

The Role of Work Commitment in Organizations

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Abstract

This study aims to analyze the effect of human resource quality and work motivation on job satisfaction with work commitment as an intervening variable at BPJS Employment Aceh. This research employed a quantitative approach with an associative research design. The population consisted of all employees of BPJS Ketenagakerjaan Aceh, while the sample comprised 99 respondents selected using a saturated sampling technique. Data were collected through questionnaires and analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with SmartPLS 3.3.3 software. The results indicate that human resource quality has a positive and significant effect on both job satisfaction and work commitment. Work motivation also has a positive and significant effect on job satisfaction and work commitment. Furthermore, work commitment has a positive and significant effect on job satisfaction. The indirect effect analysis reveals that work commitment does not mediate the relationship between human resource quality and job satisfaction, but it successfully mediates the relationship between work motivation and job satisfaction. These findings suggest that improving work motivation and human resource quality plays a crucial role in enhancing employees' work commitment and job satisfaction at BPJS Ketenagakerjaan Aceh.

Keywords: *Human Resource Quality, Work Motivation, Work Commitment, Job Satisfaction, SEM-PLS.*

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Introduction

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Literature Review

2.1. Job satisfaction

According to Robbins and Judge (2018), job satisfaction is a positive feeling resulting from an assessment of aspects of the work being carried out. According to Handoko (2018), job satisfaction is a pleasant or unpleasant emotional state for employees, depending on how they view their work.

2.2. Job Satisfaction Indicators

Job Satisfaction Indicators according to Robbins & Judge, 2018 are as follows:

1. The work itself
2. Salary/compensation (pay)
3. Promotion opportunities
4. Relationship with superiors (supervision)
5. Relationships with coworkers

2.3. Human Resources Quality

According to Anwar (2018), HR quality is the ability that a person has to carry out their duties and functions effectively and efficiently based on the competencies, skills and knowledge they have. According to Handoko (2018), job satisfaction is a pleasant or unpleasant emotional state for employees, depending on how they view their work.

2.4. Human Resources Quality Indicators

Human Resource Quality Indicators according to Anwar, 2018 are as follows:

1. Knowledge
2. Skills
3. Adaptability
4. Work discipline
5. Initiative and responsibility

2.5. Work motivation

According to Mangkunegara (2018), work motivation is an encouragement that comes from within and outside a person to do a job in order to achieve a certain goal. According to Sutrisno (2018), work motivation is an energy that drives someone to work diligently, disciplined, and enthusiastically in order to achieve optimal work performance.

2.6. Work Motivation Indicators

Work motivation indicators according to Mangkunegara, 2018 are as follows:

1. Physiological needs
2. The need for a sense of security
3. Social needs
4. Need for appreciation
5. Self-actualization needs

2.7. Work Commitment

According to Luthans (2018), work commitment is the extent to which employees feel attached to their organization and desire to remain a part of it. According to Mowday, Porter, and Steers (in Sutrisno, 2018), work commitment is the relative strength of an individual's identification and involvement in an organization.

2.8. Work Commitment Indicator

Work Commitment Indicators according to Luthans, 2018 are as follows:

1. Emotional involvement with the organization
2. Desire to maintain membership in the organization
3. Willingness to contribute maximally
4. Loyalty to the organization
5. Belief in organizational values

Methods

The type of research refers to the form and methodology used. This study uses associative and quantitative methods, which are used in studies with two or more variables. This research aims to determine the influence of dependent and independent variables, as well as their intervening variables. According to Ghazali (2016), associative research aims to determine the influence or relationship between two or more variables.

The population of this study was taken at the Aceh BPJS Employment Office, 99 employees, who were at BPJS Employment in Lhokseumawe 19 people, Central Aceh Takengon 5 people, Bireun 5 people, Banda Aceh 20 people, Pidie Sigli 5 people, Langsa 18 people, Southeast Aceh Kutacane 5 people, Meulaboh 17 people, Subulussalam 5 people. According to Sugiyono (2019) population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn. The researcher sampled 99 employees from the entire population at the Aceh BPJS Employment Office, using a saturated sampling technique. According to Sugiyono (2019), a sample is a subset of the population's size and characteristics.

Result and Discussion

4.1. 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.

4.2. Convergent Validity

Convergent validity is used to determine the validity of each indicator against its latent variable.

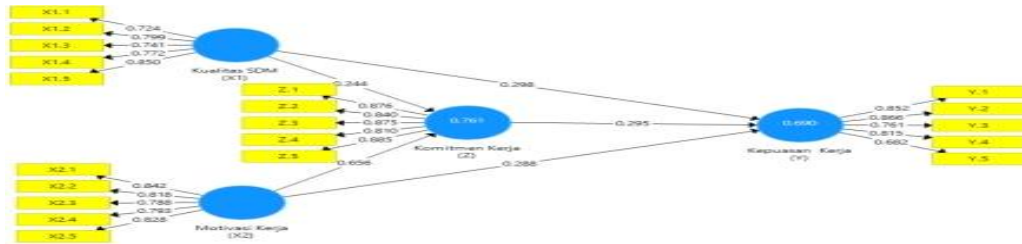


Figure 1: Outer Model

Table 1: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction_(Y)	0.855	0.897	0.637
Work Commitment_(Z)	0.910	0.933	0.735
Human Resources Quality_(X1)	0.836	0.885	0.606
Work Motivation_(X2)	0.873	0.908	0.663

Source : Output Smart PLS

Based on Table 1, the results of construct reliability and validity show that all variables have Cronbach's Alpha values above 0.70, ranging from 0.836–0.910, and Composite Reliability values above 0.70, ranging from 0.885–0.933. In addition, the Average Variance Extracted (AVE) values for all constructs are above 0.50, ranging from 0.606–0.735. These results indicate that all variables have met the criteria for reliability and convergent validity, so the research instrument is declared reliable and suitable for use in further analysis.

4.3. Coefficient of Determination (R²)

Based on data processing performed using the SmartPLS 3.0 program, the R Square values obtained are as follows:

Table 2: R Square Results

	R Square	Adjusted R Square
Job Satisfaction_(Y)	0.690	0.681
Work Commitment_(Z)	0.761	0.756

Source: Smart PLS 3.3.3

Based on Table 2, the R Square value for the Job Satisfaction variable is 0.690, which indicates that 69.0% of the variation in job satisfaction can be explained by HR Quality, Work Motivation, and Work Commitment, while the remaining 31.0% is influenced by other factors outside the model. Meanwhile, the Work Commitment variable has an R Square value of 0.761,

which means that 76.1% of the variation in work commitment can be explained by HR Quality and Work Motivation, while the remaining 23.9% is influenced by other variables outside the study. These results indicate that the model has strong explanatory power.

4.4. Hypothesis Testing

After assessing the inner model, the next step is to evaluate the relationships between the latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by examining T-statistics and P-values. The hypothesis is accepted if the T-statistic is >1.96 and P-values are <0.05 . The following are the results of the direct influence path coefficients:

Table 3: Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (T)	P Values	Results
Job Commitment_(Z) -> Job Satisfaction_(Y)	0.295	1,981	0.024	Accepted
Human Resource Quality_(X1) -> Job Satisfaction_(Y)	0.298	2,699	0.004	Accepted
Human Resource Quality_(X1) -> Work Commitment_(Z)	0.244	2,907	0.002	Accepted
Work Motivation_(X2) -> Job Satisfaction_(Y)	0.288	1,766	0.039	Accepted
Work Motivation_(X2) -> Work Commitment_(Z)	0.656	8,178	0.000	Accepted

Source: Smart PLS 3.3.3

1. Work Commitment to Job Satisfaction with a coefficient value of 0.295, T-statistic of 1.981, and P-Values of 0.024. This indicates that the higher the work commitment, the higher the job satisfaction will be.
2. Human resource quality on job satisfaction with a coefficient value of 0.298, a T-statistic of 2.699, and a P-value of 0.004. These results indicate that improving human resource quality will increase job satisfaction.
3. Human Resource Quality on Work Commitment with a coefficient value of 0.244, T-statistic 2.907, and P-Values 0.002. This means that the better the quality of human resources, the higher the work commitment will be.
4. Work Motivation on Job Satisfaction with a coefficient value of 0.288, T-statistic of 1.766, and P-Values of 0.039. This indicates that increasing work motivation can increase job satisfaction.
5. Work Motivation on Work Commitment with a coefficient value of 0.656, T-statistic of 8.178, and P-Values of 0.000. These results indicate that high work motivation will significantly increase work commitment.

Table 4: Path Coefficients (Indirect Effect)

		Original (O)	Standardized (S)	T-Statistics (T)	P-Values (P)	Result
Human Resources Quality_(X1)	-> Work Commitment_(Z)	0.072	1,540	62	0.062	Rejected
Work Motivation_(X2)	-> Job Satisfaction_(Y)	0.193	1,971	25	0.025	Accepted

Source: Smart PLS 3.3.3

1. The correlation between HR Quality and Job Satisfaction through Job Commitment has a coefficient value of 0.072, a T-statistic of 1.540, and a P-value of 0.062. These results indicate that the effect is not significant, so Job Commitment is unable to mediate the relationship between HR Quality and Job Satisfaction. Thus, the hypothesis is rejected.
2. Commitment with a coefficient value of 0.193, T-statistic of 1.971, and P-Values of 0.025. These results indicate that Work Commitment is able to mediate the influence of Work Motivation on Job Satisfaction. Thus, the hypothesis is accepted

Conclusion

1. ManagementIt is recommended to continue improving the quality of human resources through education, training and competency development programs so that employees have better abilities in carrying out their work, thereby increasing job satisfaction.
2. ManagementIt is necessary to increase employee work motivation by providing awards, career development opportunities, a conducive work environment, and a fair compensation system so that employee commitment and job satisfaction can increase.
3. ManagementIt is necessary to strengthen employee work commitment by building a sense of belonging to the organization, improving communication, and creating harmonious work relationships because work commitment has been proven to increase job satisfaction.
4. The research results show that work commitment is not yet able to mediate the influence of HR quality on job satisfaction. Therefore, companies need to consider other factors that can bridge this relationship, such as organizational culture, work environment, leadership, or reward systems.
5. For further researchers, it is recommended to add other variables that have the potential to influence job satisfaction, such as work environment, leadership, organizational culture, compensation, or work-life balance, as well as using a larger sample size so that the research results are more accurate and can be generalized.

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