

THREE ASPECTS (SELF, LEADERSHIP, AND ORGANIZATION) ARE IMPORTANT IN BUILDING WORK COMMITMENT

Yudhistira Adwimurti

Universitas Prof Dr. Moestopo (Beragama), Indonesia
yadwimurti@gmail.com

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ABSTRACT

The results will not betray effort, it is a real expression, that every success is the result of hard work, ability, intelligence, and sacrifice. This means that at work requires a committed attitude. Namely, a determination, sincerity, and responsibility for the trust received. Thus, every behavior is obedience to rules, obedience to orders, and compliance with procedures. The employee model with this attitude has a significant effect on the achievement of organizational goals. This study is interested in expressing the attitude of commitment and the variables that influence it. The research method used is quantitative, descriptive analysis, and path analysis. The results showed that the organizational culture variable was the dominant factor in commitment. Even organizational culture can increase morale (motivation) which has an impact on strengthening work commitment. In addition, the leadership variable has a weak relationship in explaining work motivation and commitment. This means that comfort, warmth, and good relations between employees are the main keys to generating morale. Then born an attitude of responsibility, fighting for the interests of the company, totality and loyalty to the progress of the company. At this point, culture becomes an important cause for the birth of employee dedication to the company.

Keywords: Work Commitment, Work Spirit, Leadership Role, Organization Values

PROEM

It is difficult to deny that the success of an organization is highly dependent on the resources it has, but people are the only determining factor for success. Facts prove that the existence of quality human resources can bring progress, competitiveness and growth (Harras, et, al., 2020; Chang, 2020). It is not surprising that large companies have all the energy to maintain the potential of these human resources. Urinov (2020) believe that senior human resources play an important role in every organizational

activity, can satisfy leadership satisfaction and encourage organizational progress. One of the characteristics of qualified human resources or employees is high commitment. Commitment attitude refers to hard work attitude, goal or success oriented, risk taking, creative thinking and integrity values. Wahyu & Salam (2020) explain that entering the value promised to employees may require performing the correct tasks (according to procedures and orders), with care.

The reason behind the importance of building organizational commitment is the need to survive. If the company has the goal of expanding and developing business on a large scale, this cannot be denied. Therefore, leaders need to focus on building a strong work mentality, one of which is by forming a firm attitude (Loan, 2020). The reason is, this attitude can form a good work attitude and even have a significant impact on productivity and performance. With a committed attitude, employees will demonstrate comprehensive and loyal work behavior and strive to achieve organizational goals. Research conducted by Wang, Albert, & Sun (2020) explain that an attitude of commitment has greatly increased public awareness of high-level work. What does this mean? This means that the intrinsic value of commitment will always increase the determination of employees to work hard and provide the best results.

In line with the explanation above, leaders play an important role in creating a productive work environment. In him, the leader is the main key to the organization, so that the leader has a vision and mission, then communicates the vision and mission to all levels to encourage and motivate himself, so as to achieve the expected organizational goals (Doan, et, al., 2020). In other words, leadership involves many political parties, one of which is subordinates or followers. Because they are willing to accept the leader's instructions, team members help to confirm the identity of the leader and allow the leadership process to continue. If the leader sets a good example, subordinates will feel motivated, which will lead to mutual need and employee commitment will be stronger (Kim & Beehr, 2020). The results of research conducted by Katper, et, al. (2020) show that leaders can motivate employee morale through charismatic characters and can effectively use their strengths to increase enthusiasm and commitment to work, thereby affecting performance improvement.

Another factor that affects work commitment is organizational culture. Organizational culture tends to form emotional bonds and principles, so that the direct

impact of cultural development is the relationship between individuals and organizations (Giao, et, al., 2020). Of course in many ways culture cannot be judged like ability, but in fact culture can retain employees for a long time and build a strong team in the organization (Katper, et, al., 2020). A favorable work environment and a warm working atmosphere have special meaning for employees. Only in a mutually supportive environment (kinship) can they get a sense of joy and optimism. This is an organization that creates a unity of attitude and ways of behaving, positive, so that employees feel comfortable and work from home. One of the most important things to realize is that the office is a second home for employees, even though these employees spend more time at the company than at home (Nongo & Ikyanyon, 2012). The results of research conducted by Sarhan, et, al. (2020) show that work culture can form a good personality (such as commitment), so that it becomes a long-term investment model to improve employee performance.

Apart from the two variables above, work motivation also accounts for a large part of employee commitment. Remember that motivation is energy at work. According to research by Pranitasari (2020), a job or task can be completed because the people are excited. Of course this is work motivation. This confirms that inner enthusiasm or strong motivation is always a motivation for employees to do a good job, show good behavior and attitudes, and give the best results. Besides, the main characteristic of motivation is enthusiasm, what does this mean? Feel the meaning of happiness or happiness, then employees will do it enthusiastically in every job, which will create a comfortable working atmosphere. The findings of Andika & Darmanto (2020) emphasize that motivation or morale is a major factor in building work commitment. This is because enthusiasm is like fertilizer, making people determined to work professionally and with integrity (Nguyen, et, al., 2020).

In the study of organizational psychology, motivation is classified as a constructive force. This means that morale is an important factor that directly affects work performance and / or work efficiency. This happens because motivation is the driving force of every activity. Understandably, every action will occur because of motivation. Of course, if the motivation is high, it will be better, have a big impact and have a big impact on the results (Sari & Dwirandra, 2019). Furthermore, the attractiveness

of organizational culture is seen in the value, where everyone accepts and does it together, then it becomes a habit.

THEORETIC

Leadership is the characteristics of personal behavior, influence on others, interaction patterns, cooperative relationships between roles, the position of one administrative position, and perceptions of others about the legitimacy of influence (Doan, Tet, al., 2020). This theory explains that leadership is personal and something fundamental that is inherent in a leader, where he is able to attract all his subordinates by promoting effective communication and establishing good relationships with various groups. The leader is the main key in an organization, so the leader must have a vision and mission far ahead, which is then communicated to all ranks, and motivates so that the expected organizational goals are achieved (Kawiana, et, al., 2021). In other words, leadership involves many parties, one of which is subordinates or followers. Because of their willingness to accept direction from the leader, group members help confirm leadership status and enable the leadership process to take place. Subordinates will feel motivated if the leader sets a good example, so that it will create a sense of mutual need and employee commitment will be even stronger (Kim & Beehr, 2020).

It is explicit that organizational culture is not born by itself. Without the initiative of the organization, culture will not be formed. But one thing is understood, that organizations have interests as a strong reason, why culture needs to be built. One simple reason is so that employees can behave and behave in accordance with the vision and mission of the organization, thereby achieving organizational goals (Sarhan, et, al., 2020). Therefore it is not surprising, if organizational culture is very thick with the essence of employee behaviors, such as building work relationships based on kinship, motivating each other, helping each other, giving each other experience and knowledge. Organizational culture tends to emotional ties and principles, so the direct effect of cultural development is the relationship between individuals and organizations. Of course in many ways culture cannot be judged like competence, but in fact culture is able to retain employees for a long time and build a solid team in the organization. The results of research by Urinov (2020) argued that organizational culture not only increases morale, but can strengthen determination (commitment), so that a total and complete work attitude is born.

A good work result is always based on good work performance, and it is all based on a feeling of pleasure or what is called motivation. Motivation at work is an important factor, considering that motivation is the driving force in a person to do a job well (Andika & Darmanto, 2020). Motivation is a condition that encourages or causes someone to behave consciously. Motivation becomes a motivation for someone to consciously do work with all the passion and ability they have in order to achieve personal motives and organizational goals. Context is aware, that is, employees understand what they have to do and know the entire process of carrying out work properly so that the results of the work are as expected, so that what is the goal of the employee's work can also be fulfilled by being rewarded for his performance (Pranitasari, 2020).

In the view of the organization, commitment is the right attitude and behavior, therefore progress and goals are achieved. Departing from this definition, commitment is a characteristic of work. This means that commitment is a personality that the company needs and likes. Therefore, an employee will work responsibly, work hard, work with high spirits, and in his mind and mind only want to contribute to the progress of the organization (Sari & Dwirandra, 2019). Thus, the measure of commitment is very detailed and broad. Detailed in terms of actions, and broad in terms of various actions. In a research it was stated, belief breeds determination, and a strong determination influences thoughts and actions. Commitment is an action that is born out of belief, not just thinking and not acting randomly. Commitment reflects a high level of integrity, which demonstrates respectability, professional merit, and respect for the profession.

METHOD

The credibility of a study can be seen in the scientific method used. Therefore, in this study several measurable stages were determined, in order to reveal the phenomena being studied, including:

1. Research foundations using quantitative. This was chosen, so that the analysis and discussion of the research could be understood easily. So, it is easy to implement.
2. To express the causal hypothesis, the associative method is used.
3. To reveal the research results, path analysis is used. So that it is known, direct and indirect aspects that affect employee commitment.

4. The research was conducted at PT. Jaya Prakarsa Cikarang-Bekasi, with the number of respondents as many as 50 employees.
5. The questionnaire was distributed using a simple random method. Namely, given to employees who are willing to fill out a questionnaire. Thus, data that is representative of the phenomenon in question is obtained.

RESULT

Descriptively, the responses of respondents about the phenomena in question can be stated, including the following:

1. Leadership role is perceived as good. This shows that in general employees perceive good leadership, especially in terms of information disclosure, however, leadership is still perceived as poor, especially in terms of the ability to provide solutions to work problems that employees are facing.
2. Organizational values (culture) is very well perceived. This explains that the employee work model depends on the existing bureaucracy, what does that mean? Employees will only carry out their duties if there is a legal umbrella, SOP, and orders from the leadership, other than that, they do not dare to do anything. This fact is very relevant to the current government system, where the elements of the bureaucracy are very strong, why does this happen? Because every program or job is required to comply with statutory provisions, especially the budget system is closely supervised by 3 major state institutions, namely the BPK, KPK, and the ministry of finance. Thus, every action must follow the applicable procedure. On the other hand, there are 2 indicators that are of primary concern, namely the creative work model and poor work support among employees. Of course, this is a stimulus for the existing work culture, in which aspects of creativity must be encouraged and developed, considering that the current era is technology-based, which demands more abilities (such as creative and innovative). Then the aspect of work support, this is the concern of the leadership, to always create solid teamwork.
3. Work spirit (motivation) is perceived as good. Well that refers to affiliate motivation, what does that mean? This means that so far the biggest source of work motivation for employees is cooperation between employees who always

help each other. This is what makes employees excited at work. The creation of warmth among employees is able to encourage good work behavior, where one another feels like siblings, so that in every job they work hand in hand, there is no reliance on each other, everyone does what is their competence, and supports the duties of other colleagues without must be asked. This fact is an interesting thing and can actually improve performance. In addition, what is less motivating employees is related to the motivation to become a leader. Of course, this is what is seen as flowing like water, that positions and promotions in the work system of civil servants have been regulated in law, so they are not considered things that need to be pursued.

4. Work commitment is very good, especially in terms of pride and love for the organization. This is a great asset for the institution to move forward, considering that employees have strong feelings for the organization, and this is a kind of emotional bond that can encourage employees to work with all their heart and totality.

Table 1. Run Path Test I

Affected	Affect	Estimate	Sig
Work Spirit (Motivation)	Organization values (culture)	0,492	0,000
	Leadership role	0,217	0,109
	Simultaneously test	0,512	0,000

Source: Reseach data, 2020

Based on the regression equation in structure I, it can be concluded that the hypothesis testing is as follows:

1. Statistically, organizational values (culture) has a significant effect on work motivation. In other words, this is a predictive value that is possible if organizational culture increases, work motivation will increase, and the nature of the increase can be multiplied with the assumption of 1 time increase (variableity).
2. Statistically, leadership role has an effect on work motivation. In other words, this is a predictive value that is possible if leadership increases, work motivation will increase, and the nature of the increase can be multiplied assuming a 1 time increase.
3. Statistically, organizational values and leadership role have significant effect on work spirit. This means that the variables of leadership role and organizational values have a great opportunity to increase employee motivation. In other words,

this is a predictive value that is possible if leadership role and organizational values improve together.

Table 2. Run Path Test II

Affected	Affect	Estimate	Sig
Commitment	Organization values	0,332	0,000
	Leadership role	0,096	0,477
	Work spirit	0,386	0,000
	Simultaneously test	0,547	0,000

Source: Reseach data, 2020

Based on the regression equation in structure II, it can be concluded that the hypothesis testing is as follows:

1. Statistically, organizational culture has a significant effect on employee commitment. This means that when the organizational culture increases, all employees in the institution will be affected to increase their work commitment by assuming an increase of 1 time (one unit of increase).
2. Statistically, leadership role has an effect on employee commitment, but it is not significant. This means that even though the leadership role is improved, the effect is not very significant for increasing work commitment.
3. Statistically work spirit (motivation) has a significant effect on employee commitment. This means that when work motivation increases, the employee's commitment to duty and organization will increase with the assumption of an increase of 1 time.
4. Statistically organizational culture, leadership role, and work spirit have a significant effect on employee commitment with a contribution value of 0,547. This means that the variables of leadership, organizational culture, and work motivation have a 54,7% chance of increasing employee commitment. In other words, this is a predictive value that is possible if leadership role, organizational values, and work motivation increase together.

CONCLUSION

This study reveals that work commitment is a personality that is needed at work. However, commitment is strongly influenced by many aspects, including work culture. Organizational values (in the form of rules and procedures) that are implemented every day in all organizational activities can strengthen employee confidence and trust in the

company and work. In addition, the role of leadership towards commitment is quite important. The reason is, the presence of the leader can motivate employees to increase responsibility and loyalty. This is in line with the results of the path analysis, that employees will be more committed to work, when there is morale, and motivation is born due to values and leadership support.

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