

The Influence of Job Involvement on Organizational Commitment in BJB Cimahi

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Abstract– For an organization to have a competitive advantage, it requires continuous employee commitment. Employees who are committed to the organization have a tendency to remain in the organization. The loss of employee organizational commitment means the organization loses support and loyalty from employees in achieving organizational goals. This research was conducted to find out how much influence job involvement has on organizational commitment. The design used in this research is cross sectional method. This type of research uses verification methods explanatory survey. The sampling technique used is a non-probability sampling technique with saturated samples as the sampling technique. The number of samples studied was 54 people. The data analysis technique used is Partial Least Squares (PLS) using the smartPLS computer software program version 3.0. Based on the research results, show that job involvement influence on organizational commitment.

Keywords: job involvement; job satisfaction; organizational commitment

I. INTRODUCTION

Human resources are the most important asset in an organization because human resources play a role in achieving organizational goals [1]. The existence of humans as human resources is very important in organizations because human resources support organizations through work, talent, creativity, encouragement and real roles as can be seen in every organization [2]. Good human resources will help the company achieve its planned goals, so companies need to provide direction to their employees [3], . Success or failure in an organization is related to the competence of its employees [4]. Organizations are required to always be able to maintain their employees to perform well and maintain their employees so that they can dedicate themselves to the organization where the employees work [5].

In order for an organization to have a competitive advantage, it requires continuous employee commitment [6]. Employees who are committed to the organization have a tendency to remain in the organization and demonstrate positive work-related behavior [7] [8]. Many companies realize the importance of increasing organizational commitment to employees and understand the organizational commitment built by their predecessors [6]. Growing employee organizational commitment is a major concern for organizations to retain talented employees in the company [9].

The concept of organizational commitment is still an important research area in the field of human resource management (HRM) and organizational behavior [10]. Organizational commitment has an

influence on changing employee behavior [11]. Many researchers have found that the success of an organization is determined by employees with high organizational commitment [12]. Previous studies found that high levels of organizational commitment correlate with positive work-related behavior and attitudes, including improved performance [11], openness to innovation worker productivity, job satisfaction, and responsibility, while the level of commitment low organization is associated with work-related negative attitudes and behavior, deviation from work regulations, and employee absenteeism [11].

Organizational commitment problems occur in several industries such as Small and Medium Enterprises (SMEs) [10], service industries such as hotels and tourism [13] [14], hospitals [15], police [16], and banks [17].

Loss of employee commitment in the banking industry means that the organization loses support and loyalty from employees. Employees who are not committed tend not to care about organizational goals, tend to break rules, and lose enthusiasm for work, thus it is clear that commitment to the organization is very important and vital for the life of the banking industry [18].

The problem of organizational commitment also occurs at the BJB Cimahi or what we know better as Bank bjb. Bank bjb is one of the national banks which is in the 13th largest bank in Indonesia which continues to improve its performance and services. This note also places bank bjb as the regional development bank with the largest asset ownership in Indonesia. The



increasingly rapid growth of the bank must of course also be supported by employee commitment to the organization. Management needs to pay attention to this, because an employee who lacks commitment to the organization will have an impact on a person's lack of responsibility in carrying out their duties, thereby disrupting the achievement of organizational goals. The general picture of bjb's low organizational commitment can be seen from the dataturnover employee. LevelTurnover Employees of BJB Cimahi in 2015-2017 showed that the levelturnoverhas increased over the last 3 years, namely from 2015 to 2016 there was an increase of 13.95% and from 2016 to 2017 there was an increase of 16.00%. The higher organizational commitment will have an effect on the declineturnover intentions and conversely, if organizational commitment is lower, it will have a negative impact on the company, namely it will affect the increaseturnover intentions which means it has a bad impact on the company [19].

Weak organizational commitment can also be shown from the recapitulation data of absenteeism and tardiness among BJB Cimahiemployees which is quite high. This can show that the level of discipline of BJB Cimahiemployees is still low, where the level of absenteeism without explanation is still above 10%. Low employee discipline can hinder the company's production process and it can be indicated that this level of absenteeism can have implications for the employee's low work commitment to the company. Delays and absenteeism of these employees can lead to slow work, lack of time discipline, work that has been targeted will be delayed and this has an impact on the commitment of BJB Cimahiemployees.

Organizational commitment is composed of an individual's psychological attachment to the organization including feelings of will job involvement, loyalty, and belief in organizational values [20]. Employee commitment to the organization as a bond of individual obligation to the organization that includesjob involvement, loyalty, and feelings of trust in organizational values [21]. Five factors influence employee commitment to the organization, namely: a culture of openness, job satisfaction, personal opportunities for development, organizational direction, and work rewards that suit needs [21]. In this research, the author uses two factors that influence organizational commitment, namelyjob involvement to see its effect on organizational commitment.

II. LITERATURE REVIEW

Job Involvement

Job involvement is defined as employee's of the organization must actively participate and have the principle that work is the most important and significant part of life and recognize performance as the main feature of itself [22]. Job involvement conceptualized by Allport (1943) as active participation in a job or the degree to which employees are actively involved in work to fulfill intrinsic needs [23]. Job involvement defined as the extent to which a person identifies psychologically with his or her work or the importance of work in the individual's self-image [13]. Job involvement is the degree to which people identify with their work, actively participate in it and consider its performance important for their self-esteem [13]. Job involvement is the degree to which an employee identifies with his work, actively participates in it, and considers his work performance as important in respecting himself [24]. Job involvement is a measure of the degree to which people identify psychologically with their work and consider their valued performance important for self-worth [25].

Job involvement includes 3 dimensions proposed by Kanungo, 1982; [26] which includes:

1. Actively participate in work
Actively participating in work shows that the individual is involved and attentive to his work.
2. Prioritize work
Individuals who prioritize their work will always try their best for their work and consider their work to be an interesting center in their life and worthy of priority.
3. Work is important for self-esteem
Job involvement can be seen from the individual's attitude in thinking about his work, where the individual considers work to be important for his self-esteem. Self-esteem is a combination of self-confidence and self-respect, having strong self-esteem means feeling compatible with life and full of confidence, namely having competence and being able to overcome life's problems.

Organizational Commitment

Organizational commitment is a situation where an employee supports a particular organization and its goals and desires to maintain membership in that organization [27]. Commitment can be defined as an explicit or implicit guarantee and promise of the continuity of the relationship between partners in an exchange. Furthermore, membership commitment can generally be defined as the level of psychological involvement of members in a particular organization



Work commitment can be defined as the degree of relationship an individual views himself with his work in a particular organization [28]. Various definitions explain organizational commitment, organizational commitment is a person's strong recognition and involvement in a particular organization [29].

The three dimensions of organizational commitment proposed by Robbins, (2012) [30] are:

1. Affective commitment represents emotional feelings for the organization and belief in its values.
2. Continuance commitment is the perceived economic value of remaining in an organization when compared to leaving that organization. An employee may be committed to an employer because he is well paid and feels that leaving the company would destroy his family.
3. Normative commitment is an obligation to remain in an organization for moral or ethical reasons. For example, an employee who spearheads a new initiative may stay with an employer because he feels he is "leaving someone in a tough spot" if he leaves.

III. RESEARCH METHODS

This research analyzes the influence job involvement towards organizational commitment. The research object as the independent variable is job involvement (X) with the dimensions of actively participating in work, prioritizing work, and work being important for self-esteem. The research problem which is the dependent variable is organizational commitment (Y) which consists of the affective commitment, continuance commitment and normative commitment.

This research was conducted at BJB Cimahi on 54 employees. The research method used is cross sectional method with descriptive and verification types of research. Based on this type of research, the method used in this research is explanatory survey which aims to test the hypothesis between one variable and another variable. The data collection techniques used were literature study, questionnaires, observation and interviews. The data analysis technique used is Partial Least Squares (PLS) to explain whether or not there is a relationship between latent variables, with the help of the smartPLS version 3.0 computer software program.

IV. RESULT AND DISCUSSION

This test was carried out to see the effect job involvement towards organizational commitment. To

test the truth about influence job involvement and organizational commitment, calculations will be carried out using PLS analysis (Partial Least Squares) with the help of software SmartPLS 3.0.

Measurement Model Evaluation (Outer Model)

Measurement model (Outer Model) is a model that connects latent variables with manifest variables. Outer model analysis was carried out to test the construct validity and reliability of the research instrument. This research contains 2 latent variables with 6 manifest variables. Latent variables job involvement consists of 3 manifest variables and organizational commitment consists of 3 manifest variables.

Three criteria for assessing the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. Construct validity shows how well the results obtained from a measure match the theories used to define a construct [31]. A strong correlation between the construct and the question items and a weak correlation with other variables is one way to test construct validity. Construct validity consists of convergent validity and discriminant validity. Meanwhile, reliability testing of a construct is carried out to prove the consistency and accuracy of the instrument in measuring the construct.

Convergent Validity Test

Convergent validity used to measure how much the existing indicators can explain the latent variable, meaning the bigger it is convergent validity the greater the indicator's ability to apply the latent variable.

Table 1. Outer Loading

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)
J11<-JI (X)	0.832	0.828	0.082	10.156
J12 <-JI (X)	0.755	0.743	0.093	8.115
J13<-JI (X)	0.904	0.906	0.030	29.689
OC1<-OC (Y)	0.863	0.859	0.091	9.507
OC2<-OC (Y)	0.858	0.855	0.054	15.957



OC3<-				
OC	0.725	0.714	0.112	6.468
(Y)				

Based on Table 1, all indicators of each variable job involvement and commitment the organization has Loading Factor above 0.5 so it is known that all indicators job involvement and organizational commitment are valid as indicators for measuring their respective constructs/variables.

Discriminant Validity Test

Evaluation discriminant validity starts with seeing cross loading. The cross loading value shows the magnitude of the correlation between each latent variable and its indicators and the indicators and other latent variables.

Table 2. Cross Loading

	Job Involvement (X)	Organizational Commitment (Y)
J11	0.832	0.536
J12	0.755	0.415
J13	0.904	0.660
OC1	0.621	0.863
OC2	0.501	0.858
OC3	0.480	0.725

Based on Table 2, it is known that the J11-J13 indicators are more highly correlated with the variables job involvement (X) compared with the organizational commitment variable. The OC1-OC3 indicators are more highly correlated with the organizational commitment variable (Y) than compared with the variables job involvement. Markcross loading a higher indicator for the variable compared to other variables shows that discriminant validity in this research is appropriate.

Composite Reliability

Construct reliability testing is carried out to prove the accuracy, consistency and precision of the instrument in measuring the construct. Use cronbach harp to test reliability it will give a lower value so it is recommended to use composite reliability in testing the reliability of a construct. Mark composite reliability must be greater than 0.70 for research confirmatory and a value of 0.60 – 0.70 is still acceptable for research of this nature exploratory (Ghozali, 2014:75). Here are the values composite reliability.

Table 3. Composite Reliability and Cronbach's Alpha

	Composite Reliability	Cronbarh's Alpha
Job Involvement (X)	0.871	0.780
Organizational Commitment (Y)	0.857	0.750

Based on Table 4.3 results composite reliability for each variable above 0.7. This shows that all the indicators of each variable involvement and organizational commitment, it can be said that these variables have good reliability or dependability as measuring tools.

Structural Model Evaluation (Inner Model)

R-Square

After evaluating the outer model, the structural model or inner model is then tested by looking at the R-square of the endogenous construct, which is a goodness-fit model test. The endogenous construct in this research is organizational commitment (Y). The following is the R-square value.

Table 4. Output R Square (R²)

	R Square
Organizational Commitment (Y)	0.436

Based on Table 4.4 R value² The endogenous construct of organizational commitment (Y) in the research model is included in the moderate category, namely 0.436. This value means that organizational commitment is explained by the construct job involvement amounting to 43.6% and the rest is explained by other variables outside the model.

Relevance of Predictions (Q²)

Stone Geisser's Q² used to see the relative influence of the structural model on observational measurements for endogenous latent variables. The Stene-Geiser criteria propose that a model should be able to predict endogenous latent variable indicators (Hanseler et al., 2009). This technique can represent synthesis from cross validation and function fitting with predictions from observed variables and estimates from construct parameters. This approach was adapted to PLS using a blindfolding procedure. The following is the predicted relevance value (Q²).

Table 5. Prediction Relevance Results (Q²)



	Q^2
Organizational Commitment (Y)	0.436 >0

Based on Table 5, the blindfolding construct value shows the Q value² > 0 this means that the value of the endogenous variable organizational commitment (Y) has been reconstructed well, thus the research model has predictive relevance.

Effect Size (f^2)

Change in R value can be used to see whether measuring exogenous latent variables on endogenous latent variables has a substantive influence. This can be measured by effect size f^2 . The researcher's criteria for effect size f^2 are 0.02 (small), 0.15 (medium), and 0.35 (large). Here is the value of effect size f^2 .

Table 6. Effect Size (f^2)

	Effect Size	Criteria
Job Involvement (X)	0.772	Large

Based on Table 6 influence job involvement (X) has a large effect (0.772) on organizational commitment (Y).

Goodness of Fit (GoF)

To validate the overall model, it is used Goodness of Fit (GoF) introduced by Tenenhaus et. al. (2004) as the GoF Index. As a single measure to validate the combined performance between the measurement model and the structural model, it is obtained from the average communalities index multiplied by the average R value². From the GoF calculations in this research are:

$$\begin{aligned} \text{GoF} &= \text{With } R^2 \\ \text{GoF} &= 0.681 \times 0.436 \\ \text{GoF} &= 0.297 \\ \text{GoF} &= 0.545 \end{aligned}$$

With a GoF result of 0.545, it can be interpreted that the model in this study is included in the large GoF value because the value exceeds 0.36. This provides an understanding that the overall validation of the prediction model measurements in this study is quite large.

Hypothesis Test

Outer Model Test

The calculated t -value of the latent variable for all indicators is obtained through bootstrapping, so that the outer loading output value is obtained. In the outer

loading table, the t -statistic value is greater than the t table (1.96). From the results of the outer loading it can be concluded that all construct indicators in the model are valid because the resulting t -statistic is greater than 1.96.

Inner Model Test

Inner model hypothesis testing is testing between constructs which is shown from the results of the inner model or the relationship between constructs. This test is carried out using a two tail method $\alpha=0.05$ $t_{\text{tab}}=1.96$ then compared with the t -statistic at path coefficient results bootstrapping.

Table 7. Output Inner Weight

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	
X->Y	0.660	0.674	0.075	8.815	Sig

Based on the results of the inner model in Table.7, the results of hypothesis testing in the research can be described as follows:

Hypothesis test

H1: there is a positive influence from job involvement employee (X) to organizational commitment (Y)

From the results of data processing in Table 4.7, the research hypothesis states that job involvement employee (X1) has a positive effect on organizational commitment (Y). Test results on intermediate parameter coefficients job involvement (X1) and organizational commitment (Y) show a positive influence of 0.660 with a t -statistic value of 8.815 and significant at $\alpha=0.05$, it can be concluded that job involvement has a positive effect on organizational commitment (8.815 > 1.96), thus H1 is accepted.

The final research model testing output can be seen in Figure 1 below.



Figure 1. Model Test

According to Khan et al., (2011) job involvement has a positive and significant effect on organizational commitment. These results have a higher meaning job involvement felt by employees, the stronger the employee's perception of organizational commitment [32]. According to Septiadi, et al, (2017)

there is a positive and significant influence between job involvement and organizational commitment. This explains that the more often employees are involved in a job, the greater the level of commitment in the organization [33].

Statement expressed by in Ansel & Wijono, (2012) job involvement high levels cause individuals to be more committed to their organization, job involvement low levels will make individuals less committed to their organization. Job involvement is a participation process that uses all the capacities of members in an organization designed to increase commitment to the success of the organization. This means with job involvement At a high level, individuals will realize organizational goals, namely carrying out the vision, mission and goals of the organization which are realized in organizational commitment. Job involvement high performance plays a role in shaping greater work performance, quality and quantity of work results as well as high work efficiency. Job involvement can be positive if it contributes to organizational commitment and increases effective performance [26].

V. CONCLUSION AND SUGGESTION

Based on the results of research that has been carried out using verification analysis, it can be concluded that job involvement employees influence organizational commitment. This shows that the higher job involvement employees, the higher it is to organizational commitment employees of BJB Cimahi. It is hoped that this research can help future researchers in conducting research regarding job involvement and organizational commitment by using different indicators from more diverse theoretical sources, and towards different objects, because there are still many limitations in this research, especially those related to research methods and data collection techniques.

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