

## A path analysis of diagnosis of employee job performance: implications of the education office

Soeparlan Kasyadi, Virgana Virgana  
Postgraduate Program, Universitas Indraprasta PGRI, Indonesia

---

### Article Info

#### Article history:

Received May 22, 2020  
Revised Des 17, 2020  
Accepted Jan 8, 2021

---

#### Keywords:

Job performance  
Leadership style  
Organizational culture  
Organizational justice  
Personality

---

### ABSTRACT

The performance of education office organizations was influenced by the behavior of its employees. This study aimed to determine the direct and indirect influence of organizational culture, leadership style, personality, and organizational justice towards the job performance of the employee education office in Jakarta. Research samples were 221 employees of the Jakarta Education Office. Data collection using questioner with the Likert scale, The results of the research there was a direct influence of leadership style towards organizational justice; Organizational culture on organizational justice; Personality towards organizational justice; Leadership style on job performance; Organizational culture towards job performance; Personality towards job performance, then organizational justice towards job performance, and personality through organizational justice towards job performance. It was concluded that the level of job performance was influenced by variations in leadership style, organizational culture, personality, and organizational justice.

*This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.*



---

### Corresponding Author:

Soeparlan Kasyadi  
Postgraduate Program  
Universitas Indraprasta PGRI  
Jl. Nangka no 58c Tanjung Barat, Jakarta Selatan, Indonesia  
Email: kasyadisoeparlan@gmail.com

---

## 1. INTRODUCTION

The work achievement of an organization is determined by the quality of human resources of its employees, while the existing employees themselves are influenced by various situations such as the change of life demands that are full of competition, on the other hand, also society demands excellent service on the Education service apparatus. With the demands of the development of the bureaucracy, the system should have innovation in serving the community [1]. Government agencies as a community service institution, strive to reform bureaucracy by emphasizing the changing attitudes and behaviors of local government officials that are more effective, efficient, responsive, transparent, and accountable. This is done to adapt to the demands of society more critical of the government. The big challenge was faced by the bureaucracy that how they can carry out the duties and responsibilities efficiently and effectively [2].

Thus the demands on the professionalism of the civil apparatus of the state also increased. The other side of the officers wondered about the leadership style adopted by the new Education office because of the rotation of the organization's leadership. So the problems of leadership style become often talked about among employees. This shows that the turnover of officials in the Education office in Jakarta Province received full attention from its officers. Besides the leadership style as well as the culture of work and organizational justice that will be in the office of the Ministry that will lead is the question of its employees. While the personality of employees in an office located in Jakarta consists of various tribes, which carries the

personality of each other can be different and gathered in an organization that will be a problem of its own. The culture of this work arises because of the strong patron-client culture between subordinates and superiors. By the role of traditional authorities orientating to power, the patroness culture can arise due to interdependence between the patron and subordinate because of its tribal and kinship proximity (primordial bond) and mutual understanding regarding the values and principles of life [3].

Leadership styles are the leading way of a manager in running an organization to achieve organizational objectives. Here are some opinions on the leadership style: leadership qualities are often compared to the development of community progress led by [4]. Leadership qualities of managers influence their attitudes and behaviors towards employees [5, 6]. The varied leadership style assigned to an organization will benefit employees in carrying out tasks, but the lack of direction, empowerment, and weak decision-making from the leadership, will result in a decrease in employee performance in carrying out daily tasks in any given organization [7]. Leadership styles (transformational, transactional, and laissez-faire) [8]. Every leader in carrying out its leadership shows the types of leadership, respectively, in general, these types can be grouped into three, namely: leadership style-oriented tasks; leadership style-oriented cooperative relation; and the result-oriented leadership to achieve [9]. Based on the explanation above, referred to in leadership style is a specific pattern of a behavioral leader in directing the subordinates both individually and in the group to achieve the objectives.

Organizational culture is the behavior habit of members of the organization in the conduct of tasks that do not conflict with the prevailing regulations. Here are some opinions on the organizational culture: Organizational culture reflects different characteristics of each company e.g. internal policies and procedures to public relations and customer interaction [10]. Organizational culture is the result of interaction with several elements such as human resources, organizational structure, and control system has included values [11]. Organizational Culture serves as an adhesive, unifying, identity, image, motivator for all employees in an organization, which can improve employee empowerment relationships [12]. Organizational culture is a cognitive system, helping employees to think and make decisions [13]. Based on the explanation above, referred to organizational culture is the basic pattern to share values in solving problems.

Personality is the behavior trait of an employee who already exists within him, for example, a soldier has an explicit nature while a kindergarten teacher has a gentle nature. The views of some researchers about personality claim that: personality is a pattern of behavior from within that stabilizes a person, to react and interact with others. This measurable trait that a person showed [14]. Personality is a combination of a person's characteristics that makes them different from each other, it forms the basis of individual differences as members of the organization, so that no human being is exactly the same [15]. The important thing in developing employee performance and increase job performance is neuroticism, extroversion, openness to experience, conscientiousness, and agreeableness are very [16, 17]. Personality plays an important role in determining its overall success and prosperity in an individual's life [18]. Personality is something unique from someone, for example, someone who is quiet, shy, grumpy, friendly, friendly, serious, and so on [19]. Personality and identity have much in common and that both are crucial to our everyday psychological functioning [20]. Based on the explanation above, referred to personality refers to various characteristics of people that make them different between one another, generally grouped into the big five personalities are the neuroticism, extroversion, openness to experience, conscientiousness, and agreeableness.

Organizational Justice is an equal opportunity for all employees of both men and women to obtain a fair performance assessment, promotion of title, reward & punishment, salary, and remuneration based on organizational assessment. The views of some researchers about organizational justice claim that organizational justice be able to predict the presence or absence of organizational justice at work can lead to reaction [21]. Organizations can be said to be fair by employees if the relationship between superiors and subordinates is good, such as obtaining good and reasonable treatment. Moreover, the honesty and correctness of information obtained from superiors also affect the perception of organizational fairness from employees [22]. Based on the explanation above, referred to organizational justice is the subjective perception of employees over the treatment by the boss it receives compared to other employees.

Job Performance is a work achievement achieved by an employee through its competence in completing the work following the given time target. The views of some researchers about organizational justice claim that: Well-performing employees can perform the same work that meets Vision and mission of work guidelines that have been set together in the organization [23]. Employee performance is a parts of key factor in the success of any organization [24, 25]. Work performance influenced by several factors, as a reason to determine organization's policy to increase work performance [26]. There are several factors that influence employees' performance such as the workplace environment play an important role in the employees' performance [27]. Based on the explanation above, referred to job performance is to do the same work that has been set together in the organization in completing the work following the given time target, both individually and by working together.

Thinking framework is a research paradigm that explains how researchers view the facts of social life and researchers' treatment of science or theory [28]. A framework of thinking in this study such as behavior of organizational: performance and improving commitment in the organization [29] conducted that an organization, job performance is one outcome individual that is influenced by several factors, among them are of these things are influenced Trust, Justice, and Ethics, these were influenced by Organizational Culture; Leadership: Styles, and Personality & Cultural, Values.

Based on the explanation above then the objective of this research is formulated in the following research question: 1) Is there a direct influence of leadership style towards organizational justice?; Is there a direct influence of Leadership style towards job performance?; Is there a direct influence of Organizational culture towards organizational justice; Is there a direct influence of Organizational culture towards job performance; Is there a direct influence of Is there a direct influence of Personality towards organizational justice; Is there a direct influence of Personality towards job performance, then Is there a direct influence of organizational justice towards job performance, and 2) Is there an indirect influence of leadership style through organizational justice towards job performance; Is there an indirect influence of Organizational culture through organizational justice towards job performance; And Is there an indirect influence of personality through organizational justice towards job performance.

## 2. RESEARCH METHOD

### 2.1. Data analysis

This study was quantitative research with path analysis as an analyzing tool. Path analysis model that examines the effects directly or indirectly variables exogenous to endogenous [30]. The absolute requirements that must be met by research using path analysis include: calculate the Coefesien correlation and the coefficient path.

### 2.1. Sample

This study used a sample of 221 participants who were selected from a population of 600 employees of the education office in DKI Jakarta with random sampling techniques, which are status as civil servants. The retrieval of sample members from a population is done randomly regardless of the strata in the population measurement. This research had five sets of questioners such as leadership style, organizational culture, personality, job satisfaction, and job performance. To get the data by using Likert rating scale with Alternative answers are rated 5 to 1 for positive statements, such as 5 for always; 4 for often; 3 for sometimes; 2 for infrequently; and 1 for never. Alternative answers are rated 1 to 5 for negative statements, such as 5 for never; 4 for infrequently; 3 for sometimes; 2 for often; and 1 for never to obtain valid instruments i.e.  $r_{count} > r_{count}$  (0.360), the Leadership style reliability value of  $\alpha=0.919$ , the organizational culture reliability value of  $\alpha=0.917$ , the personality reliability value of  $\alpha=0.908$ . The organizational justice reliability value of  $\alpha=0.911$ , and the job performance reliability value of  $\alpha=0.913$ . The research was conducted from March to July 2020. In this research to control the confounding variable by multivariable regression analysis of which has been one of the most frequently used methods [31] and the sample of status as civil servants as a restriction sample it is used to control the confounding variable [32]

## 3. RESULTS AND DISCUSSION

The requirements for path analysis data to be performed are data normality test, homogeneity, and the linearity. In this study, the provisions on the test are the statistics  $L_0 < L_{table}$  ( $=0.05$ ) the data derived from the normal distribution population, and a homogeneous variant because of  $sig. > 0.05$ , and the analysis of all variances were significant in Linearity at  $sig. > 0.05$ .

### 3.1. Hypothesis testing requirements

Research using the path analysis has to calculate the coefesien correlation and the coefficient path. Correlation coefficient between variables in the structural model as seen in Table 1 that the entire correlation coefficient values are significant at the 0.01 level (2-tailed)  $sig. < 0.01$ , and to obtain the coefficient of the path is carried out through the calculation of statistical values with the help of SPSS with the result that if  $t_{count} > t_{table}$  then the coefficient of the path is significant, and vice versa if the  $t_{count} < t_{table}$  then the coefficient of the path is not significant. Based on the calculation of SPSS 24, the correlation coefficient and path analysis obtained significant results due to  $sig. < 0.05$  as seen in Table 1.

Table 1. Path coefficient

Hypothesis	Correlation Coefficient	Sig.<0.05	Path Coefficient	Sig.<0.05	t <sub>count</sub>	t <sub>table</sub>	Result
1. The direct effect leadership style towards organization justice	r <sub>14</sub> =0.568	0.000	r <sub>41</sub> =0.210	0.012	2.519	1.971	accepted
2. The direct effect Leadership style towards job performance	r <sub>15</sub> =0.596	0.000	r <sub>51</sub> =0.202	0.012	2,542	1.971	accepted
3. The direct effect organizational culture towards organization justice	r <sub>24</sub> =0.659	0.000	r <sub>42</sub> =0.207	0.015	2.462	1.971	accepted
4. The direct effect organizational culture towards job performance	r <sub>25</sub> =0.608	0.000	r <sub>52</sub> =0.242	0.003	3.026	1.971	accepted
5. The direct effect Personality towards organization justice	r <sub>34</sub> =0.487	0.000	r <sub>43</sub> =0.289	0.001	3.499	1.971	accepted
6. The direct effect Personality towards job performance	r <sub>35</sub> =0.582	0.000	r <sub>53</sub> =0.310	0.000	3.948	1.971	accepted
7. The direct effect organizational justice towards job performance	r <sub>45</sub> =0.471	0.000	r <sub>54</sub> =0.476	0.000	8.005	1.971	accepted

**3.2. Research question 1: is there a direct effect of leadership style on organizational justice?**

The result of calculating statistics coefficient path r<sub>41</sub>=0.210 with value t<sub>count</sub>=2.519. At α=5% with t<sub>table</sub>=1.971, because of t-count (2.519)>t-table (1.971), the inferred coefficient path is significant. This proves that there is a significant direct influence of leadership style on the justice of the organization. The first study result has been found before by some researchers that the meta-analysis results between leadership and organizational justice. The findings provided support for hypothesis, which argued that there is a positive relationship between leadership and organizational justice [33]. In this research, using the path analysis model was used with multiple linear regressions multiple linear regressions found that leadership style had a significant effect towards justice [34].

**3.3. Research question 2: is there a direct influence of leadership style towards job performance?**

The analysis results that the path coefficient r<sub>51</sub>=0.202 with t<sub>count</sub>=2.542. On α=5% of t<sub>table</sub> =1.971, because of t<sub>count</sub> (2.542)>t<sub>table</sub> (1.971), it is the significant path coefficient. It proves that there is a significant direct influence of Leadership style towards job performance. Some researchers found that the influence of leadership style towards organizational performance is positive [35]. Similar to our research, they used the path analysis in processing data of four variables, which resulted in a positive influence of leadership style towards organizational justice and job performance. Their sample research was under 100. While our Research used path analysis using smart PLS of five variables had bigger samples, that results in a more accurate analysis when compared to their research.

**3.4. Research question 3: is there a direct influence of organizational culture towards organizational justice?**

The analysis results that the path coefficient r<sub>42</sub>=0.207 with t<sub>count</sub>=2.462. On α=5% of t<sub>table</sub> =1.971. Because the value t<sub>count</sub> (2.462)>t<sub>table</sub> (1.971), it is the significant path coefficient. It proves that there is a significant direct influence of organizational culture towards organization justice. The result of the study has been found that organizational culture and organizational justice have positive influence on employee’s performance [36].

**3.5. Research question 4: is there a direct influence of organizational culture towards job performance?**

The analysis results that the path coefficient r<sub>52</sub>=0.242 with t<sub>count</sub>=3.026. On α=5% of t<sub>table</sub> =1.971. Because of t<sub>count</sub> (3.026)>t<sub>table</sub> (1.971), it is the significant path coefficient. It proves that there is a significant direct influence of organizational culture towards job performance. The result of the study, related other researchers found that strong culture has almost been considered a driving force to improve the employees [37]. The Research towards 150 samples of regression analysis showed an influence of organizational culture towards the performance of Singapore telecommunication staff [38]. The organizational culture significantly can improve individuals' job performance related to the organization makes an effort to enhance organizational cultural [39].

**3.6. Research question 5: whether there is a direct influence of personality on organizational justice?**

Calculation results obtained that the path coefficient r<sub>43</sub>=0.289 with t<sub>count</sub>=3.499. At α=5% retrieved t<sub>table</sub> =1.971. Because of t<sub>count</sub> (3.499)>t<sub>table</sub> (1.971), it is the significant path coefficient, it proves that there is a significant direct influence of Personality towards organization justice of employee’s education office in

Jakarta. The result of the study related to other research, that personality connected with perceptions of organizational justice, towards sample consisted of 903 participants [40]. Compare with our research that their research had a larger sample, so it will be more accurate in supporting our result research.

### 3.7. Research question 6: is there a direct influence of personality towards job performance?

The analysis results that the path coefficient  $r_{53}=0.310$  with  $t_{\text{count}}=3.948$ . On  $\alpha=5\%$  of  $t_{\text{table}}=1.971$ . Because the value of  $t_{\text{count}} (3.948) > t_{\text{table}} (1.971)$ , it is the significant path coefficient, it proves that there is a significant direct influence of Personality towards job performance. The study results related to other researchers stating that Human personality traits are highly connected to job performance [41, 42]. The personality type affects the employees' productivity of the Banking Sector of Pakistan, at 300 samples of which regression analysis [43]. This research was more accurate with sample research of as much as 300, thus strengthening our research towards the direct influence of personality on job performance of employees of the education office in Jakarta.

### 3.8. Research question 7: is there a direct influence of organizational justice towards job performance?

The analysis results that the path coefficient  $r_{54}=0.476$  with  $t_{\text{count}}=8.005$  On  $\alpha=5\%$  of  $t_{\text{table}} =1.971$ . Because of  $t_{\text{count}} (8.005) > t_{\text{table}} (1.971)$ , it is the significant path coefficient. It proves that there is a significant direct influence of organizational justice towards employee's education office Jakarta's job performance. The seventh result of the study that organizational justice had a significant direct influence on job performance. Other researchers found that organizational justice is positively correlated to organizational performance [44].

### 3.9. Research question 8: is there an indirect influence of leadership style towards job performance through organizational justice?

The next step is to count the indirect influence of leadership style through organizational justice towards job performance, i.e. counting std. error merge (sm.) and t-count the calculations:

$$p_{541} = p_{41} \times p_{54} = 0.210 \times 0.476 = 0.9996$$

$$s_{41}=0.084 \text{ (std. error) and } s_{54}=0.063$$

$$Sm = \sqrt{\frac{(n_{41}-1)S_{41}^2 + (n_{54}-1)S_{54}^2}{(n_{41}+n_{54}-2)}} = \sqrt{\frac{220(.084)^2 + 220(.063)^2}{440}} = \sqrt{\frac{1.55232 + .87318}{440}} = \sqrt{\frac{2.4255}{440}} = 0.07425$$

$$t_{\text{count}} = \frac{p_{541}}{sm} = \frac{.9996}{.07425} = 1.346$$

With  $\alpha=.05$ , and  $df.=n-k-1=215$  on  $t_{\text{table}}= 1.971$  because of  $t_{\text{count}} < t_{\text{table}} (1.346 < 1.971)$ . Then it can be concluded that there is an insignificant indirect influence of leadership style through organizational justice towards job performance of employee's education office in Jakarta.

### 3.10. Research question 9: is there an indirect influence of organizational culture towards job performance through organizational justice?

In the same way the calculations produce  $t_{\text{count}} = \frac{p_{542}}{sm} = \frac{0.098532}{0.0806} = 1.222$  for  $\alpha=5\%$ , and  $df.=n-k-1=215$ . On the test, two parties obtained the value  $t_{\text{table}}=1.971$  because of  $t_{\text{count}} < t_{\text{table}} (1.222 < 1.971)$ . It can then conclude that there is no significant indirect influence of organizational culture through organizational justice towards the employee's education office in Jakarta.

### 3.11. Research question 10: whether there is an indirect influence of personality through organizational justice towards job performance?

In the same way the calculations produce  $t_{\text{count}} = \frac{p_{543}}{sm} = \frac{.137564}{0.0615} = 2.237$ , with  $\alpha=5\%$ , and  $df.=n-k-1=305$  the value  $t_{\text{table}}=1.971$ . Because of  $t_{\text{count}} < t_{\text{table}} (2.237 < 1.971)$ , then it concluded that there is a significant indirect influence of personality on the employee's education office in Jakarta through organizational justice. The tenth result of the study was the indirect influence of personality through organizational justice on employee's education office in Jakarta; this was proves of hypothesis 10th, while on hypothesis 8th and 9th no significant influence. We compare the results of 6th studies with a result of the 8th. The magnitude of the direct influence of personality on job performance was 0.0961 or 9.61 %, and the magnitude of indirect influence of personality through an organizational justice on job performance was

0.1376 or 13.76% because  $13.76\% > 9.61\%$ . It concluded that the variable intervening (organizational justice) influences the Employee's Education office in Jakarta.

Let's look at three variables to employee performance: leadership style, organizational culture, and personality; then, personality has the largest coefficient path, which was 0.310, organizational culture was 0.242, and leadership style was 0.202. This management was in line with existing in the Jakarta Education Office that the management style often changes because the peak of leadership comes from outside the educational environment. Similarly, the employees' transfer to the education office comes from outside the academic setting, thus changing the existing work culture, requiring time for adaptation in organizational life. Nevertheless, the Jakarta education office generally has a good personality because new employees have tested through personality tests and interviews. In an organization, employees' personality is indispensable in the framework of service to the community [45]. The novelty in this research has five variables that are always in the, namely diagnosing the five variables with path analysis of variable leadership style, organizational culture, personality, and organizational justice towards job performance. The final structural model as seen in Figure 1.

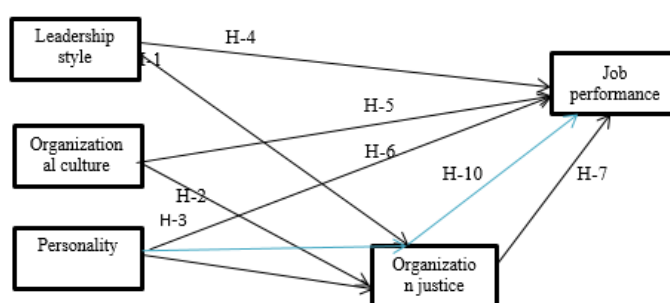


Figure 1. The last model structural

#### 4. CONCLUSION

The results of this research are direct influences of significant the exogenous variable towards the endogenous variable, and that, an indirect effect of influential personality towards the job performance of Education office employees in Jakarta through organizational justice. Furthermore, the employee's education office in Jakarta was influenced by variations in the level of the leadership style, culture, personality, and organizational justice. While variable organizational Justice is the most significant variable that affects the employee's performance of education office in Jakarta, variable leadership style, organizational culture, and Personality need improvement to achieve maximum organizational performance.

#### RECOMMENDATIONS

Based on these conclusions for the educational office, this research can be used to plan the coaching of employees the following year so that the employee coaching program by the academic office is more directional. The construction can be through routine coaching through the meeting of the units or coaching outside of working hours, for example, by conducting a building character program throughout-bond; the output is expected to increase the working culture and personality of Employee's Education Office in Jakarta.

#### REFERENCES

- [1] G. T. Mori, "Examining hindrance of bureaucracy on management innovation for organizations," *International Journal of Academic Research in Business and Social Sciences*, vol. 7, no. 4, pp. 601-607, 2017.
- [2] H. Akib and A. Ihsan, "Bureaucratic reform in public service: A case study on the one stop-integrated service," *Mediterranean Journal of Social Sciences*, vol. 8, no. 2, pp. 253-258, 2017.
- [3] B. Vollan, E. Blanco, I. Steimanis, F. Petutschnig, and S. Prediger, "Procedural fairness and nepotism among local traditional and democratic leaders in rural Namibia," *Science Advances*, vol. 6, no. 15, pp. 1-16, 2020.
- [4] M. R. Islam, H. A. Wahab, and L. ak Anggum, "The influence of leadership quality towards community cohesion in Iban community in Malaysia," *Heliyon*, vol. 6, no. 2, p. e03370, 2020.
- [5] M. Gerçek, "The Effects of Transformational and transactional leadership styles on psychological contract: A managerial perspective," *International Journal of Economics and Management*, vol. 12, no. 2, pp. 393-405, 2018.

- [6] O. I. Okunbanjo, N. A. Salami, and W. O. Kehinde, "Influence of leadership approach on employee empowerment: A study of selected small-scale businesses in Nigeria," *Management and Economics Research Journal*, vol. 02, no. 1, pp. 13-19, 2016.
- [7] H. A. Mohamed, E. Datche, and T. Kisingu, "Effect of leadership styles on employee performance in the Somali national civil service commission," *Int. J. Nov. Res. Humanit. Soc. Sci.*, vol. 5, no. 3, pp. 55-69, 2018.
- [8] M. Yasir, R. Imran, M. K. Irshad, N. A. Mohamad, and M. M. Khan, "Leadership styles in relation to employees' trust and organizational change capacity: Evidence from non-profit organizations," *SAGE Open*, vol. 6, no. 4, 2016.
- [9] L. I. Syafii, A. Thoyib, U. Nimran, and Djumahir, "The role of corporate culture and employee motivation as a mediating variable of leadership style related with the employee performance (Studies in Perum Perhutani)," *Procedia-Social and Behavioral Sciences*, vol. 211, no. 2015, pp. 1142-1147, 2015.
- [10] M. Ahamed and R. Mahmood, "Impact of organizational culture on job satisfaction: A study on banglalion communication Ltd, Bangladesh," *European Journal of Business and Management*, vol. 7, no. 10, pp. 160-174, 2015.
- [11] G. A. Ahmady, A. Nikooravesh, and M. Mehrpour, "Effect of organizational culture on knowledge management based on Denison model," *Procedia-Social and Behavioral Sciences*, vol. 230, pp. 387-395, 2016.
- [12] L. Lestari and A. Yuniarto, "The effect of empowerment on employee performance with organizational," *Conference In Business, Accounting, And Management (CBAM)*, vol. 2, no. 1, pp. 335-343, 2015.
- [13] N. P. Nwakoby, J. F. Okoye, and C. C. Anugwu, "Effect of organizational culture on employee performance in selected deposit money banks in Enugu State," *Journal of Economics and Business*, vol. 2, no. 4, pp. 1213-1225, 2019.
- [14] N. Langton, S. P. Robbins, and T. A. Judge, *Organizational behavior*. Seventh Ca. Publisher: Pearson Toronto: Manufactured in the United States of America, 2016.
- [15] A. Nuckcheddy, "The effect of personality on motivation and organisational behaviour," *Psychology and Behavioral Science International Journal*, vol. 9, no. 2, pp. 1-5, 2018.
- [16] N. M. A. Ghani, N. S. N. M. Yunus, and N. S. Bahry, "Leader's personality traits and employees job performance in public sector, putrajaya," *Procedia Economics and Finance*, vol. 37, no. 16, pp. 46-51, 2016.
- [17] J. F. Salgado, "Moderator effects of job complexity on the validity of forced-choice personality inventories for predicting job performance," *Revista de Psicología del Trabajo y de las Organizaciones*, vol. 33, no. 3, pp. 229-238, 2017.
- [18] M. Thiruvarasi and M. Kamaraj, "Influence of big five personality on organizational commitment, and job satisfaction," *International Journal of Business and Administration Research Review*, vol. 1, no. 20, pp. 134-140, 2017.
- [19] V. Virgana, "The increasing performance of school principal through remuneration, personality, and job satisfaction," *International Journal of Human Capital Management (IJHCM)*, vol. 2, no. 2, pp. 45-59, 2018.
- [20] S. T. Vorkapic and I. Pelozo, "Exploring personality traits and well-being among pre-school and primary school teachers in Croatia," in *Current Issues in Personality Psychology*, vol. 5, no. 1, pp. 1-11, 2017.
- [21] M. Ghazi and S. M. Jalali, "The effects of organizational justice and job motivation on organizational citizenship behavior and its impact on taxpayers," *Journal of History Culture and Art Research*, vol. 6, no. 1, pp. 136-151, 2017.
- [22] D. Cahyadi and P. Aditya, "Leadership, organizational culture, organizational justice on organizational commitments and employee performance contract in private hospitals," *Jurnal Manajemen Bisnis*, vol. 16, no. 3, pp. 151-166, 2019.
- [23] H. Hardiyono, N. Hamid, and R. Yusuf, "The effect of work environment and organizational culture on employees' performance through job satisfaction as intervening variable at State Electricity Company (PLN) of South Makassar Area," *Proceedings of the 2nd International Conference on Accounting, Management, and Economics 2017 (ICAME 2017)*, vol. 40, 2017, pp. 86-96.
- [24] M. Alefari, A. M. F. Barahona, and K. Salonitis, "Modelling manufacturing employees' performance based on a system dynamics approach," *Procedia CIRP*, vol. 72, no. 2018, pp. 438-443, 2018.
- [25] W. Alex and D. Hermana, "Commitment, work engagement, and research performance of lecturers, in Indonesia Private Universities," *MOJEM-Malaysian Online Journal of Educational Management*, vol. 7, no. 4, pp. 45-63, 2019.
- [26] R. Almer, H. Djamhur, and N. Iqbal, "The effect of leadership style on motivation and employee performance: a study on employees of Pt. Dipo Star Finance of Makassar Branch, South Sulawesi," *Russian Journal of Agricultural and Socio-Economic Sciences*, vol. 61, no. 1, pp. 119-126, 2017.
- [27] P. Lankeshwara, "A study on the impact of workplace environment on employee's performance: with reference to the Brandix Intimate Apparel-Awissawella," *International Journal of Multidisciplinary Studies*, vol. 3, no. 1, pp. 47-57, 2016.
- [28] T. Tiarto and R. N. Budi, "The effect of self-efficacy and motivation on the effectiveness of the lecturer's performance," *Jurnal Manajemen*, vol. 24, no. 01, pp. 74-92, 2020.
- [29] J. A. Colquitt, J. A. LePine, and M. J. Wesson, "Organizational behavior: Improving performance and commitment in the workplace," *McGraw-Hill Education; 3rd edition*, 2019.
- [30] E. A. Sunarta, E. S. Sulaeman, and U. R. Budihastuti, "Path analysis on the determinants of visual inspection acetic acid utilization on early detection of cervical cancer: Application of health belief model theory," *Journal of Health Promotion and Behavior*, vol. 4, no. 1, pp. 32-42, 2019.
- [31] J. Kahlert, S. B. Grigsholt, H. Gammelager, O. M. Dekkers, and G. Luta, "Control of confounding in the analysis phase-an overview for clinicians," *Clin Epidemiology*, vol. 9, pp. 195-204, 2017.
- [32] P. P. Howards, "An overview of confounding. Part 1: the concept and how to address it," *Acta Obstetrica et Gynecologica Scandinavica*, vol. 97, no. 4, pp. 394-399, 2018.
- [33] Y. Armagan and E. Erzen, "Leadership and organizational outcomes: Meta-analysis of empirical studies," in *Springer International Publishing*, 2015, pp. 1-273.

- [34] H. Kandemir, E. Kala, K. Özdaşlı, and H. F. Seval, "The effects of leadership style on organizational justice perception : a research on the employees of Pristina International Airport," *Turkiye Sosyal Arastirmalar Dergisi*, vol. 23, no. 2, pp. 389-400, 2017.
- [35] Y. W. Ariyawan, A. Rivai, and Suharto, "Influence of leadership style and organizational culture on organizational performance through job satisfaction in PT Telekomunikasi Indonesia Tbk," *The International Journal of Engineering and Science (IJES)*, vol. 7, no. 10, pp. 23-19, 2018.
- [36] T. R. Putra and I. G. A. Sudibya, "The influence of organizational justice, organizational culture and job satisfaction on organizational commitment," *E-Jurnal Manaj. Univ. Udayana*, vol. 8, no. 1, pp. 917-926, 2018.
- [37] F. Shahzad, R. A. Luqman, A. R. Khan, and L. Shahir, "Impact of organizational culture on organizational performance : An overview," *Interdisciplinary Journal of Contemporary Research In Business*, vol. 3, no. 9, pp. 975-985, 2012.
- [38] A. O. Paschal and D. I. Nizam, "Effects of organisational culture on employees performance," *International Journal of Accounting & Business Management*, vol. 4, no. 1, pp. 19-26, 2016.
- [39] G. Ben Saad and M. Abbas, "The impact of organizational culture on job performance: A study of Saudi Arabian public sector work culture," *Problems and Perspectives in Management*, vol. 16, no. 3, pp. 207-218, 2018.
- [40] M. Törnroos, *et al.*, "Personality traits and perceptions of organisational justice," *International Journal of Psychology*, vol. 54, no. 3, pp. 414-422, 2019.
- [41] P. Dhani, "Personality and Job Performance," *Kaav International Journal of Economics*, vol. 4, no. 2, pp. 177-183, 2017.
- [42] R. Widyasari, S. P. Syahlani, and K. A. Santosa, "Personality influence on the performance of highly educated employees: Analysis on livestock companies in Central Java and Special Regions of Yogyakarta," *Kinerja*, vol. 11, no. 1, pp. 40-49, 2017.
- [43] J. Najam us Sahar, "Impact of personality type on job productivity," *Journal of Hotel & Business Management*, vol. 5, no. 1, pp. 1-9, 2016.
- [44] S. Z. Imamoglu, H. Ince, H. Turkcan, and B. Atakay, "The effect of organizational justice and organizational commitment on knowledge sharing and firm performance," *Procedia Computer Science*, vol. 158, 2019, pp. 899-906.
- [45] B. Anwar, Z. Xiao, M. Fiaz, A. Ikram, and M. Younas, "Are leaders' personality traits imperative for employees' job performance? The context of an emerging economy," *Journal of Applied Business Research*, vol. 33, no. 5, pp. 1013-1022, 2017.

## BIOGRAPHIES OF AUTHORS



Soeparlan Kasyadi was born in Trenggalek, Indonesia, in February 10, 1955. He received the B.A in 1978 and undergraduate degree in Educational Social Science from IKIP Jakarta Indonesia in 1980, the M.M (Master of Management) degree in Human Resource from State University of Malaysia, and Dr degree in Educational Management from UNJ Jakarta in 2010. He is Lector in University Indraprasta PGRI Jakarta.



Virgana Virgana was born in Padang, Indonesia, in September 16, 1955. He received the B.A in 1978. and undergraduate degree in educational Mathematics from IKIP Jakarta Indonesia in 1980, the M.A (Master of Arts) degree in special education from State University of Virginia (UVa), Virginia, USA in 1988, and Dr degree in Educational Management from UNJ Jakarta in 2010. Associate Professor in University Indraprasta PGRI Jakarta. He has a Scopus id: 75211802186.