Determinants of Organizational Commitment

Netty Helena Br Sigalingging[1], Kiki Farida Ferine[2]

Universitas Pembangunan Panca Budi, Indonesia

*Correspondence Email: netty.helena@bpjsketenagakerjaan.go.id

Abstract

In this study, researchers wanted to see the direct and indirect effects between the variables of skills and emotional intelligence as independent variables and work motivation as a moderating variable and Organizational Commitment as the dependent variable. This type of research uses quantitative, this research was conducted at BPJS Employment North Sumatra Region. The population of this study were 60 employees and the sample used was the entire population using the saturated sample technique. The data source used is primary data source and data collection is done by distributing questionnaires. The research model used is phat analysis with smart PLS version 3.3.3. as a research measurement tool. The results of this study are as follows work skills have a positive and insignificant effect on work motivation with an original sample value of 0.275 and p values of 0.381. Job skills have a positive and significant effect on organizational commitment with an original sample value of 0.580 and p values of 0.000. Emotional intelligence has a positive and significant effect on work motivation with an original sample value of 0.570 and p values of 0.001. Emotional intelligence has a positive and insignificant effect on organizational commitment with an original sample value of 0.117 and p values of 0.612. Emotional intelligence has a positive and significant effect on organizational commitment through work motivation directly with original sample results of 0.179 and p values of 0.001. Job skills have a positive and insignificant effect on organizational commitment through work motivation with an original sample value of 0.181 and p values of 0.388.

Keywords: Skills, Emotional Intelligence, Work Motivation, Organizational Commitment.

INTRODUCTION

Collaboration skills are crucially needed by society in today's life. This is because almost all societal behaviors demonstrate cooperation, regardless of differences in ethnicity, religion, race, gender, or social class. Collaboration skills will manifest in community life if students are trained from an early age through the learning process in schools. Various methods can be implemented in learning to promote cooperation, such as group work and responsibility sharing. To achieve maximum performance, employees need to control and manage their emotions, which can be achieved through emotional intelligence. According to Armansyah (2018), the ability to manage and control one's own feelings and those of others, and to use those feelings to unify thoughts and behaviors, requires emotional intelligence. This is essential for job success and achieving good performance. Individuals with high emotional intelligence tend to have better careers because they are able to foster working relationships with various parties compared to employees who only possess intellectual intelligence. According to Widodo (2019), employees with emotional intelligence can control themselves, manage tasks effectively, and help the company's operations, thus facilitating performance evaluation by management. Work motivation is fundamental for any organization to grow, whether in the public or private sector, as it drives the desire to achieve goals through collective, systematic, and planned efforts. Work motivation includes efforts to encourage and inspire employees in their work. Organizational commitment has

become increasingly important nowadays. In a situation where companies struggle to find highly qualified employees, organizational commitment becomes one of the ways to identify employees who are qualified, loyal, and perform well. When employees' commitment to the company is formed, they will provide optimal performance, ensuring the company's goals are achieved. For employees, high commitment offers personal benefits such as increased promotion opportunities, reduced chances of demotion, and more experience in their field.

Research Questions

1. Does skill have a positive and significant effect on work motivation at BPJS Ketenagakerjaan in Northern Sumatra?
2. Does emotional intelligence have a positive and significant effect on work motivation at BPJS Ketenagakerjaan in Northern Sumatra?
3. Does skill have a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan in Northern Sumatra?
4. Does emotional intelligence have a positive and significant effect on work motivation at BPJS Ketenagakerjaan in Northern Sumatra?
5. Does work motivation have a positive and significant effect on organizational commitment at BPJS Ketenagakerjaan in Northern Sumatra?
6. Does skill have a positive and significant effect on organizational commitment through work motivation at BPJS Ketenagakerjaan in Northern Sumatra?
7. Does emotional intelligence have a positive and significant effect on organizational commitment through work motivation at BPJS Ketenagakerjaan in Northern Sumatra?

Research Objectives

1. To analyze the influence of skill on work motivation at BPJS Ketenagakerjaan in Northern Sumatra.
2. To analyze the influence of emotional intelligence on work motivation at BPJS Ketenagakerjaan in Northern Sumatra.
3. To analyze whether skill has a positive and significant influence on organizational commitment at BPJS Ketenagakerjaan in Northern Sumatra.
4. To analyze whether emotional intelligence has a positive and significant influence on organizational commitment at BPJS Ketenagakerjaan in Northern Sumatra.
5. To analyze the influence of work motivation on organizational commitment at BPJS Ketenagakerjaan in Northern Sumatra.
6. To analyze the influence of skill on organizational commitment through work motivation at BPJS Ketenagakerjaan in Northern Sumatra.
7. To analyze whether emotional intelligence has a positive and significant effect on organizational commitment through work motivation at BPJS Ketenagakerjaan in Northern Sumatra.

LITERATURE REVIEW
Organizational Commitment

According to Meyer and Allen in Yusuf and Syarif (2018), organizational commitment is a psychological construct as a characteristic of the relationship between organizational members and their organization, and has implications for individual decisions to continue their existence as members of the organization.

Organizational Commitment Indicators

According to Yusuf and Syarif, (2018) the indicators of organizational commitment are:

a. Effective commitment: Employees' emotional attachment to, and involvement in, the organization,
b. Continuance commitment: Commitment based on the losses associated with leaving the organization. This may be due to loss of seniority, promotion or benefits.
c. Normative commitment: A feeling of obligation to remain in an organization because one must; it is the right thing to do.

Skills

According to Pitriyani (2020), work skills are the ability to carry out work based on implementation instructions and technical instructions that can be developed through the training process.

According to Chang and Rieple in Irawan (2016) "Stated that skills include business planning, sensitivity to opportunities, business environment analysis and the ability to access external expertise. In developing a business to success, an entrepreneur must not only have sufficient knowledge but also skills.

Skill indicators

According toThe Story of a Girl (2020) Skill indicators include:

a. Human relations skills

A person's skill to understand, comprehend, communicate and relate to other individuals or groups so that a relationship is built.
b. Ability to predict the results of task/work implementation

Skills that help to look ahead and make decisions and implement them.
c. Technical skills that are tailored to the person's job and duties.

An individual's capability to perform a specific task related to the field being studied.

Emotional Intelligence

According to Goleman (2018), emotional intelligence is the ability to monitor and control one's own and other people's feelings and to use feelings to coordinate thoughts and actions.

Indicators of emotional intelligence

According to Goleman (2018), the indicators of emotional intelligence are:

(1) Self-awareness, which is knowing what we feel at any given moment and using it to guide our own decision-making and having realistic benchmarks and strong self-confidence.
(2) Self-regulation, namely regarding emotions so that they have a positive impact on carrying out tasks, being sensitive to one's conscience and being able to delay enjoyment before achieving a goal and being able to recover from emotional stress.
(3) Motivation, which is using our deepest desires to move and guide us toward goals, helps us take the initiative to act effectively and to persist in the face of failure and frustration.
(4) Empathy, which is feeling what others feel, being able to understand their perspective, cultivating trusting relationships, and aligning oneself with a variety of people.
(5) Social skills, namely handling emotions well when interacting with others and carefully reading situations and social networks to interact smoothly.

Work motivation

Work Motivation according to Mangkunegara (2016) is a driving need within an employee that needs to be fulfilled so that the employee can adapt to his environment and be able to achieve the goals that have been set. In other words, motivation is an energy to generate drive within oneself to achieve certain goals"

Work Motivation Indicators
According to Mangkunegara (2016) as follows:
a. Responsibility Having a high level of personal responsibility for one's work
b. Work Performance Doing something/work as well as possible
c. Opportunity for Advancement Desire to earn fair wages according to work
d. Recognition for Performance Desire to earn higher wages than usual.
e. Challenging work Desire to learn to master his work in his field.
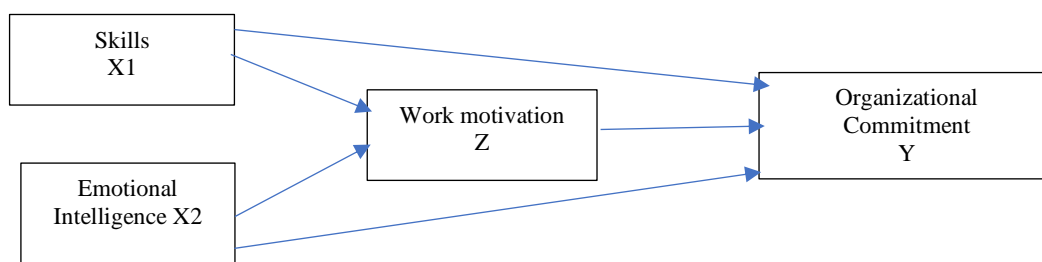
Conceptual Framework

Figure 1. Conceptual Framework of Research

Research Hypothesis
H1: Skills have a positive and significant effect on Work Motivation at BPJS Employment North Sumatra Region.
H2: Emotional intelligence has a positive and significant effect on Work Motivation at BPJS Employment North Sumatra Region.

H3: Skills have a positive and significant effect on Organizational Commitment at BPJS Employment North Sumatra Region.

H4: Emotional intelligence has a positive and significant effect on commitment. Organization at BPJS Employment North Sumatra Region.

H5: Work motivation has a positive and significant effect on Organizational Commitment at BPJS Employment North Sumatra Region.

H6: Skills have a positive and significant effect on Organizational Commitment through Work motivation at BPJS Employment North Sumatra Region.

H7: Emotional intelligence has a positive and significant effect on commitment. Organization through Work Motivation at BPJS Employment Sumatra Region North.

METHOD

Types of research

According to Sugiyono (2017), quantitative research can be interpreted as a method based on the philosophy of positivism. This type of quantitative research is carried out to conduct research that aims to adjust research and the influence of skills and emotional intelligence on organizational commitment with work motivation as an intervening variable in the BPJS region.North Sumatra.

Research Location and Research Time

Location of research conductedBPJS Employment, North Sumatra Regional Office, Medan, locatedinJalan Kapten Pattimura No. 334 Floor II, Medan 20153. This research was started in July - October 2024.

Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers to be studied and then conclusions drawn. The population and sample in this study were all permanent employees atBPJS Employment North Sumatra Regional Office totaling 70 people.

Research Data Sources

The data sources used in this research are primary data.

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 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.

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:
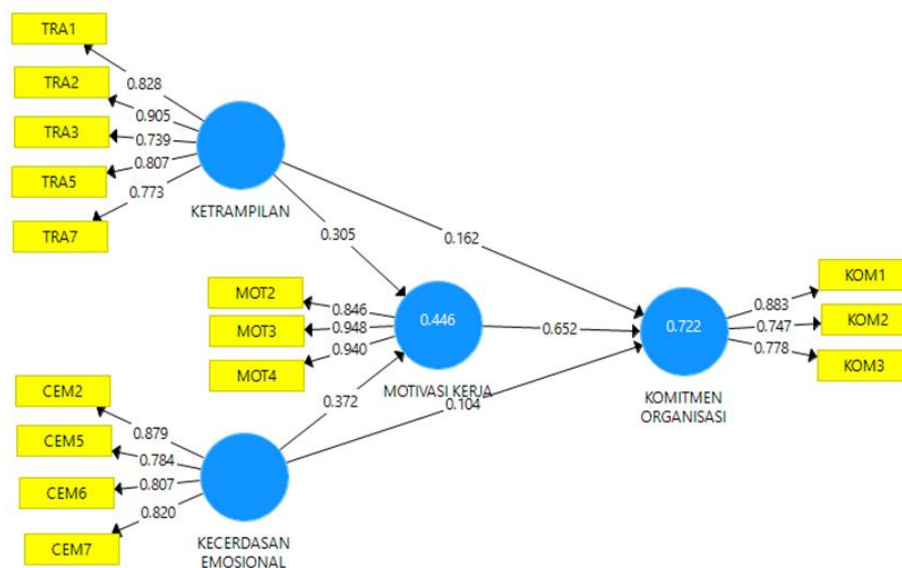

Figure 2. Outer Model
Source: Smart PLS 3.3.3

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 + b2X2 + e1
Z = 0.162X1 + 0.104X2 + e1

For substructure 2

Y = b3X1 + b4X2 + b5Z + e2
Y = 0.305X1 + 0.372 X2+ 0.652 + e2

Table 1. Outer Loadings

	EMOTIONAL INTELLIGENCE	SKILLS	ORGANIZATIONAL COMMITMENT	WORK MOTIVATION
CEM2	0.879			
CEM5	0.784			
CEM6	0.807			
CEM7	0.820			
KOM1			0.883	
KOM2			0.747	
KOM3			0.778	
MOT2				0.846
MOT3				0.948
MOT4				0.940
TRA1		0.828		
TRA2		0.905		
TRA3		0.739		
TRA5		0.807		
TRA7		0.773		

Source: Smart PLS 3.3.3

In table 1 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.

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 2. *Discriminant Validity*

	EMOTIONAL INTELLIGENCE	SKILLS	ORGANIZATIONAL COMMITMENT	WORK MOTIVATION
EMOTIONAL INTELLIGENCE	0.824			
SKILLS	0.944	0.812		
ORGANIZATIONAL COMMITMENT	0.687	0.688	0.805	
WORK MOTIVATION	0.660	0.657	0.827	0.912

Source: Smart PLS 3.3.3

The results of table 2 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.

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 3: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EMOTIONAL INTELLIGENCE	0.843	0.846	0.894	0.678
SKILLS	0.870	0.872	0.906	0.660
ORGANIZATIONAL COMMITMENT	0.726	0.744	0.846	0.647
WORK MOTIVATION	0.898	0.898	0.937	0.833

Source: Smart PLS 3.3.3

In table 3 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:

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 4. R Square Results

	R Square	R Square Adjusted
ORGANIZATIONAL COMMITMENT	0.722	0.707
WORK MOTIVATION	0.646	0.627

There is an R square value of the Organizational Commitment variable with an R square value of 0.707 and if it is in percentage it is 70.7%, meaning that the influence of skills and emotional intelligence on organizational commitment with work motivation as an Intervening variable is 70.7% and the rest is on other variables. The R square value of the Work Motivation variable is 0.627 and if it is in percentage it is 62.7%, meaning that the influence of skills and emotional intelligence on organizational commitment with work motivation as an Intervening variable is 62.7% and the rest is on other variables.

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 5. Path Coefficients (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
SKILLS -> WORK MOTIVATION	0.305	0.275	0.348	0.877	**0.381**
SKILLS -> ORGANIZATIONAL COMMITMENT	0.583	0.580	0.195	0.486	**0.000**
EMOTIONAL INTELLIGENCE -> WORK MOTIVATION	0.572	0.570	0.190	0.476	**0.001**
EMOTIONAL INTELLIGENCE -> ORGANIZATIONAL COMMITMENT	0.104	0.117	0.205	0.507	**0.612**

Source: Smart PLS 3.3.3

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

1. Job skills have a positive and insignificant effect on work motivation with an original sample value of 0.275 and p values of 0.381. This means that the work skills formed by the Company are good and work skills are not able to provide work motivation to every employee in the company.

2. Job skills have a positive and significant effect on organizational commitment with an original sample value of 0.580 and p values of 0.000. This means that if job skills increase, organizational commitment will increase and if job skills decrease, organizational commitment will also decrease.

3. Emotional intelligence has a positive and significant effect on work motivation with an original sample value of 0.570 and p values of 0.001. This means that emotional intelligence formed by the organization and employees is not able to increase organizational commitment in each employee.

4. Emotional intelligence has a positive and insignificant effect on organizational commitment with an original sample value of 0.117 and p values of 0.612. This means that emotional intelligence formed by the company and employees is not able to increase organizational commitment in each employee.

Table 6. Path Coefficients (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
EMOTIONAL INTELLIGENCE -> WORK MOTIVATION -> ORGANIZATIONAL COMMITMENT	0.243	0.179	0.235	1,032	**0.001**
SKILLS -> WORK MOTIVATION -> ORGANIZATIONAL COMMITMENT	0.199	0.181	0.230	0.865	**0.388**

Source: Smart PLS 3.3.3

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

1. Emotional intelligence has a positive and significant effect on organizational commitment through work motivation directly with the original sample results of 0.179 and p values of 0.001. This means that work motivation is an intervening variable because it is able to influence emotional intelligence on organizational commitment directly.

2. Work skills have a positive and insignificant effect on organizational commitment through work motivation with an original sample value of 0.181 and p values of 0.388.

This means that work motivation Not yet able to be an intervening variable and have a positive influence on work skills and work motivation with the existence of work skills for employees, work motivation will increase have been fulfilled so as to build commitment to the organization.

CLOSING

Conclusion

1. Work skills have a positive and insignificant effect on work motivation inBPJS EmploymentNorth Sumatra Region.
2. Work skills have a positive and significant influence on organizational commitment inBPJS EmploymentNorth Sumatra Region
3. Emotional intelligence has a positive and significant influence on work motivation inBPJS EmploymentNorth Sumatra Region
4. Emotional intelligence has a positive and insignificant effect on organizational commitment inBPJS EmploymentNorth Sumatra Region
5. Work motivation has a positive and significant influence on organizational commitment inBPJS EmploymentNorth Sumatra Region
6. Emotional intelligence has a positive and significant influence on organizational commitment through direct work motivation.BPJS EmploymentNorth Sumatra Region
7. Work skills have a positive and insignificant effect on organizational commitment through work motivation inBPJS EmploymentNorth Sumatra Region

Suggestion

1. The company must be fair in treating employees who have emotional intelligence which is part of the company, so that the company can provide employees who have emotional intelligence.
2. Companies must maintain employee work skills to the maximum by providing convenience to employees who have work skills.
3. Companies must provide work motivation to employees so that employees are able to manage work motivation within the company.

REFERENCES

Ariesta, I. (2016). Pengaruh Kecerdasan Emosional Dan Organizational Citizenship Behavior (OCB) Terhadap Kinerja Peternak Ayam Ras Pedaging. JBMP (Jurnal Bisnis, Manajemen Dan Perbankan), 2(2), 121-140.

Goleman. (2018). Pengembangan Kecerdasan Emosional (Emotional Quotient) Pada Anak Usia Dini Dalam Tinjauan Pendidikan Islam. Al-Fitrah, 1(1), 103-116.

Irawan, A., & Mulyadi, H. (2016). Pengaruh Keterampilan Wirausaha Terhadap Keberhasilan (Studi Kasus pada Distro Anggota Kreative Independent Clothing Kommunity USAHA di Kota Bandung). Journal of Business Management Education (JBME), 1(1), 216-226.

Juliawati, H., & Darmawati, D. M. (2022). Pengaruh Model NHT dengan Media Video terhadap Hasil Belajar Siswa Sekolah Dasar. Jurnal Basicedu, 6(5), 8146-8153.

Mahardika, I. N. B. P., & Wibawa, I. M. A. (2019). Pengaruh budaya organisasi kepuasan kerja dan komitmen organisasional terhadap organizational citizenship behavior pada karyawan (Doctoral dissertation, Udayana University).

Mangkunegara, A. P., & Agustine, R. (2016). Effect of training, motivation and work environment on physicians' performance. Academic Journal of Interdisciplinary Studies, 5(1), 173.

Saputra, S. D., Afifuddin, A., & Widodo, R. (2019). Kualitas Pelayanan Publik Bidang Administrasi Kependudukan di kecamatan Kepanjen Kidul. Respon Publik, 13(2), 38-44.

Setyaningrum, R. P., & Haryono, T. (2016). The Impact of CSR on Employee Performance: With The Mediation of Employee Trust and Employee Behavior (A Case Study of Companies in Bekasi and Jakarta). KINERJA, 22(2), 200-219.

Sugiyono, S. (2017). Metode penelitian kuantitatif dan kualitatif dan R&D. Alfabeta Bandung.

Yusuf, R. M., & Syarif, D. (2018). Komitmen organisasi. Nas Media Pustaka.

Pitriyani, P., & Halim, A. (2020). Pengaruh Sikap Kerja Dan Keterampilan Kerja Terhadap Produktivitas Kerja Karyawan CV. Meranti Medan. Ekonomi Bisnis Manajemen dan Akuntansi (EBMA), 1(2), 162-167.