Factors Influencing Organizational Commitment

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Abstract

This study aims to analyze the influence of work motivation, work environment, work discipline, and job satisfaction on employee commitment at PT. BPJS Ketenagakerjaan, Lhokseumawe and Medan Raya Branch Offices. The research employed a quantitative method with saturated sampling, involving 80 permanent employees as respondents. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results show that work motivation and job satisfaction have a positive and significant effect on employee commitment, while the work environment has a positive effect on job satisfaction but an insignificant effect on employee commitment. The study concludes that improving job satisfaction can enhance employee commitment, and job satisfaction acts as a significant mediating variable in the relationship between the work environment and employee commitment.

Keywords: employee commitment, work motivation, work environment, job satisfaction.

INTRODUCTION

The role of a leader in a company is not easy, but as a leader to be fair is a difficult job, considering that each employee has different characteristics. A close relationship and good communication between a leader and his employees is one way that can provide work motivation to employees so that employees feel appreciated. With the commitment of employees to the company, it is hoped that quality employees owned by the company will be able to survive even though there is an opportunity to leave the company. The work environment is an environment where employees in the company do their work. The work environment in a company can affect employee emotions. Job satisfaction is basically individual because it has different levels of satisfaction according to the values that apply to the individual. \ According to (Hasibuan, 2014:202) Job satisfaction is an emotional attitude that is pleasant and loves his job. This can be seen in the positive attitude of employees towards work and everything they face in their work environment. Employees who are committed to the company can be interpreted as the ability or willingness that already exists in employees to align personal behavior and make the company's priorities and goals. Employee commitment is a state of an employee who sides with a particular company, as well as its goals and desire to maintain its membership in the company.

Formulation of the problem

1. Does Work Motivation Influence Job Satisfaction at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices?
2. Does the Work Environment Influence Job Satisfaction at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices?
3. Does Work Discipline Influence Employee Commitment at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices?

4. Does the Work Environment Influence Employee Commitment at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices?
5. Does Job Satisfaction Influence Employee Commitment at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices?
6. Does Work Motivation Influence Employee Commitment through Job Satisfaction at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices?
7. Does the Work Environment Influence Employee Commitment through Job Satisfaction at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices?

Research purposes
1. To find out and analyze the influence of Work Motivation on Job Satisfaction at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices.
2. To find out and analyze the influence of the Work Environment on Job Satisfaction at PT. BPJS Ketenagakerjaan Lhokseumawe Branch Office.
3. To find out and analyze the influence of Work Discipline on Employee Commitment at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices?
4. To find out and analyze the influence of the Work Environment on Employee Commitment at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices.
5. To find out and analyze the influence of Job Satisfaction on Employee Commitment at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices.
6. To find out and analyze the influence of Work Motivation on Employee Commitment through Job Satisfaction at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices
7. To find out and analyze the influence of the Work Environment on Employee Commitment through Job Satisfaction at PT. BPJS Ketenagakerjaan Lhokseumawe and Medan Ray Branch Offices

LITERATURE REVIEW
Employee Commitment
According to Zurnali (2010), commitment is a strong and close feeling from a person towards the goals and values of an organization in relation to their role in efforts to achieve these goals and values.

The definition of employee commitment according to Steers in Kuntjoro (2002) is a sense of identification, involvement and loyalty expressed by an employee towards his/her organization. Employee commitment is a condition where employees are very interested in the goals, values and objectives of their organization. Commitment to the organization means more than just formal membership, because it includes an attitude of liking the organization and a willingness to strive for a high level of effort for the benefit of the organization in order to achieve goals.

Employee commitment indicators

According to Meyer and Allen, it is as follows:

a) A sense of pride in one's work,
b) A sense of loyalty to the company,
c) Attention to the sustainability of the company,
d) Work that provides inspiration,
e) Conformity of personal and organizational values.

Work motivation

According to Wibowo (2016) Motivation is the drive from a series of human behavioral processes in achieving goals. Meanwhile, motivation according to Sutrisno (2018) is as follows: "Motivation is a factor that drives someone to do a certain activity, therefore motivation is often interpreted as a factor that drives a person's behavior.

Work Motivation Indicators

According to Mangkunegara in Bayu Fadillah, et all (2013) as follows:

a) Responsibility.

Have high personal responsibility for their work.

b) Work performance

Do something/a job as best as possible.

c) Opportunity to advance

The desire to get fair wages according to the work.

d) Recognition of performance

The desire to earn higher wages than usual.

e) Challenging work

The desire to learn to master his work in his field.

Work environment

The work environment is defined as a condition related to the characteristics of the workplace towards employee behavior and attitudes where it is related to the occurrence of psychological changes due to things experienced in their work or in certain circumstances (Schultz and Schultz, 2010: 254). The work environment is all the conditions that exist around the workplace, will affect employees both directly and indirectly (Sedarmayanti, 2011: 26).

Work Environment Indicators

According to Hanasyha (2016):

1. The facilities to do work, namely facilities that support carrying out work tasks.

2. Comfortable workplace, namely a clean and pleasant working environment.

3. Safety, namely being in a safe and peaceful state

4. Absence of noise, namely a work environment that is not noisy

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Job satisfaction

Job satisfaction reflects a person's feelings towards their job. This is seen in the employee's positive attitude towards their job and everything they face in their work environment". Locke in Wijono (2015: 120), "defines job satisfaction as a level of positive and pleasant emotion for individuals. According to Handoko in Sutrisno (2016: 75), "suggests that job satisfaction is a pleasant or unpleasant emotional state for employees in viewing their work.

Job satisfaction indicators

According to Yuwono, as quoted by Spector in Badriyah (2015: 241), there are several aspects to identifying job satisfaction indicators, namely as follows:
a. Wages
b. Promotion
c. Supervision
d. Benefits
e. Contingent rewards
f. Operating procedure
g. Co-working
h. Nature of work
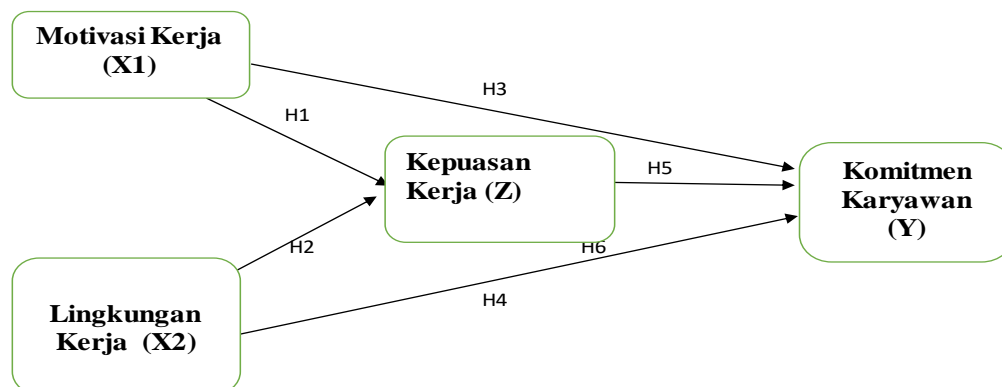i. Communication

Conceptual Framework

Figure 1. Conceptual Framework of Research

Research Hypothesis:

Based on the formulation of the problem, literature review and conceptual framework that has been described and described previously, the hypothesis proposed in this study is as follows:
H1: Work motivation has a positive and significant effect on job satisfaction at the BPJS Employment Lhokseumawe and Medan Raya Branch Offices.

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H2: Work environment has a positive effect on job satisfaction at BPJS Manpower Office of Lhokseumawe and Medan Raya Branch Office.

H3: Work Motivation has a positive and significant effect on Commitment Employees at the BPJS Employment Lhokseumawe Branch Office and Greater Medan.

H4: The work environment has a positive and significant effect on employee commitment at the BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices.

H5: Job Satisfaction has a positive and significant effect on Employee Commitment at BPJS Ketenagakerjaan, Lhokseumawe and Medan Raya Branch Offices.

H6: Work Motivation has a positive and significant effect on Employee Commitment through job satisfaction at BPJS Ketenagakerjaan, Lhokseumawe and Medan Raya Branch Offices.

H7: Work environment has a positive and significant effect on commitment. Employees through job satisfaction at BPJS Employment Branch Office Lhokseumawe and Greater Medan.

METHOD

According to Sugiyono (2010), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research a particular population or sample, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing the established hypothesis.

Research Location and Research Time

The location of the research was conducted at the BPJS Ketenagakerjaan Lhokseumawe Branch Office on Jalan Medan - Banda Aceh, Aceh. The research period was carried out for 3 months.

Population and Sample

According to Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees at BPJS Ketenagakerjaan Lhokseumawe and Medan Raya Branch Offices totaling 80 employees (saturated sample).

Research Data Sources

The data sources used in this research are primary data.

Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Variable Types	Definition	Indicator
Employee Commitment (Y)	According to Yusuf, Mardiana, R, & Syarif, D, (2018) Commitment is the tendency to engage in a consistent line of activity because of perceived costs of undertaking other activities or quitting work.	According to Yusuf, Mardiana, Syarif, D, (2018) the indicators of commitment are: • Identification with the organization • Involvement • Loyalty
Work Motivation (X1)	According to Hidayat et al. (2018), motivation is defined as factors that direct and encourage a person's behavior or desire to carry out an activity that is expressed in a strong or weak form.	Work motivation indicators according to Hidayat et al. (2018) are as follows: • Promotion. • Work performance • Award • Confession
Work Environment (X2)	According to Sedaryanti (2017) the work environment is A situation where there are a number of groups within which there are several supporting facilities to achieve the Company's goals in accordance with the Company's vision and mission.	Work environment indicators according to Sedaryanti (2017) are: a. Physical work environment • Lighting, work space circulation, room layout, decoration, noise, facilities b. Non-physical work environment • Relationship with leaders, relationships with fellow co-workers
Job Satisfaction (Z)	According to Atmaja, (2019) job satisfaction is an emotional attitude that is pleasant and loves one's job.	According to Atmaja, (2019),Job satisfaction indicators are: • Payment of wages/salaries • Work environment • Working group • Supervision.

Data Analysis Techniques

Data analysis in this study uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions.

Measurement Model (Outer Model)

The procedure in testing the measurement model consists of validity testing and reliability testing.

1. Validity Test
   a. Convergent Validity
   b. Discriminant Validity
2. Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t-test and significance of the structural path parameter coefficients with the following explanation:

1. Coefficient of Determination / R Square (R2)

In assessing the model with PLS, it begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether it has a substantive influence (Ghozali, 2012). The R2 value is generally between 0 and 1.

2. Predictive Relevance (Q2)

This test is used to measure how well the observation value is generated by the model and also its parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3. t-Statistic

At this stage, it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling, in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According

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to (Latan and Ghozali, 2014) the criteria for the t table value with a value of 1.96 with a significance level of 5%.

4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables is stated as negative.

RESULTS AND DISCUSSION
Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, and the value limit Average Variance Extracted (AVE) is 0.5, if it is above that value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the construct variable with a value > 0.7. The structural model in this study is shown in the following figure:
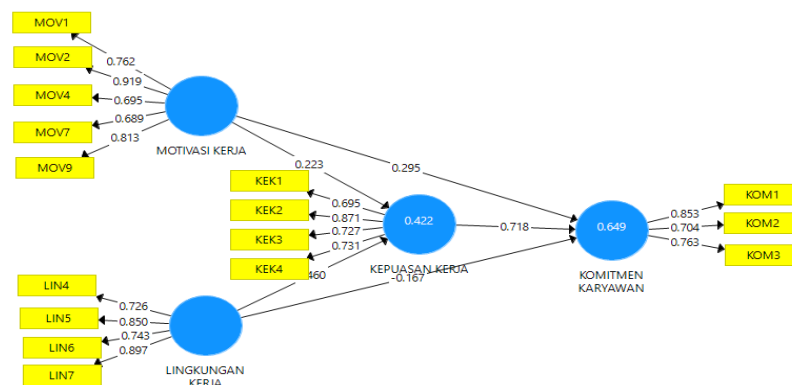
Source: Smart PLS 3.3.3
Figure 2. Outer Model

Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b2X2 + e1$$
$$Z = 0.223X1 + 0.460X2 + e1$$

For substructure 2

$$Y = b3X1 + b4X2 + b5Z + e2$$
$$Y = 0.295X1 - 0.167 X2 + 0.718Z + e2$$

Table 2. Outer Loadings

	JOB SATISFACTION	EMPLOYEE COMMITMENT	WORK ENVIRONMENT	WORK MOTIVATION
KEK1	0.695			
KEK2	0.871			
KEK3	0.727			
KEK4	0.731			
KOM1		0.853		
KOM2		0.704		
KOM3		0.763		
LIN4			0.726	
LIN5			0.850	
LIN6			0.743	
LIN7			0.897	
MOV1				0.762
MOV2				0.919
MOV4				0.695
MOV7				0.689
MOV9				0.813

Source: Smart PLS 3.3.3

In table 2 above, the value of each variable is stated that the indicator in each variable is higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue to further research.

2. Discriminant Validity

Further research to find out valid data in terms of Discriminate Validity, aims to find out whether the cross loading value is greater than other latent variables so as to determine the results of indicators that are highly correlated with their constructs. The following table shows the cross loading results from the validity test as follows:

Table 3. Discriminant Validity

	JOB SATISFACTION	EMPLOYEE COMMITMENT	WORK ENVIRONMENT	WORK MOTIVATION
JOB SATISFACTION	0.759			

EMPLOYEE COMMITMENT	0.785	0.776		
WORK ENVIRONMENT	0.634	0.520	0.807	
WORK MOTIVATION	0.583	0.583	0.783	0.780

Source: Smart PLS 3.3.3

The results of table 3 above show a value that is greater than the other variables in each indicator and variable, so it can be concluded that the results of the discriminant validity study are validly distributed.

3. Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if below 0.60 and 0.7 then it is not reliable there are several blocks to determine whether the research is reliable or not and valid or not including the Coranbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
JOB SATISFACTION	0.755	0.766	0.844	0.576
EMPLOYEE COMMITMENT	0.665	0.673	0.818	0.602
WORK ENVIRONMENT	0.821	0.859	0.881	0.651
WORK MOTIVATION	0.838	0.847	0.885	0.609

Source: Smart PLS 3.3.3

In table 4 above, it can be seen in the cronbach alpha column that each variable has a value greater than 0.7, which means that the reliability data for each variable. The composite reliability column has a value greater than 0.6, so it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the

AVE column that each variable gets a value greater than 0.7, which means that the data is valid according to AVE. All variables from the cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6, so they are considered reliable and valid.

Inner Model Analysis

Structural model evaluation (inner model) is conducted to ensure that the basic model created is strong and accurate. The stages of examination conducted in the primary model assessment are seen from several markers, namely:

1. Coefficient of Determination (R2)

In the next stage, namely the evaluation of the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table 5. R Square Results

	R Square	R Square Adjusted
JOB SATISFACTION	0.722	0.707
EMPLOYEE COMMITMENT	0.649	0.635

Source: Smart PLS 3.3.3

There is an R square value of the job satisfaction variable with an R square value of 0.707 and if it is expressed as a percentage of 70.7%, it means that the Influence of Work Motivation and Work Environment on Employee Commitment with Job Satisfaction as a Mediating Variable is 70.7% and the remaining 29.1% is on other variables. The R square value of the employee commitment variable is 0.635 and if it is expressed as a percentage of 63.5%, it means that the Influence of Work Motivation and Work Environment on Employee Commitment with Job Satisfaction as a Mediating Variable is 63.5% and the remaining 36.5% is on other variables.

3. Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as suspected in this review. Speculation testing in this review is done by looking at T-Statistics and P-Values. Speculation is announced to acknowledge whether the T-Insights value is > 1.96 and P-Values <0.05. The following are the consequences of the direct impact Path Coefficient:

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Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
JOB SATISFACTION -> EMPLOYEE COMMITMENT	0.718	0.734	0.082	8,720	**0.000**
WORK ENVIRONMENT -> JOB SATISFACTION	0.460	0.466	0.138	3.331	**0.001**
WORK ENVIRONMENT -> EMPLOYEE COMMITMENT	-0.167	-0.172	0.128	1.302	**0.193**
JOB MOTIVATION -> JOB SATISFACTION	0.223	0.224	0.149	1,493	**0.136**
WORK MOTIVATION -> EMPLOYEE COMMITMENT	0.295	0.289	0.127	2.322	**0.021**

Source: Smart PLS 3.3.3

The results of the research directly above will be explained as follows:

1. Job Satisfaction has a positive and significant effect on employee commitment with an original sample value of 0.734 and P values of 0.000. This means that Job Satisfaction has a positive effect on the Company and Job Satisfaction significantly affects the company's performance.

2. The work environment has a positive and significant effect on job satisfaction with an original sample value of 0.466 and p values of 0.001. This means that the existence of the work environment has a positive effect on the company and the work environment significantly affects the company's performance.

3. The work environment has a negative and insignificant effect on employee commitment with an original sample value of -0.172 and p values of 0.193. This means that the work environment is not able to improve employee performance towards the company.

4. Work motivation has a positive and insignificant effect on job satisfaction with an original sample value of 0.224 and p values of 0.136. This means that work motivation has a positive effect on the company and work motivation is unable to significantly improve company performance.

5. Work motivation has a positive and significant effect on employee commitment with an original sample value of 0.289 and p values of 0.0218. This means that the existence of work motivation has a positive effect on the company and work motivation significantly affects company performance.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
WORK ENVIRONMENT -> JOB SATISFACTION -> EMPLOYEE COMMITMENT	0.331	0.344	0.114	2,890	**0.004**
WORK MOTIVATION -> JOB SATISFACTION -> EMPLOYEE COMMITMENT	0.160	0.163	0.110	1,454	**0.147**

Source: Smart PLS 3.3.3

The results of the indirect influence above can be explained as follows:

1. The work environment has a positive and significant effect on employee commitment through job satisfaction indirectly with the original sample results of 0.344 and p values 0.004. This means that job satisfaction is an intervening variable because it can influence the work environment on employee commitment indirectly.

2. Work motivation has a positive and insignificant effect on employee commitment through job satisfaction indirectly with the original sample value of 0.163 and p values of 0.147. This means that job satisfaction a is an intervening variable that is unable to influence work motivation on employee commitment indirectly.

CLOSING

Conclusion

1. Job satisfaction has a positive and significant effect on employee commitment at PT. BPJS Employment, Lhokseumawe and Medan Raya Branch Offices.

2. The work environment has a positive and significant influence on job satisfaction at PT. BPJS Employment, Lhokseumawe and Medan Raya Branch Offices.

3. The work environment has a negative and insignificant effect on employee commitment.at PT. BPJS Employment, Lhokseumawe and Medan Raya Branch Offices.

4. Work motivation has a positive and insignificant effect on job satisfaction at PT. BPJS Employment, Lhokseumawe and Medan Raya Branch Offices.

5. Work motivation has a positive and significant influence on employee commitment at PT. BPJS Employment, Lhokseumawe and Medan Raya Branch Offices.
6. The work environment has a positive and significant influence on employee commitment through job satisfaction indirectly.at PT. BPJS Employment, Lhokseumawe and Medan Raya Branch Offices.
7. Work motivation has a positive and insignificant effect on employee commitment through job satisfaction indirectly.at PT. BPJS Employment, Lhokseumawe and Medan Raya Branch Offices.

Suggestion
1. The company must increase Job Satisfaction for its employees which is done every month so that it is embedded to improve the company's performance in the souls of employees to the maximum and in accordance with Company regulations.
2. Companies must provide employees with a strong work environment so that the company's performance will increase.
3. Companies must make employees create maximum work motivation, with increased work motivation will provide more value to the company.

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