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Factors Influencing Organizational Commitment

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Abstract
This study aims to look at the Effect of Intellectual Intelligence on Organizational Commitment with Work Culture as an Intervening Variable at Bpjs Kota Kisaran Branch and Padang Sidempuan Branch. This type of research uses quantitative methods, this research was conducted at the BPJS Employment Branch Office of Kisaran City and Padang Sidempuan Branch, the population used was 80 employees consisting of 42 personnel from the Kisaran city branch, 38 personnel from the Padang Sidempuan branch. The sample used is all the population of 80 employees with saturated samples being the sample technique. The data source used is primary data source and data collection by distributing questionnaires. This research model uses analysis and the measuring instrument is the smart PLS version 3.3.3 application. The results of this study are as follows Intellectual Intelligence has a positive and significant effect on work culture with an original sample value of 0.685 and p values of 0.000. Work Culture has a positive and significant effect on organizational commitment with an original sample value of 0.214 and P values of 0.000. Intellectual Intelligence has a positive and significant effect on organizational commitment with an original sample value of 0.684 and p values of 0.000.

Keywords: Intellectual Intelligence, Work Culture, Organizational Commitment.

INTRODUCTION

Intellectual intelligence is the ability needed to carry out mental activities, think, reason and solve problems. IQ tests, for example, are designed to determine a person's general intellectual ability (Robbins & Judge, 2014). Corporate culture is currently a major problem for every company or government agency that wants to continue to survive and develop. Corporate culture is a way that allows every member of the organization to be productive and creative, work with enthusiasm according to their interests and try to update technology according to the current era. Corporate culture is a full commitment to efforts to build better human resources, work processes and work results. Organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. Everyone who works in a company must have a commitment to work. If a company has employees who do not have a commitment to work, then the goals of the company will not be achieved. Individuals who are loyal to the organization will always work with the organization and will continue to strive to achieve organizational goals. According to Robbins and Judge (2017), organizational commitment is the extent to which an employee identifies with his organization and the goals within it and his desire to maintain membership in the organization.

LITERATURE REVIEW

Organizational Commitment

According to Kreitner and Kinicki (in Kaswan 2017) organizational commitment reflects how individuals identify themselves with the organization and are bound to its goals.

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According to Kaswan (2017) organizational commitment is a measure of employee willingness to stay with a company in the future. Commitment often reflects employee belief in the organization's mission and goals, willingness to make efforts to complete work and desire to continue working there.

Organizational Commitment Indicators

According to Busro (2018), the indicators of organizational commitment are as follows:

1) Affective Commitment Indicators include:
   a) strong belief and acceptance of the organization's values and goals,
   b) loyalty to the organization, and
   c) willingness to use effort for the benefit of the organization.
2) Continuous Commitment Indicators include:
   a) take into account the benefits of remaining employed in the organization,
   b) take into account the losses if leaving the organization
3) Normative Commitment Indicators include:
   a) willingness to work and
   b) responsibility to advance the organization.

Intellectual intelligence

According to Robbins (2017), intellectual intelligence is the ability needed to carry out mental activities - thinking, reasoning, and problem solving.

Intellectual intelligence indicators

According to Robbins (2017), indicators of intellectual intelligence are:

a. Numerical intelligence
b. Verbal comprehension
c. Speed of perception
d. Inductive reasoning
e. Deductive reasoning
f. Spatial visualization
g. Memory

Work Culture

According to Effendy (2015) Work culture is the norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long period of time by the founders, leaders, and members of the organization that are socialized and taught to new members and applied in organizational activities in producing products, serving consumers, and achieving organizational goals. According to Fahmi (2017) Work culture is the result of the process of merging the cultural style and behavior of each individual that was previously brought into new norms and philosophies, which have group energy and pride in facing something and certain goals.

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Organizational Culture Indicators

According to Edison, (2016):

a. Self-awareness Members of the organization consciously work to gain satisfaction from their work, develop themselves, obey the rules, and offer high quality products and services.
b. Aggressiveness Organization members set challenging but realistic goals. They establish work plans and strategies to achieve those goals and pursue them enthusiastically.
c. Personality. Members are respectful, friendly, open, and sensitive to group satisfaction and are very concerned with aspects of customer satisfaction, both internal and external customers (every internal part must serve, not be served).
d. The performance of organizational members has values of creativity, meets quality, standards, and efficiency.
e. Team orientation Members of the organization work together well, and carry out effective communication and coordination with the active involvement of members, which in turn results in high satisfaction and shared commitment.

Conceptual Framework

Based on the description in the literature review, the main focus of this study is on the Influence of Intellectual Intelligence on Organizational Commitment with Work Culture as an Intervening Variable at BPJS Kisaran City Branch. To obtain a simpler picture, it can be explained through the following scheme:

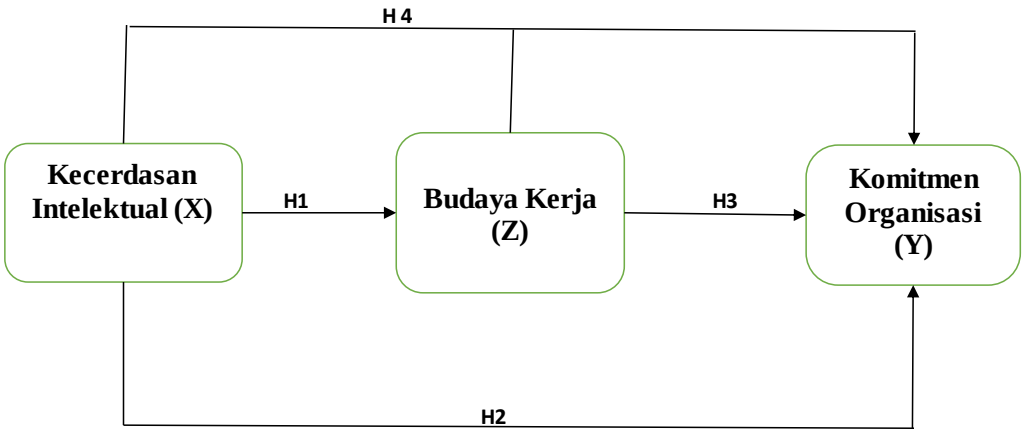

Figure 1. Conceptual Framework of Research

Research Hypothesis

The hypothesis proposed in this study is as follows:

H1: Intellectual Intelligence has a positive and significant effect on Work Culture at BPJS Employment, Kisaran City Branch and Padang Sidempuan Branch.

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H2: Intellectual Intelligence has a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan, Kisaran City Branch and Padang Sidempuan Branch.
H3: Work culture has a positive and significant effect on organizational commitment at BPJS Employment, Kisaran City Branch and Padang Sidempuan Branch.
H4: Intellectual Intelligence has a positive and significant effect on organizational commitment through work culture as an intervening variable at BPJS Ketenagakerjaan, Kisaran City Branch and Padang Sidempuan Branch.

METHOD

Types of research

According to Sugiyono (2017), 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 PT. BPJS Employment Branch of Kisaran City, Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211.

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 PT. BPJS Ketenagakerjaan Kisaran Branch totaling 60 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
Organizational Commitment (Y)	According to Busro (2018), organizational commitment is the standard of employee willingness to stay with a company in the future.	Organizational Commitment Indicators in Busro (2018) are: ▪ Affective Commitment ▪ Continuous Commitment • Normative Commitment

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Intellectual intelligence (X)	According to Robbins (2017), intellectual intelligence is the ability needed to carry out mental activities - thinking, reasoning, and problem solving.	According to Robbins (2017) indicators of intellectual intelligence are: o Numerical intelligence o Verbal comprehension o Speed of perception o Inductive reasoning o Deductive reasoning o Spatial visualization o Memory
BWork Culture (Z)	According to Edison (2016) "Work culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long period of time by the founders, leaders, and members of the organization.	Organizational Culture Indicators according to Edison, (2016): a. Self-awareness. b. Aggressiveness of Organization Members. c. Personality. d. Performance. e. Team orientation

Data Analysis Techniques

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 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

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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)
2. Predictive Relevance (Q2)
3. t-Statistic
4. Path Coefficient
5. Fit Model

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:

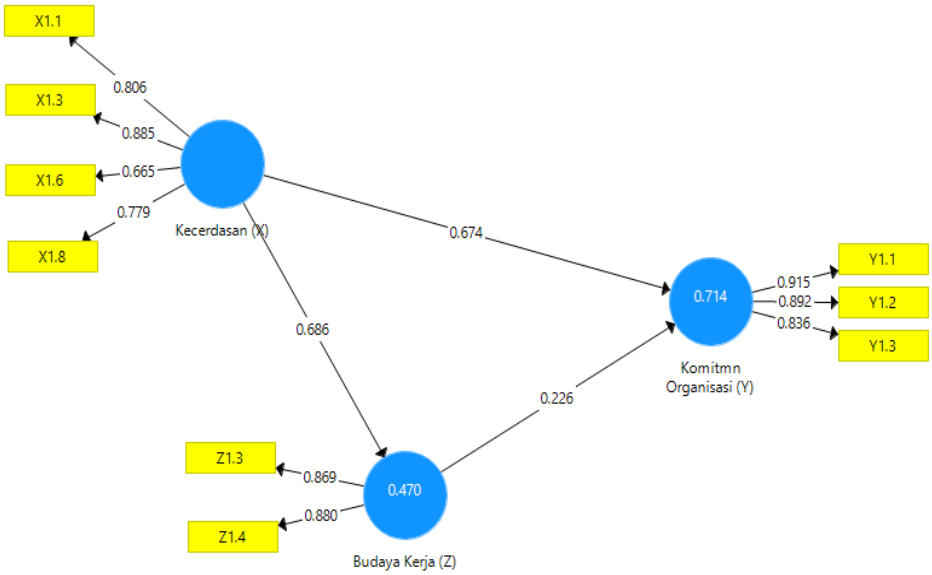

Figure 2. Outer Model
Source: Smart PLS 3.3.3

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 + b1X1 + e1

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Z = 0.674X1 + 0.686X2 + e1

For substructure 2

Y = bZ + bY

Y = 0.226Z + e2

Table 2. Outer Loadings

	Work Culture (Z)	Intelligence (X)	Organizational Commitment (Y)
X1.1		0.806	
X1.3		0.885	
X1.6		0.765	
X1.8		0.779	
Y1.1			0.915
Y1.2			0.892
Y1.3			0.836
Z1.3	0.869		
Z1.4	0.880		

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

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Work Culture (Z)	0.792	0.793	0.867	0.765
Intelligence (X)	0.793	0.809	0.866	0.621
Organizational Commitment (Y)	0.856	0.857	0.912	0.777

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.

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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)
Work Culture (Z)	0.792	0.793	0.867	0.765
Intelligence (X)	0.793	0.809	0.866	0.721
Organizational Commitment (Y)	0.856	0.857	0.912	0.777

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
Work Culture (Z)	0.670	0.663
Organizational Commitment (Y)	0.714	0.706

Source: Smart PLS 3.3.3

There is an R square value of the Work Culture variable with an R square value of 0.670 and if it is expressed as a percentage of 67.0%, it means that the influence of the

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Intellectual Intelligence variable, Organizational Commitment on work culture is 67.0% and the rest is on other variables. The R square value of the Organizational Commitment variable is 0.714 and if expressed as a percentage of 71.4%, it means that the influence of the Intellectual Intelligence variable, work culture on Organizational Commitment is 71.4% and the rest 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:

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Work Culture (Z) -> Organizational Commitment (Y)	0.226	0.214	0.062	3,654	**0.000**
Intelligence (X) -> Work Culture (Z)	0.686	0.685	0.076	9,054	**0.000**
Intelligence (X) -> Organizational Commitment (Y)	0.674	0.684	0.052	12,972	**0.000**

Source: Smart PLS 3.3.3

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

1. Intellectual Intelligence has a positive and significant effect on work culture with an original sample value of 0.685 and p values of 0.000. This means that Intellectual Intelligence formed by the organization and employees can improve the work culture in each employee, because a strong work culture towards the organization is the result of treating employees well.
2. Work Culture has a positive and significant effect on Organizational Commitment with an original sample value of 0.214 and P values of 0.000. This means that the existence of Work Culture is able to create or increase Organizational Commitment, because a person's Organizational Commitment where he is placed is not because of the Work Culture created by the organization.
3. Intellectual Intelligence has a positive and significant effect on Organizational Commitment with an original sample value of 0.684 and p values of 0.000. This means that if Intellectual Intelligence increases, organizational commitment will increase, if Intellectual Intelligence decreases, organizational commitment will also decrease.

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CLOSING

Conclusion

1. Intellectual Intelligence has a positive and significant influence on work culture at BPJS Ketenagakerjaan OfficeKisaran Branch.
2. Work Culture has a positive and significant influence on Organizational Commitment at BPJS Ketenagakerjaan OfficeKisaran Branch.
3. Intellectual Intelligence has a positive and significant influence on Organizational Commitment at BPJS Ketenagakerjaan OfficeKisaran Branch.

Suggestion

1. Companies must be fair in treating employees, do not make exceptions between employees, even if the employees are part of the family, old friends or special relationships, they must still be fair and obey the rules.
2. Companies must sort out which work cultures are bad and which are good and gradually eliminate the bad cultures that are spreading by implementing strict organizational regulations for employees.
3. Companies must make employees feel smart by working in the company by providing appropriate work for them and organizational commitment to each employee.
4. The company's job is to build employee trust in the company that the company will make the employee prosperous and become better.

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