW. They need to be good facilitators, directing and inspiring team members, facilitating open communication, and providing constructive feedback. Managers must also create a work environment that supports collaboration and cooperation (Mathieu et al., 2008). Some of the challenges faced in building and maintaining effective TW. These challenges include differences in work styles, interpersonal conflicts, lack of communication, individual domination in teams, and difficulties in building trust and strong cooperation.

Organizational commitment. OC is an important concept in the field of human resource management which refers to the level of attachment and involvement of employees in the organization where they work (Sulaiman, 2022b). OC reflects employee loyalty, identification, and emotional attachment to the organization and its goals. In this context, a deep understanding of the concept and theory of OC is very important because it can help organizations understand the factors that influence employee commitment and develop effective strategies to increase OC (Riketta, 2002).

OC involves the emotional, normative and instrumental attachment felt by employees to the organization where they work (Bashir & Long, 2015). This includes a sense of involvement, trust, loyalty, and identification with the values, goals, and culture of the organization (Elele & Fields, 2010; Hameli & Ordun, 2022). Several theories explain OC. One of the well-known theories is the Social Commitment Theory, which suggests that OC arises from moral feelings and individual responsibility towards the organization. Another theory is Social Exchange Theory, which focuses on exchanges between employees and organizations as a basis for commitment.

The dimensions of OC can be divided into three main dimensions: affective commitment, normative commitment and instrumental commitment (Fahad & Kistyanto, 2021; Mubarak et al., 2021). Affective commitment involves employees' positive feelings toward the organization and their desire to remain in it. Normative commitment relates to moral norms and

responsibilities that encourage employees to remain loyal to the organization. Instrumental commitment involves employees' perceptions of the benefits and rewards received from the organization (J. P. Meyer et al., 2002).

There are several factors that can affect OC, including effective leadership, strong organizational culture, organizational fairness, job satisfaction, organizational support, and career development opportunities. Understanding the concept and theory of OC has practical benefits in human resource management. By strengthening OC, organizations can increase employee retention, improve individual and team performance, reduce absenteeism and turnover rates, and increase employee satisfaction and engagement (Saks, 2006).

METHOD

This research was conducted at the Faculty of Medicine, Hasanuddin University. The type of data obtained from the tabulation of data on the results of distributing research questionnaires. The data sources in this study are primary data sources through questionnaires, and secondary data sources through EP reports. All employees with status represented the population in this investigation with status as PNS (Civil Servants) and Non PNS. Census sampling is a kind of sampling. Census sampling is a data collection method in which all elements in the target population are sampled.

PS is a psychological construct that includes relatively consistent patterns of behavior, thoughts, and emotions in individuals. PS variables consist of several dimensions as follows (Barrick & Mount, 1991): Extraversion; neuroticism; Conscientiousness; Agreeableness; and Openness to experience. TW refers to collaboration, coordination, and interaction between team members to achieve a common goal. The TW variable consists of the following dimensions (Sundstrom et al., 1990): Team Communication; Collaboration; Division of tasks; Coordination; and Joint Decision Making. OC refers to loyalty, attachment, and individual involvement in the organization and the values it promotes. The OC variable consists of the following dimensions (Allen & Meyer, 1996; J. P. Meyer & Allen, 1991): affective commitment; Continuous Commitment; and Normative Commitment. EP includes the extent to which a person achieves targets, meets expectations, and contributes effectively to organizational goals. Individual performance variables consist of the following dimensions (Robbins & Judge, 2019): Productivity; Work quality; Initiative; Creativity; and Adaptability.

RESULTS AND DISCUSSION

Result

Information about the profile of the questionnaire respondents who take part. Respondent characteristics based on gender showed that female employees (55.6%) were dominant in participating in this study compared to male employees (44.4%). This shows that the role of female employees has a major contribution to increasing work productivity, based on their dominant number.

Characteristics of respondents based on age showed that employees aged between 41 to 50 years were in the largest category (48.7%) compared to employees aged less than 30 years (17.1%). This shows that the age range of 41 to 50 years is a productive age range, thus providing benefits for organizations in maximizing work productivity.

Characteristics of respondents based on recent education shows that employees with bachelor's degree are the largest category (60.7%) compared to employees with diploma education (4.3%). This shows that the majority of employees have bachelor degrees with various backgrounds in disciplines. Characteristics of respondents based on years of service showed that employees with years of service between 11 and 15 years were in the largest category (68.4%) compared to employees who worked for more than 15 years (5.1%). This shows that tenure between 11 and 15 years is the level of length of service, so that employees have had various work experiences. In the following, the results of the complete analysis are presented.

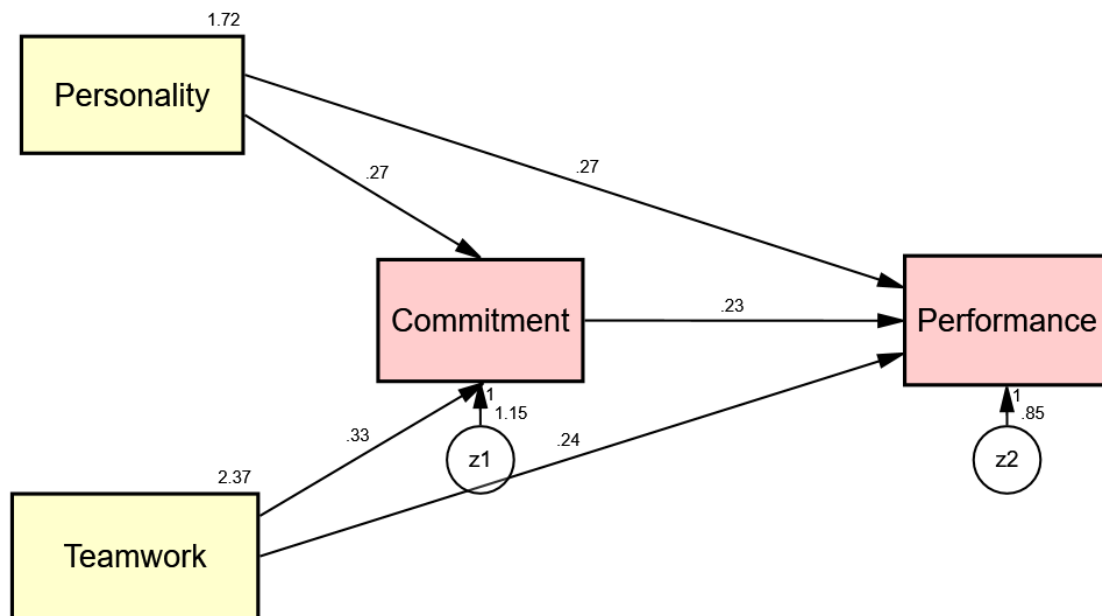


Figure 1
Path Analysis Model Results

Table 1
Output Direct and Indirect Influence

Variable	Direct effect	C.R.	Probability	Decision
PS → OC	0,269	3,540	0,000	Sig.
TW → OC	0,335	5,185	0,000	Sig.
PS → EP	0,243	3,950	0,000	Sig.
TW → EP	0,269	3,924	0,000	Sig.
OC → EP	0,234	2,932	0,003	Sig.
Variables	Indirect effect			Decision
PS → OC → EP	0,269 x 0,234 = 0.063			Sig.
TW → OC → EP	0,335 x 0,234 = 0,078			Sig.

Discussion

A outcome of PS on OC, the coefficient (estimated value) of 0.269 or 26.9% indicates a change in PS (assuming a 1% increase) the influence of which on raising OC by 26.9%. These results explain that the success of the organization in efforts to increase employee OC is determined by PS. A outcome of TW on OC, the coefficient (estimated value) of 0.335 or 33.5% indicates a change in TW (assuming a 1% increase) the influence of which on raising OC by 33.5%. These results explain that the success of the organization in an effort to increase employee OC is determined by TW.

A outcome of PS on EP, the coefficient (estimated value) of 0.243 or 24.3% indicates a change in PS (assuming a 1% increase) the influence of which on raising EP by 24.3%. These results explain that the success of the organization in efforts to increase employee EP is determined by PS. A outcome of TW on EP, the coefficient (estimated value) of 0.269 or 26.9% indicates a change in TW (assuming a 1% increase) the influence of which on raising EP by 26.9%. These results explain that the success of the organization in efforts to increase employee EP is determined by TW.

A outcome of OC on EP, the coefficient (estimated value) of 0.234 or 23.4% indicates a change in OC (assuming a 1% increase) the influence of which on raising EP by 23.4%. These results explain that the success of the organization in efforts to increase employee EP is determined by OC. The indirect effect of PS on EP through OC, the coefficient (estimated value) of 0.063 or 6.3% indicates a change in PS (assuming a 1% increase) the influence of which on raising EP through OC by 6.3%. These results explain the important role of OC in mediating between PS on EP. The indirect effect of TW on EP through OC, the coefficient (estimated value) of 0.078 or 7.8% indicates a change in TW (assumed to be a 1% increase) the influence of which on raising EP through OC of 7.8%. These results explain the important role of OC in mediating between TW variables on EP.

CONCLUSION

PS and TW significantly influence EP. PS, have been consistently linked to higher OC. Individuals who are extraverted tend to be outgoing and assertive, which can positively impact their ability to collaborate and communicate effectively within a team. Conscientious individuals are generally organized, responsible, and goal-oriented, leading to higher levels of task accomplishment and overall performance. In addition to individual PS, TW also plays a crucial role in EP. Effective TW, which can lead to enhanced problem-solving, innovation, and overall performance. When employees work well together, they can pool their strengths, complement each other's weaknesses, and achieve higher levels of productivity.

OC acts as a mediator between PS, TW, and EP. High levels of OC reflect an employee's loyalty, identification with the organization's goals, and willingness to exert effort for the organization's success. OC can enhance the relationship between PS, TW, and EP by promoting a sense of belonging and engagement within the organization. Employees who feel committed to their organization are more likely to exhibit higher levels of OC, and leading to improved performance outcomes.

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