

Optimizing Organizational Commitment

Sari Puspita Dewi¹, Mesra B²

Universitas Pembangunan Panca Budi, Indonesia

*Correspondence Email: sariid7@gmail.com

Abstract

This research aims to determine the influence of human resource development and work quality on organizational commitment with work strategy as an intervening variable at the Bpjs Jambi City Branch. This research uses quantitative, primary data as well as a data source. The collection technique used is by distributing questionnaires to respondents and the population. Used were 60 employees, the sample used was the entire population because it used a saturated sampling technique. The results of this research are as follows, Work Quality has a positive and significant effect on Organizational Commitment with an original sample value of 0.070 and ap value of 0.362, Work Quality has a positive and significant effect on Work Strategy with an original sample of 0.462 and ap value of 0.000, HR Development has a positive and significant effect on Organizational Commitment with the original sample of 0.371 and p value 0.014. HR development has a positive and significant effect on Work Strategy with an original sample value of 0.440 and ap value of 0.000. Work Strategy has a positive and significant effect on Organizational Commitment with an original sample value of 0.380 and ap value of 0.012. Work Quality has a positive and significant effect on Organizational Commitment through Work Strategy with an original sample value of 0.175 and ap value of 0.035. HR development has a positive and significant effect on Organizational Commitment through Work Strategy with an original sample value of 0.167 and ap value of 0.029.

Keywords: HR Development, Work Quality, Work Strategy, Organizational Commitment.

INTRODUCTION

Human resource development is basically improving employee performance that reflects the ability of organizational members to work, meaning that the performance of each employee is assessed and measured according to criteria that have been determined by the organization. An organization is a system and human activities that work together. In line with that, the organization is said to be a coordination of the activities of a number of rational people to achieve goals. therefore the organization expects employees to be able to excel and be able to create conducive conditions. So that employees will not experience boredom, boredom and laziness at work which results in decreased work enthusiasm. if work enthusiasm decreases, it can also cause employee performance to decrease. Decreased employee performance can result in losses in the organization. Work quality is a trait that needs to be considered in a company. The realization of a company's goals can be seen through the products produced and the quality of its employees' work. Improving the quality of employee work is very important because the success of a company does not only depend on machine technology but human factors also play an important role in it. (Sengkey et al., 2021) In addition, improving quality can also be achieved through experience, education, training and development of these employees. Human resource development is an activity carried out together with employees and managers with the aim of finding added value so that the company can face competitive challenges. The company's work strategy in creating competitive advantages is an important factor that must be possessed by the company in

order to be able to compete, especially in global competition. In relation to the company's strategy, this cannot be separated from the company's capability in developing and managing its resources (assets). Organizational commitment is a condition where an employee sides with a particular organization and its goals and desires to maintain membership in the organization (Robbins and Judge quoted by Noe et al, 2011:375). Organizational commitment is an important thing in today's era. When a company finds it very difficult to find employees who have very good qualifications in doing their jobs, organizational commitment is one way to determine employees who have good qualifications, loyalty and performance. In other words, organizational commitment is used as an important thing in determining employees at the level of performance in a company.

Formulation of the problem

1. What is human resource development?has a significant influence on work strategyat the Jambi City Branch of BPJS Employment?
2. What is human resource development?has a significant influence on organizational commitment to BPJS EmploymentJambi City Branch?
3. What is the quality of work has a significant influence on work strategies at BPJS EmploymentJambi City Branch?
4. Does the quality of work have a significant effect onorganizational commitmentat the Jambi City Branch of BPJS Employment?
5. Whetherwork strategy has a significant influence on organizational commitment at the Jambi City Branch of BPJS Employment?
6. Does HR development have a significant effect on organizational commitment through work strategies at the Jambi City Branch of BPJS Ketenagakerjaan?
7. What is the quality of work has a significant influence on organizational commitment through work strategies at the Jambi City Branch of BPJS Employment?

Research purposes

1. To find out and analyze the influence of human resource development significant to work strategyat the Jambi City Branch of BPJS Employment.
2. To find out and analyze the influence of human resource developmentsignificant to the organization's commitment to BPJS EmploymentJambi City Branch
3. To find out and analyze the influence of work quality significant to the work strategy at BPJS EmploymentJambi City Branch
4. Does the quality of work have a significant effect on the quality of work?organizational commitmentat the Jambi City Branch of BPJS Employment.
5. Whetherwork strategy has a significant influence on organizational commitment at the Jambi City Branch of BPJS Employment.
6. Does HR development have a significant influence on organizational commitment through work strategies at the Jambi City Branch of BPJS Ketenagakerjaan?
7. What is the quality of work? has a significant influence on organizational commitment through work strategies at the Jambi City Branch of BPJS Employment.

Theoretical Framework

Organizational Commitment

According to Darmawanti et al. (2018), the definition of organizational commitment is a form of identification, loyalty and involvement expressed by employees towards the organization. According to Wibawa et al. (2020), organizational commitment is a feeling of recognition, loyalty and involvement that is paid attention to the organization or organizational unit.

Organizational commitment indicators

According to Wibawa et al. (2019), the indicators of organizational commitment are as follows:

- a. Affective commitment: relates to the employee's emotional connection to the organization.
- b. Continuance commitment: relates to employee awareness of the losses if they leave the organization.
- c. Normative commitment: describes feelings of attachment to remaining in the organization.

Human Resources Development

According to Priansa (2018), human resource development (HRD) is a process to help employees develop their abilities, skills, and knowledge. Career development is an employment activity that helps employees HRD is the process of improving a person's professional skills achieved to get the desired career. Planning a career in the company so that the company and employees are affected and they can develop optimally (Junawan & Mora, 2018).

Human Resource Development Indicators

HR development indicators according to Priansa (2018), namely:

- a. Fair treatment in career

Objective, rational and known considerations by employees to achieve fair treatment if they want to be promoted.

- b. Concern of direct superiors

In general, employees want direct involvement in their career planning. One of them is providing feedback to employees on the completion of each employee's tasks to find out the potential that needs to be addressed. That feedback is important material for employees for what initial steps need to be taken so that the possibility of being promoted becomes greater.

- c. Information about various promotional opportunities

Employees typically expect to have access to information about opportunities for promotion. This access is especially important if positions are filled through a competitive internal selection process. When there is no or limited access, employees will easily

assume that the principles of fairness and equality and opportunity are not being considered.

d. There is an interest in being promoted.

The right approach to foster employee interest in fostering employee interest in career development is a flexible and proactive approach. Several factors such as age, gender, type and nature of work, education and training, number of dependents and other factors. Several of these factors affect the extent of employee interest in developing their careers.

e. Satisfaction Level

Employees can feel satisfied because they know that what they have achieved is the maximum result and they have tried to give their best and this is a wasted effort because it is impossible to achieve.

Quality of work

According to Hasibuan (2017) work quality is an activity carried out by employees that has met various requirements, specifications and expectations that have been expected. According to Lubis (2018), quality of work life is a comfortable working condition, a pleasant work experience, and sufficient work involvement. Quality of work life can affect organizational commitment, so the higher the quality, the greater the organizational commitment will be.

Work quality indicators

According to Hasibuan (2017) the indicators of work quality are:

- a. Self-potential. Is the ability, strength, both unrealized and realized, that a person has.
- b. Optimal work results must be possessed by an employee, who can provide the best work results, one of which can be seen from his productivity.
- c. The work process is the most important stage where employees always carry out their duties and roles in an organization. Through this work process, employee performance can be seen from their ability to make work plans and evaluate work actions.

Work Strategy

A work strategy is an overall approach related to planning, implementing, and executing activities over a period of time. According to Wahyudi (2018), a work strategy is a key policy and decision used for management, which has a major impact on financial performance.

Indicator Work Strategy

Work Strategy Indicators according to Wahyudi (2018) as follows:

- a. Purposes (Purpose),
- b. *Environmentt* (Environment),
- c. *Direction*(Direction),
- d. *Action*(Action),

e. *Learning*(Learning),

Conceptual Framework

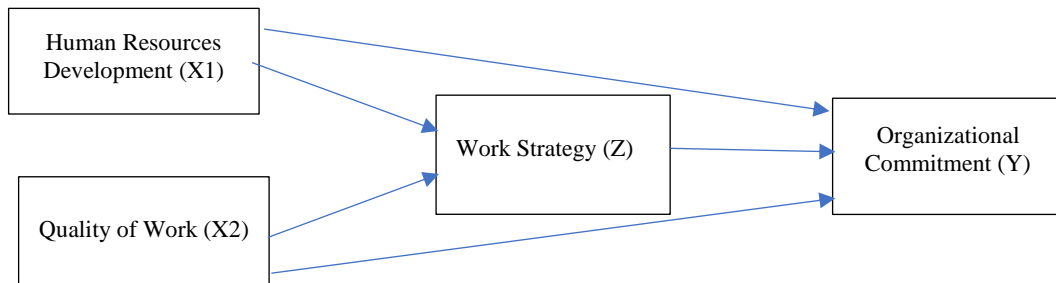


Figure 1. Conceptual Framework

Research Hypothesis

1. H1: Human resource development has a positive and significant effect on work strategies at the Jambi City Branch of BPJS Ketenagakerjaan.
2. H2: Work quality has a positive and significant effect on work strategy at BPJS Jambi City Branch of Manpower.
3. H3: Human resource development has a positive and significant effect on organizational commitment at the Jambi City Branch of BPJS Employment
4. H4: Work quality has a positive and significant effect on organizational commitment. BPJS Employment Jambi City Branch
5. H5: Work strategy has a positive and significant effect on organizational commitment. BPJS Employment Jambi City Branch
6. H6: Human resource development has a positive and significant effect on organizational commitment. Through work strategies at the Jambi City Branch of BPJS Employment.
7. H7: Work quality has a positive and significant effect on organizational commitment through work strategy at the Jambi City Branch of BPJS Employment.

METHOD

Types of research

According to Sugiyono (2019), quantitative research can be interpreted as a method based on the philosophy of positivism, used to research certain populations or samples, 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 research location was conducted at the Jambi City Branch of BPJS Employment with the following details:

- BPJS Employment Jambi City Branch, located at Jl. Slamet Riyadi/Broni No. 16, Solok Sipin Subdistrict, Telanai Pura District, Jambi City, Jambi 36121, Tel: 0741-61918, 63356, Fax: 0741-62737, with 20 employees.
- BPJS Employment Muara Bungo Branch, Jl Sultan Thaha No. 111 Muara Bungo, Jambi 37314, Tel: 22295, Fax: 323016, with a total of 20 employees.
- BPJS Employment Pangkal Pinang Branch, Jl. General Sudirman No. 9 RT. 05 RW. 02 Gabek 1 Village, Gabek District, Pangkalpinang City, Pangkal Pinang City 33117, Tel: 0717-431415, 431107, Fax: 0717-431216, with a total of 20 employees.

Population and Sample

According to Sugiyono (2019) 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 Jambi Branch totaling 60 employees (saturated sample).

RESULTS AND DISCUSSION

Outer Model Analysis

The specification of the relationship between the latent and manifest variables is ascertained through testing the measurement model, also called external model testing. Convergent validity, discriminant validity, and reliability are all included in this testing.

1. Convergent Validity

The loading factor shows this test, and the cutoff value..Mean..Variance..Extracted and the cutoff value is 0.7. (AVE) is 0.5; values above this are considered valid. Thus, if the indicator value is more than 0.7 and explains the construct variable, it is considered authentic. The following figure shows the structural model used in this study:

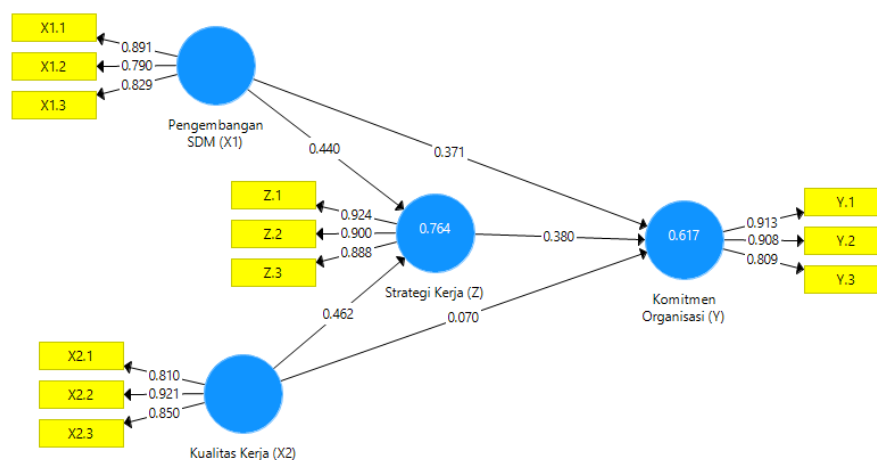


Figure 2. Outer Model
Source: Smart PLS 3.3.3

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

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.440X_1 + 0.462 X_2 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.371X_1 + 0.070X_2 + 0.380 Z + e_2$$

Table 1. Outer Loadings

	Organizational Commitment (Y)	Quality of Work (X2)	Human Resources Development (X1)	Work Strategy (Z)
X1.1			0.891	
X1.2			0.790	
X1.3			0.829	
X2.1		0.810		
X2.2		0.921		
X2.3		0.850		
Y.1	0.913			
Y.2	0.908			
Y.3	0.809			
Z.1				0.924
Z.2				0.900
Z.3				0.888

Source: Smart PLS 3.3.3

Each variable in the previous table has a value, and it is stated that the indicator of each variable is greater than 0.7. This shows that each indicator item has a value greater than 0.7 which indicates that the data is considered valid and can be continued with additional research.

2. Discriminant Validity

To ensure the output of indicators that are highly related to the construct, further research will use discriminative validity to determine whether the cross loading value is greater than other latent variables. The cross loading findings from the validity test are shown in the following table:

Table 2. Discriminant Validity

	Organizational Commitment (Y)	Quality of Work (X2)	Human Resources Development (X1)	Work Strategy (Z)
X1.1	0.769	0.818	0.891	0.848
X1.2	0.550	0.713	0.790	0.611
X1.3	0.538	0.669	0.829	0.630
X2.1	0.602	0.810	0.701	0.612
X2.2	0.617	0.921	0.828	0.819
X2.3	0.644	0.850	0.744	0.750
Y.1	0.913	0.647	0.689	0.709
Y.2	0.908	0.642	0.669	0.663
Y.3	0.809	0.606	0.629	0.610
Z.1	0.663	0.769	0.734	0.924
Z.2	0.656	0.682	0.727	0.900
Z.3	0.720	0.840	0.826	0.888

Source: Smart PLS 3.3.3

In table 2, there are cross loading factor values for each variable that have each value that is greater than the cross loading value on other latent variables, for the cross loading of the organizational commitment variable there is a value that is greater than the cross loading on other latent variables, for the cross loading value of the work quality variable there is a value that is greater than the cross loading on other latent variables, for the cross loading on the HR development variable there is a value that is greater than the cross loading on other variables, for the cross loading on the work strategy variable there is a value that is greater than the cross loading on other latent variables, meaning that this test is discriminantly valid and can continue the research.

3. Composite reliability

The reliability value of each variable is examined in composite reliability research; if the value is more than 0.60, the research is considered reliable; if it is less than 0.60 or 0.7, it is considered unreliable. The table below shows the Cronbach's alpha value, composite reliability, and AVE value, as well as other blocks used to assess the validity and reliability of the research:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Commitment (Y)	0.850	0.910	0.771

Quality of Work (X2)	0.825	0.896	0.742
Human Resources Development (X1)	0.789	0.876	0.701
Work Strategy (Z)	0.889	0.931	0.818

Source: Smart PLS 3.3.3

It can be seen from the previous table that the Cronbach alpha value of each variable is higher than 0.7, indicating that the dependency data is reliable for the variable. Each variable is said to be reliable because its data is greater than 0.6 as indicated by the composite reliability column value greater than 0.6. Each variable has a value greater than 0.7, as shown in the AVE column, indicating that the data is original in terms of AVE. Since the reliability column value, AVE, and Cronbach alpha are each higher than 0.7 and 0.6, they are all considered valid and reliable.

Inner Model Analysis

To ensure the resulting fundamental model is accurate and robust, the structural model (inner model) is evaluated. The main model assessment examination phase is seen through a number of indicators, including:

1. Coefficient of Determination (R²)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table 4. R Square Results

	R Square	Adjusted R Square
Organizational Commitment (Y)	0.617	0.597
Work Strategy (Z)	0.764	0.756

Source: Smart PLS 3.3.3

In table 4 there is an R square value for each variable for the R square value on the organizational commitment variable of 0.617 if it is made into a percentage of 61.7%, meaning that the influence of HR development, work quality and work strategy on organizational commitment is 0.617 or 61.7% and the rest is on other variables, the R square value of the work strategy variable is 0.764 and if it is made into a percentage of 76.4%, meaning that the influence of HR development and work quality is 0.764 or 76.4% and the rest is on other variables.

2. Goodness of Fit (GoF) Assessment

NFI score ≥ 0.697 indicates that the model is considered fit, indicating a goodness of fit test. The following are the Model Fit values obtained from data processing carried out using the SmartPLS 3.3.3 program:

Table 5. Model Fit

	Saturated Model	Estimation Model
SRMR	0.081	0.081
d_ULS	0.513	0.513
d_G	0.523	0.523
Chi-Square	164,675	164,675
NFI	0.746	0.746

Source: Smart PLS 3.3.3

The results of the Goodness of Fit test of the PLS model in the table above show an NFI value of 0.746 and this value is greater than the value of 0.697 and the research in the fit model is considered to have fit data so that it can be explained that this research has been fit in testing.

3. Hypothesis Testing

Assessing the relationship between idle builds, as suggested in this assessment, is done after evaluating the deep model. In this review, speculation testing is done by examining T-Statistics and P-Values. There is speculation whether P-Values < 0.05 and T-Insights values > 1.96 . The impact of the direct impact Path Coefficient is as follows:

Table 6. Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Quality (X2) -> Organizational Commitment (Y)	0.070	0.353	0.362	Rejected
Work Quality (X2) -> Work Strategy (Z)	0.462	3,695	0,000	Accepted
Human Resource Development (X1) -> Organizational Commitment (Y)	0.371	2,215	0.014	Accepted

Human Resource Development (X1) -> Work Strategy (Z)	0.440	3,519	0,000	Accepted
Work Strategy (Z) -> Organizational Commitment (Y)	0.380	2,276	0.012	Accepted

Source: Smart PLS 3.3.3

In table 6 there are indirect results from data processing, so the explanation of the results of this study is as follows:

1. Work quality has a positive and significant effect on Organizational Commitment with an original sample value of 0.070 and p values of 0.362. If work quality increases, commitment does not necessarily increase and if work quality decreases, commitment does not necessarily decrease.
2. Work Quality has a positive and significant effect on Work Strategy with an original sample of 0.462 and p values of 0.000, if work quality increases then the strategy will increase, conversely if it decreases then the work strategy will decrease.
3. Human resource development has a positive and significant effect on Organizational Commitment with an original sample of 0.371 and p values of 0.014. If human resource development increases well, organizational commitment will increase well, conversely, if it decreases, organizational commitment will decrease.
4. Human resource development has a positive and significant effect on work strategy with an original sample value of 0.440 and p values of 0.000. If human resource development increases, work strategy will increase, conversely, if human resource development decreases, work strategy will decrease.
5. Work Strategy has a positive and significant effect on Organizational Commitment with an original sample value of 0.380 and p values of 0.012. If the work strategy increases, organizational commitment increases, conversely, if the work strategy decreases, organizational commitment decreases.

Table 7. Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Work Quality (X2) -> Work Strategy (Z) -> Organizational Commitment (Y)	0.175	1,814	0.035	Accepted
Human Resource Development (X1) -> Work Strategy (Z) ->	0.167	1,907	0.029	Accepted

Organizational Commitment (Y)				
--------------------------------------	--	--	--	--

Source: Smart PLS 3.3.3

In table 7 there are indirect influences and the explanation is as follows:

1. Work Quality has a positive and significant effect on Organizational Commitment through Work Strategy with an original sample value of 0.175 and p values of 0.035. This means that work strategy is an intervening variable because it can positively and significantly influence work quality and organizational commitment with the existence of work strategy indirectly increasing work quality and organizational commitment.
2. Human resource development has a positive and significant effect on Organizational Commitment through Work Strategy with an original sample value of 0.167 and p values of 0.029. This means that work strategy is an intervening variable because it is able to influence human resource development and organizational commitment positively and significantly, with the existence of work strategy increasing and strengthening the influence of human resource development and organizational commitment.

CLOSING

Conclusion

1. Work quality has a positive and significant effect on Organizational Commitment with an original sample value of 0.070 and p values of 0.362.
2. Work Quality has a positive and significant effect on Work Strategy with an original sample of 0.462 and p values of 0.000.
3. Human resource development has a positive and significant effect on Organizational Commitment with an original sample of 0.371 and p values of 0.014.
4. Human resource development has a positive and significant effect on work strategy with an original sample value of 0.440 and p values of 0.000.
5. Work Strategy has a positive and significant influence on Organizational Commitment with an original sample value of 0.380 and p values of 0.012.
6. Work Quality has a positive and significant effect on Organizational Commitment through Work Strategy with an original sample value of 0.175 and p values of 0.035.
7. Human resource development has a positive and significant effect on Organizational Commitment through Work Strategy with an original sample value of 0.167 and p values of 0.029.

Suggestion

1. Organizations must improve the quality of employee work for the progress of the organization.
2. Organizations must be able to develop employees well through training for employees.
3. Organizations must provide work strategies to employees to make employees work faster.

4. It is hoped that this research will be used as input for the organization so that the organization can cover the organization's shortcomings.
5. It is hoped that this research will be used as reference material for other researchers with new research and new models.

REFERENCES

- Adnyani, N. L. P. R., & Dewi, A. A. S. K. (2019). Pengaruh Pengalaman Kerja, Prestasi Kerja Dan Pelatihan Terhadap Pengembangan Karier Karyawan. *EJurnal Manajemen Universitas Udayana*, 8(7), 4073. <https://doi.org/10.24843/ejmunud.2019.v08.i07.p03>
- Azhari, R. (2020). Pengaruh Kepuasan Kerja, Disiplin Kerja, Dan Motivasi Kerja Terhadap Kinerja Karyawan Pt Pos Indonesia Surabaya Supriyatin Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya
- Dewi, E.A.T., Sofiatin, Y., Setiawati, E.P., Wahyudi, K., Afriandi, I. 2021. Analisis Handoko, T. H. (2020). *Manajemen Personalia & Sumberdaya Manusia*. BPFE 55 Yogyakarta.
- Jumawan, & Mora, M. T. (2018). Pengaruh Pelatihan dan Pengembangan Karier Terhadap Kinerja Karyawan Perusahaan Korporasi. *JRMB*, 3(3), 346.
- Malang: IRDH
- Pembiayaan JKN Pasien Hipertensi di FKTP Jawa Barat Tahun 2015-2016. *Jurnal Kebijakan Kesehatan Indonesia : JKKI*. 10(2):78-85.
- Sugiyono. 2019. *Metode Penelitian Kuantitatif, Kualitatif Dan R&D*. ed. MT Dr. Ir. Sutopo. S.Pd. Yogyakarta.
- Wibawa, I Wayan Sucipta dan Made Surya Putra. 2018. Pengaruh Budaya Organisasi Terhadap Komitmen Organisasional dimediasi Kepuasan Kerja (Studi Pada PT. Bening Badung-Bali). *E-Jurnal Manajemen Unud*, Vol. 7, No. 6, 2018: 3027-3058.
- Aminizadeh, M., Saberinia, A., Salahi, S., Sarhadi, M., Jangipour Afshar, P., & Sheikhbardsiri, H. (2022). Quality of working life and organizational commitment of Iranian pre-hospital paramedic employees during the 2019 novel coronavirus outbreak. *International Journal of Healthcare Management*, 15(1), 36–44.
- Krismiati, K. (2017). Pengembangan sumber daya manusia dalam meningkatkan kualitas pendidikan di SD Negeri Inpres Angkasa Biak. *Jurnal Office*, 3(1), 43.