THE EFFECT OF ENTREPRENEURSHIP, PERSONALITY AND JOB SATISFACTION TO THE COMMITMENT
(STUDY OF EMPLOYEE IN MINISTRY OF INDUSTRY)

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ABSTRACT

The aim of this research is to investigate the causal relationship between entrepreneurship, personality, job satisfaction and commitment. Survey was conducted in this with 189 sample of employees selected randomly. Data has been analyzed using regression analysis. Based on the findings of this research it can be concluded that: (1) there is a positive and significant relation between entrepreneurship and commitment, (2) there is a positive and significant relation between personality and commitment, and (3) there is a positive and significant between job satisfaction and commitment in Ministry of Industry, Indonesia. Entrepreneurial attitude has the greatest influence on commitment, it means that entrepreneurial attitude not only affects entrepreneurship but also the effectiveness of civil servant.

Keywords: entrepreneurship, personality, job satisfaction, commitment
INTRODUCTION

Background

In the era of hyper competition with full of turbulence and challenge, every organization requires a core competence and also government organizations.

The government organizations must apply effective and efficient public management, because they must responsible for everything to the public society. Government organizations must be ready to face a uniquely complex and dynamic challenging environment (Cohen, 2008: 1).

One of government duties is to providw excellent service, as stated in the Decree of State Minister for empowerment of state apparatus 63 / KEP / M.PAN / M.PAN / 7/2003. The common problems in doing services come from internal, such as the lack of quality human resources.

The Ministry of Industry is a Government agency that has a role to increase the economic and industrial growth, with a target of 7%, but now it still achieves 6.3%. This target will be realized by paying attention to the human resources.

The large number and composition of employees, who are many in the productive age, are expected to increase work effectiveness, but sometimes it seems that the carry out activities are lower than the available budget, this can be due to several things. Keban, (2004), argues that the PNS (Civil Servants) has a number of fundamental weaknesses, including: (1) the lack of partiality towards organization’s goals because it is only limited to administrative responsibility, (2) the lack of involvement in achieving organization’s goals completely, (3) the loyalty on organization is still weak because it is not supported by an
adequate internal system of staffing, and the lack of applying the principle of merit system firmly, and not giving chance or legal basis to the assignation of non-career officials.

The causing factors of low employee commitment include internal factors (Eris, 2007). This can be seen from several employees’ attitudes, including: (1) The work tendency bases on existing conditions, and less creative. (2) The employees’ condition of the Ministry Industry as well as the conditions of other government employees tend to carry out activities based on technical guidelines only, and less willing to take risks to innovate. 3) Lack of discipline, this is shown by the existing attendance data, only 20% to 30.05% employees on average each year that work according to the set schedule, while the largest percentage of attendance is on a schedule that can still be tolerated. (4) The given submission reports of work results are suitable for the employees according to the schedule set, but the provided reports are only limited to reports that are appropriate for the administrative requirements. (5) Employees work without thinking about whether they are happy or not to do the job (6) employees are less involved in overall organizational goals. (7) Supervision is still lacking, due to time constraints, while the job is relatively complex. (8) Learning that is given to an employee is also not inappropriate with the job that he or she gets. (9) Employee development is only determined by the organization, and positions depend on availability and other assessments other than education undertaken. (10) The difficulties to determine a clear career pattern (11) An effective appraisal instrument according to opinion of Vecchio, Robbin, Kreitner and Kinicki (200), is complementary in determining performance appraisal,
the assessment is: self, boss, co-workers, direct subordinates and customers and 360 degrees. The PNS is assessed by using DP3. It is not comprehensive enough to find out how employee performance is, because the requirements above have not been fulfilled, for this reason, an effective performance appraisal is needed by paying attention to work result and attitudes (Greenberg and Baron, 2003).

Based on the description above, the author presents several research problems; (1) Is there an influence on entrepreneurship attitudes towards commitment? (2) Is there a personality influence on commitment? (3) Are there some effects of job satisfaction on commitment? This study aims to reveal the positive direct influence of research model on commitment in terms of entrepreneurial attitudes, personality, and job satisfaction. This study discusses the causal relationship between the four variables above, especially in looking at the influence of entrepreneurial attitudes civil servants’ commitment.

**Literary Framework**

1. Commitment

Colquitt (2010: 69), who stated that *organizational commitment is defined as the desire on the part of an employee's stay a member of the organization.* Organizational commitment is someone's desire to continue working in their organization.

Another explanation of commitment, according to Adam. J and Jones, W.H. (1999: 175) *commitment is defined as the extends to which an individual believes in veracity and utility of his or her actions, and may be contrasted with the debilitating sense of alienation that results from feelings of powerlessness and resignation in the face of stressful events.*
Commitment in the statement above is the extent to which an individual believes in the truth and its usefulness or action, and eliminating powerlessness to face the stress.

Other definition by Newstrom and Davis (2002: 211) says a person's involvement in the organization, can be seen as follows: Organizational commitment is to identify employees with the organization and wants to continue actively participating in it.

Organization commitment is a level of one's togetherness with the organization and its desire to continue to actively participate in it.

Commitment definition by Robbins and Judge (2007: 74), they say Organizational commitment is defined as a state in which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization.

Organizational commitment is defined as a situation in which a person is in favor of a particular organization and his purpose, as well as his desire to maintain his membership in the organization.

In detail Gibson et al. (2009: 183) states organizational commitment involves three attitudes: (1) a sense of identification with the organization's goals; (2) a feeling of involvement in organizational duties; and (3) a feeling of loyalty for the organization.

Organizational commitment includes three attitudes, namely: (1) a sense of alignment with organizational goals; (2) feeling of involvement in organizational tasks; and (3) loyal feelings to the organization.

Similar opinion is conveyed by McShane and Von Glinow (2010: 119) that Organizational commitment refers to the employee's emotional attachment to, identification with, and involvement in a particular
organization. Organizational commitment refers to emotional bonding, partisanship, and involvement in a particular organization.

Based on the description above, it can be synthesized that commitment is the desire to keep working and participate to the organization with affective reasons, sustainable and normative. Commitment can be indicated from the desire to continue working in the organization, the desire to be actively involved in the organization, the desire to contribute to success organization, the desire to identify with the goals and vision of the organization, the desire to continue working in the organization, the desire to take responsibility in organization.

2. Entrepreneurial Attitude

Entrepreneurial attitudes consist of two words, namely attitude and entrepreneurship. *Attitude* according to Robbin (2007: 374) is evaluative statements favorable or unfavorable concerning objects, people, or events. The meaning of attitude is an evaluative statement both pleasant and unpleasant towards objects, individuals or events.

Kreitner and Kinicki (2011: 182), explain that *an attitude is defined as a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object*. Attitudes is a tendency to respond something consistently, to agree or disagree by paying attention to certain objects.

Related to attitude component in Robbin's opinion, there are three components, among others; (1) *affect*; the emotional segment of attitude, which is related to the feeling of pleasure (post) or not happy (neg), towards the object of attitude. (2) *cognition* is the perception, opinion, or belief segment of an attitude, that is related to knowledge, point of views,
beliefs in matters relating to how perception on an object and (3) behavior; the behavior segment of an attitude, which is related to the tendency to act or behave towards the attitude object.

Entrepreneurship is the process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic, and social risk, and receiving the resulting rewards of monetary and personal satisfaction and independence (Hisrich and Peters, 2002).

Entrepreneurship is a process of creating something new that every individual in an organization has to create valuable things with the goal to achieve self-sufficiency and self-reliance.

Furthermore, Singh (2007: 34) argues that entrepreneurship is about more than just creating new companies. It is in fact about the mindset one has, about doing new things and creating something from nothing. You can have an entrepreneurial mindset as an employee, as a parent, as a teacher, as a politician, or in anything you want to do. When anything is done in a manner that is innovative, pioneering, or out of the norm, and whether in business or other aspects of life- it is what really constitutes entrepreneurship and having an entrepreneurial mindset. It means (i.e entrepreneurship is not only creating a new company, but it is related to someone's mindset to do something new. The mindset can be considered as an employee, a teacher, a parent, a politician, and whatever we want to do).

The argument above is supported by Zimmerer (2005: 6) who says that: “Applying creativity and innovation to solve the problems and to exploit opportunities that people
face everyday”. It means that entrepreneurship is someone with a creative and innovative way in solving problems and obtaining opportunities).

Entrepreneurial attitude according to Meredith in Suryana (2000:15), they are: (1) self-confidence. (2) Task and results oriented. (3) Courage to take the risks. The attitudes that prefer more challenging efforts to achieve success. (4) The nature of leadership, pioneering and exemplary. (5) Having orientation, perspectives and vision on the future. (6) Originality: Creativity and innovation. Innovative entrepreneurs are people who are creative and confident in new better ways.

Based on the description above, it can be concluded that entrepreneurial attitudes are a proportional statement for a person to recognize a method, perspective ways, feelings and tendencies to do something within the scope of service aspects to business people, with the following indicators: innovative thinking, flexible thinking, firmly established, confident, influencing others, likes challenges, responsive to changes, decision makers, and taking on advantage of opportunities.

3. Individual Personality
Schermerhorn (2010: 31) states Personality is the overall combination of characteristics that capture the unique nature of a person as that person reacts to and interacts with others. Personality is a combination of overall characteristics that captures someone unique nature who reacts to and interacts with others.

According to Qolquitt (2009: 294), 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. Personality refers to a structure and tendency in community in which explains the pattern and characteristics of thought, emotions, and behavior.

Another opinion about personality is stated by Luthan F (2008: 126), who said that personality will mean how people effect others and how they understand and view themselves, as well as their of inner and outer measurable traits and the person-situation interaction. How people effect others depends primarily on their external appearance (height, weight, facial features, color, and other physical aspects) and traits.

Personality shows how a person influences others, how they see and understand themselves, how they can interact by adjusting to various situations both inside and outside.

Additional statement is said by Gibson, et al (2009: 112), who state personality is influenced by hereditary, cultural, and social factors. Regardless of how it’s defined, however, psychologists generally accept certain principles.

The personality characteristics according to Gibson et al (2009: 117) are: Conscientiousness, extraversion-intraversion, agreeableness, emotional stability dan openness to experience. These five characteristics have different to each other, as below:

(1) Conscientiousness; the hard working, diligent, organized, dependable, and someone persistence habituation.

(2) Extraversion; someone ability to socialize, gregarious and assertive personality if it’s compared with quite, calm and timid or extraversion with friendliness, easy going and assertive personality.
(3) **Agreeableness**; the positive degree of working in a team by sharing trust, warmth, and cooperativeness. People who are low scorers on this condition are cold, insentive, and antagonistic.

(4) **Emotional stability**; the person ability in handling stress by remaining calm, focused, and self-confident, opposed to insecure, anxious, and depressed.

(5) **Openness to experience**; open minded to interest things or new things. Open minded person is creative, curious, and artistically sensitive, as opposed to being closed-minded.

All description above can be concluded that personality is a pattern of behavior and typical ways of thinking that determines adjustment a person towards the environment, with the following indicators: conscientiousness (C), extraversion (E), agreeableness (A), emotion stability (E), and openness to experience (O).

4. **Job Satisfaction**

Newstrom and Davis (2002: 208) states *Job satisfaction is a set of favorable feelings and emotions with which employees view their work*. Job satisfaction is an effective attitude a feeling of relative like or dislike toward something.

Job satisfaction is a like or unlike feeling toward something. Job satisfaction is a pleasant or unpleasant feeling, and emotions that are felt by someone towards their work.

Wexley and Yulk (2006: 272), define *"Job satisfaction is emotional reactions to employment experiences are inevitable. One’s thinking and feeling toward work"*. It describes how the emotional feelings and reactions of employees with work experience that is thought and felt on the job.
Schermerhorn (2010: 72) also states that “Job satisfaction is the degree to which individuals feel positively or negatively about their jobs”.

McShane and Von Glinow (2010: 108) consider what factors that influence those satisfaction as define in this statement “job satisfaction a person’s evaluation of his or her job and work content”. Job satisfaction is a pleasant or unpleasant emotional condition of the employees in considering their job, which is influenced by job characteristic, environment, emotional experience in team work.

Colquitt, Lepine and Wesson (2010: 105) have similar opinion toward this condition that Job satisfaction as a pleasurable emotional state resulting from the appraisal of one’s job or job experiences. It represents how you feel about your job and what you think about your job.

Job satisfaction is a pleasant emotional expression derived from the assessment of a job or an experience in a job or a person's expression of his work.

Next, Kanopaske and Matteson (2008: 153) also add an opinion toward job satisfaction. They argue that “Job Satisfaction is an attitude that workers have about their jobs. It results from their perception of the jobs "Job satisfaction is an attitude that an individual has about his job. This results from their perceptions of their work, their working environment, policies and procedures, working group affiliations, working conditions, salaries and benefits.

Based on description, it can be summarized as a synthesis that employee's job satisfaction is a positive and pleasant emotional state. This report is resulted from job
assessment or work experience, characterized by indicators: work and work done, salaries / honors received, promotional opportunities, positions and positions given, defined work standards, existing working conditions, job recognition and peer support.

**Research Hypothesis**

Through the previous description and the theoretical review, the researcher makes some hypothesis as below:

1. There is a positive influence on entrepreneurial attitudes towards commitment
2. There is a positive influence on personality on commitment
3. There is a positive influence on job satisfaction on commitment

**RESEARCH METHODOLOGY**

This research was conducted at the Ministry of Industry in 2013. The research method used was survey research methods, and the study of causal relationships, because this method is considered appropriate to explain a social phenomenon. This study examines and analyzes direct relationships that run in the same direction or called causal relationships. To analyze the presence or absence of influence between one variable and others variable, it is used multiple regression. Multiple regression is a technique that analyze the relational pattern of dependent and independent variable how much influence these variables have.

The used variables in this research consist of four variables. They are: 1) entrepreneurial attitude, 2) personality, 3) job satisfaction, and 4) commitment. The effect of those variable will be described in a constellation effect form between variables as bellow:
The population in this research, they are all eselon IV employees at ministry of industry. And there are five variables that will be observed: Entrepreneur attitude, Personality, job satisfaction and commitment from 358 employees.

Figure 1. Research Constellation Model

Information:
X1 = Entrepreneur attitude
X2 = Personality
X3 = Job satisfaction
Y = Commitment
The number of research samples is taken randomly by using the Solvin formula and takes 189 respondents.

The study was conducted on 4 research instruments, namely the employee commitment instrument (Y), entrepreneurial attitude (X1), personality (X2), and job satisfaction (X3). Data analysis techniques used are as follows:

1. Descriptive Analysis

Descriptive analysis is the calculation of mean count (mean) and standard deviation of the fourth variable score. The results of these calculations are visualized in the list.

2. Inductive Analysis

Inductive or inferential analysis is done to draw conclusions and test the hypothesis of regression analysis and test for normality and homogeneity of variance.

The hypothesis of specification model above can be described in statistical hypothesis that will be tested through study, they are:

1. The first hypothesis: testing the positive influence of entrepreneurial attitudes (X1), on commitment (Y)
   \[ H_0 : \beta_{y1} \leq 0 \]
   \[ H_a : \beta_{y1} > 0 \]

2. The second Hypotesis: Testing the positive influence of personality (X2), on commitment (Y)
   \[ H_0 : \beta_{y2} \leq 0 \]
   \[ H_a : \beta_{y2} > 0 \]

3. The third hypothesis: testing the positive influence of job satisfaction (X3), on commitment (Y)
   \[ H_0 : \beta_{y3} \leq 0 \]
   \[ H_a : \beta_{y3} > 0 \]
The results of the descriptive instruments variable can be seen in instrument summary of the following table:

### Table 1
**Summary of Descriptive Statistic**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment</td>
<td>127.40</td>
<td>13.810</td>
<td>189</td>
</tr>
<tr>
<td>Entrepreneurial attitude</td>
<td>145.76</td>
<td>9.266</td>
<td>189</td>
</tr>
<tr>
<td>Personality</td>
<td>136.14</td>
<td>15.709</td>
<td>189</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>116.81</td>
<td>10.672</td>
<td>189</td>
</tr>
</tbody>
</table>

**B. Testing of Requirement Data Analysis**

The requirements that must be completed in multiple regression analysis is, the research sample comes from a population that is normally distributed and the relationship between variables in the model must be significant and linear. Related to this matter, before testing the model, the analysis tests performed are:

1. **Normality Test**

   The result testing from the sample is used to draw the conclusion that whether the observed population is normally distributed or not. The normality testing is done by using Lilliefors test. From the test calculation results the normality test obtained
some result shown in table 2, as follows:

**Table 2**

Summary of Estimated Galat Normality Calculation Results

<table>
<thead>
<tr>
<th>No</th>
<th>Regression of Galat Estimations</th>
<th>N</th>
<th>L&lt;sub&gt;count&lt;/sub&gt;</th>
<th>L&lt;sub&gt;table α = 5%&lt;/sub&gt;</th>
<th>L&lt;sub&gt;table α = 1%&lt;/sub&gt;</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Y on X1</td>
<td>189</td>
<td>0.0562</td>
<td>0.064</td>
<td>0.074</td>
<td>Normal</td>
</tr>
<tr>
<td>2</td>
<td>Y on X2</td>
<td>189</td>
<td>0.0547</td>
<td>0.064</td>
<td>0.074</td>
<td>Normal</td>
</tr>
<tr>
<td>3</td>
<td>Y on X3</td>
<td>189</td>
<td>0.0626</td>
<td>0.064</td>
<td>0.074</td>
<td>Normal</td>
</tr>
</tbody>
</table>

2. **The Significance Test and Linearity Regression**

Research hypothesis testing is carried out by using instrument regression analysis techniques bound instrument to free instruments. Regression analysis is used to predict the relationship model between variables, using the F test if the value of F counts < F table, then the regression is linear. The calculation results show that all regression coefficients are significant, and all causal relationships between variables are linear. The results can be seen in table 3, as follows:
Table 3
Linearity Test Results and Meaning of Regression Coefficients

<table>
<thead>
<tr>
<th>Regression Model</th>
<th>Fcount</th>
<th>Ftable</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y on X₁, Y = 22,44 + 0,72X₁</td>
<td>56,95</td>
<td>3,89</td>
<td>Significant regression coefficients</td>
</tr>
<tr>
<td></td>
<td>1,27</td>
<td>1,46</td>
<td>Linear regression form</td>
</tr>
<tr>
<td>Y on X₂, Y = 72,54 + 0,40X₂</td>
<td>49,74</td>
<td>3,89</td>
<td>Significant regression coefficients</td>
</tr>
<tr>
<td></td>
<td>1,14</td>
<td>1,45</td>
<td>Linear regression form</td>
</tr>
<tr>
<td>Y on X₃, Y = 49,69 + 0,67X₃</td>
<td>67,18</td>
<td>3,89</td>
<td>Significant regression coefficients</td>
</tr>
<tr>
<td></td>
<td>1,32</td>
<td>1,46</td>
<td>Linear regression form</td>
</tr>
</tbody>
</table>

Model of Causal Relations between Variables Regression

The regression coefficient values that show the influence of entrepreneurial attitudes (X₁), personality (X₂), and job satisfaction (X₃) on commitment (Y).

Regression coefficient of entrepreneurial attitude (X₁) to commitment (Y) is 0,409 with value \( t_{\text{count}} \) is 4,325. Therefore, the value of \( t_{\text{count}} \) is greater than \( t_{\text{table}} \) at \( dk = 185 \) for \( \alpha = 0,05 \) is 1,96 and \( \alpha = 0,01 \) is 2,58. Personality (X₂) of commitment (Y) is 0,209 with a value of \( t_{\text{count}} \) worth is 3,747. Therefore, the value \( t_{\text{count}} \) is
greater than the value of $t_{table}$ at $dk = 185$ for $\alpha = 0.05$ is 1.96 and for $\alpha = 0.01$ is 2.58. And job satisfaction ($X_3$) on commitment ($Y$) is 0.411 with the value of $t_{count}$ is 4.964. Therefore, the value of $t_{count}$ is greater than the $t_{table}$ value at $dk = 185$ for $\alpha = 0.05$ is 1.96 and for $\alpha = 0.01$ is 2.58.

Figure 2. Relational Model between $X_1, X_2, X_3$, and $Y$
D. Results Discussion

1. Effect of Entrepreneurship Attitudes on the Ministry of Industry’s Employee Commitment

Based on the regression results, it turns out that the entrepreneurial attitude has a positive effect on the commitment of the Industrial Ministry’s employees. This shows that if the employees have an entrepreneurial attitude, then the employees’ commitment to the organization will increase. This finding is in accordance with the results of research by Bruce and Bleedorn (1999: 421), who state that a person’s tendency to entrepreneurship attitudes, such as innovative thinking, risk taking and challenges in working and creative can cause involvement and commitment to the organization so that it contributes to organizational performance.

In the decisions process, it also needs confidence. Those situation e above is also in line with the Venkataraman and Sarasvathy’s (2011) opinion.

The finding of this research also similar with Inderjit’s (2007) statements, who says that entrepreneurship is a creative thinking not only for entrepreneur but also for every individual included employee in civil servant or public agencies.

2. The Effect of Personality Toward The Employee Commitment at Industrial Ministry

Based on the regression result, it is found that personality has positive effect toward the employee’ commitment at the Industrial Ministry. We can conclude, if the employees have good personality, it will increase his commitment in the organization. This is also in accordance with Baek - Kyoo (2009: 48-60), who describe the effect of proactive personality toward commitment significantly.

3. The Effect of Job Satisfaction Toward The Employee Commitment at Industrial Ministry

According to regression result, the job satisfaction give positive effect to the commitment of Ministry of Industry employees. This means that if employees are satisfied at work, then the commitment of employees to the organization will increase. This finding is in accordance with the results that founded by Ayeni, C.O & Popoola, S.O (2007), they find that the influence of job satisfaction on the commitment of employees significantly increase.
CONCLUSIONS, IMPLICATION AND SUGGESTION

A. Conclusion

Based the data analysis result and statistical calculations on the results of research on the effectiveness of Industry employees, it can be concluded that:

1. Entrepreneurship attitudes have a positive effect on commitment. This finding means that if the employees have a credible, reliable entrepreneurial attitude, then employees’ commitment increase.

2. Personality has a positive effect on employee’s work effectiveness. This finding means that if employees have good personalities, then employee commitment increases.

3. Job satisfaction has a direct positive effect on employees' work effectiveness. This finding means that if employee’s job satisfaction is high, then employee commitment increases.

Thus, it can be concluded that the employee commitment is positively influenced by variations in entrepreneurial attitudes, personality, and job satisfaction.

B. Implication

Based on the conclusions above, the results of this study have the following implications:

1. The entrepreneurial attitude has a positive effect on the commitment of the Ministry of Industry employees.

   The implication of the results of this study is that to increase commitment, attention must be given to entrepreneurial attitudes. Efforts to improve the entrepreneurial attitude of employees who are related to commitment can be done by efforts to improve employee entrepreneurship attitudes, among others by: innovative thinking, flexible thinking, can cause employee desires and alignments towards the completion of the work. Firm stance, confidence, influence others, like challenges, responsiveness to change is also an employee's capital to increase their involvement in carrying out work.

2. Personality has a positive effect on the commitment of the Ministry of Industry employees.

   The implication of the results in this study is, to increase employee’s commitment needs establishment of a good personal. The efforts made in the establishment of employee personality are conscientiousness (C), ekstraversion (E), agreeableness (A), emotion stability (E), and openness to experience (O).

   The above personality can be created if it is created by involving employees in work, because it will build the spirit to finish the work.
3. Job satisfaction has a positive effect on the commitment of the Ministry of Industry employees

The implication this result is to increase employee commitment needs by increasing job satisfaction. Efforts are made to improve job satisfaction, among others, with the work and tasks performed, the rewards of salaries / honorariums received, promotional opportunities obtained, positions and positions given, defined work standards, existing working conditions, recognition of work and peer support work creates a good working atmosphere, that all of them affect the desire of employees to appreciate the given job.

C. Suggestions

The previous part in this research has shown the discussion, conclusions and implications. Here, the researcher gives several suggestions to improve the employee effectiveness at the Ministry of Industry, as follows:

1. For employees at the Ministry of Industry, should train themselves and try to get entrepreneurial attitudes, good personality, satisfaction in doing work and high commitment to the organization. This is needed in increasing willingness, enthusiasm and involvement in work, and ways of thinking / perspective to create something new, giving different and additional value in work, using creativity and innovation to overcome the work problems, so that the employee will have good quality in work.

2. For the leaders in the Ministry of Industry who supervise the employees can pay much attention to the leadership style and a systematic work system. They need to establish a conducive atmosphere for employees in completing their work. Furthermore, the leaders must make efforts to encourage directly and indirectly by respecting positive results, good initiatives and ideas that engages the teamwork in activities to stimulate organizational learning, whether in informal or formal brainstorming sessions.

3. The Ministry of Industry can actively create the employee recruitment and development programs. The recruitment system makes it possible to recruit the most qualified people, so that the best people can be got,

4. Suggestions for further research. This research is only limited to the effectiveness of employee’s work which is seen from entrepreneurial attitudes, personality, job satisfaction and commitment to the Ministry of Industry. Furthermore, it is expected that further research related to the existence of other variables that affect the commitment of the employees, or research with the same variable, but carried out in other agencies. So that, the differences and similarities can be taken to improve research in the same field.
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