

Original Article

Factors Affecting Organizational Commitment of Production Employees in PT Maan Ghodaqo Shiddiq Lestari Jombang

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Abstract: Every person in a firm must possess organisational commitment, which is crucial since strong organisational commitment makes it simpler to accomplish company goals. The goal of this study was to quantify and examine the relationship between organisational commitment and job satisfaction, work ethic, and stress. The 45 respondents who made up the study's sample and population of production workers were chosen using saturated sample techniques. PLS, or partial least squares, is the data analysis method employed in this study. According to the study's findings, organisational commitment is influenced by factors like job satisfaction, work ethic, and stress.

Keywords: Job satisfaction, Organizational Commitment, Work discipline, Work Stress.

I. INTRODUCTION

In general, the most important resource in running a company is people. Because in determining the success of its operations, the most important aspect is human resources. Human resources are the main driving force and as a regulator of all operational activities within a company. To maintain quality human resources in a company is not an easy thing to do. Therefore, companies are required to increase better organizational commitment for their employees. Organizational commitment is needed because it can show a person's power or desire to identify their involvement in an organization.

It will be simpler for businesses with strong organisational commitment from their workforce to improve the delivered services or goods. The degree to which an employee is committed to the organisation determines how well the company's objectives will be met. On the other hand, if an employee has a low level of organisational commitment, it may affect how cohesive the group is. (Daslim et al., 2022).

Regarding organizational commitment, companies often ignore maintaining employee commitment and are more concerned with achieving company goals. So that from this, many employees choose to leave the company and switch to another company. As with the problems that occur in the object of research chosen by the author, namely PT Maan Ghodaqo Shiddiq Lestari Jombang. In this company, it is known that production employees who have resigned are quite high over the past three years. Based on the data obtained, the turnover rate at PT Maan Ghodaqo Shiddiq Lestari Jombang from 2020-2021 averaged 14.68%. From this data, it indicates that there are problems regarding organizational commitment in employees. This is in accordance with the statement by Rachmah (2017) that organizational commitment can affect the level of turnover in employees, because organizational commitment focuses on commitment factors that suggest a decision to stay in their job or leave their job.

Job satisfaction is a factor that may have an impact on organisational commitment among employees. This is consistent with Tanjung (2019) claim that an employee's organisational commitment at work affects their sense of job satisfaction from an internal perspective. At PT Maan Ghodaqo Shiddiq Lestari Jombang there are indications of problems regarding job satisfaction, namely on salary. It can be seen that the salary given to production employees is not in accordance with the work performed. The lack of salary can affect job satisfaction in employees. This is in line with the statement according to Sutrisno (2017) that the salary earned by employees tends to cause dissatisfaction and it is rare for employees to express their job satisfaction with the amount of salary they receive.

In addition to job satisfaction, there are indications of problems regarding work discipline at PT Maan Ghodaqo Shiddiq Lestari Jombang, namely data on employee attendance who have made permits without information has increased over the past three years. It can be seen that work discipline in production employees is still low. Work discipline is a conscious behavior and willingness of an employee to happily comply with all the rules or norms that have been set (Hasyim, et al 2022). According to Ridwan & Dini (2019) discipline is something that absolutely must be done, because work discipline is one of the determining factors that directly or indirectly determine the achievement of company goals, so that employees remain committed to the organization.



Job stress is another element that affects organisational commitment. Job stress is a sense of pressure and discomfort that an employee has in a work environment against the demands of work that exceed the limits of his abilities and responsibilities so that it can cause the employee to deviate from his job. (Apriliana, et al 2021). The problem regarding work stress at PT Maan Ghodaqo Shiddiq Lestari is due to increasing production targets but not matched by additional employees so that it can cause excessive workload. With excessive workload, it can trigger the onset of work stress in employees. This is supported by the statement of Robbins & Judge (2018) which says that job demands can be a cause of work-related stress, with the main cause of stress being the number of tasks carried out by employees but not balanced with sufficient time or not having the ability to do so.

II. LITERATURE REVIEW

A) *Organizational Commitment*

According to Situmaeng, et al (2018) organizational commitment is an employee's loyalty attitude towards the organization by showing concern for the organization by prioritizing the value of success and sustainable development. In contrast, an employee who identifies as a member of an organisation based on his attachment to the organisation by accepting all of the principles and aims of the organisation by being devoted to his firm is described by Apriliana, et al (2021).

On the basis of the aforementioned definitions, it can be said that organisational commitment is an attitude of employee loyalty towards the organisation that involves accepting all that is related to the organisation and working hard to achieve organisational goals. According to Shaleh (2018), employee willingness, employee loyalty, and staff pride are all signs of organisational commitment.

B) *Job Satisfaction*

Job satisfaction according to Yulia, et al (2018) namely the attitude shown by employees which includes pleasant or unpleasant feelings caused by aspects of the work obtained. Meanwhile, according to Tegar (2019), job satisfaction is a pleasant psychological condition felt by employees for all their involvement and needs that are well met in a work environment. Job satisfaction is intimately tied to conceptions of fairness, psychological agreements, and motivation because it demonstrates how expectations and rewards from a job align.

Based on the explanation above, it can be concluded that job satisfaction is a feeling that is pleasant or not that arises as a result of matching expectations with what employees get for the work that has been done. The indicators of job satisfaction according to Rivai in Bahri & Nisa (2017), are job content, supervision, organization and management, opportunities for advancement, salary or intensive, work colleagues, and working conditions.

C) *Work Discipline*

Work discipline according to Hasyim, et al (2022) work discipline is a conscious behavior and willingness of an employee to happily comply with all established rules or norms. Meanwhile, according to Ayu and Kustini (2021) work discipline is respecting, appreciating and obeying and obeying applicable laws and regulations, both written and unwritten, and having the ability to comply with them.

Based on the aforementioned definitions, it can be said that work discipline is an employee's conscious behaviour within an organisation, acting in accordance with the rules that have been established with full responsibility, and that this can help a firm easily achieve its goals. Agustini (2019) cites the indications of work discipline as being the degree of attendance, work procedures, submission to superiors, awareness of work, and accountability.

D) *Work Stress*

Job stress according to Apriliana, et al (2021) is a feeling of pressure and discomfort arising from the work environment, such as job demands that exceed their abilities and responsibilities, thus affecting employees' responses to situations with their jobs, such as deviating from the organization. According to Handoko (2017), work stress is a state of tension that affects a person's thought processes, emotions, and state of mind, as a result of excessive stress that can threaten the ability to cope with their own environment and will ultimately hinder their performance.

Based on a few of the criteria given above, it can be said that work stress is a circumstance where people feel under pressure from demands that are beyond their capacity, which can lead to abnormal organisational attitudes. The indicators of job stress according to Afandi in Qoyyimah et al (2019), namely job demands, role demands, and interpersonal demands.

III. RESEARCH METHOD

At PT Maan Ghodaqo Shiddiq Lestari Jombang, this research was carried out. Production workers, 45 in number, make up the population. This study's sampling method, known as saturation sampling, involves selecting samples from the entire

population. A questionnaire with an indicator measurement scale utilising a Likert scale was utilised in this study to collect data. PLS, or partial least square, is the method used in this study's data analysis.

IV. RESULT AND DISCUSSION

A) Result

To ascertain the outcomes of the convergent validity between indicators and variables derived from the findings of the outer loading. Because all indicators in this modelling employ reflective data, Outer Loading is used to observe the size of the loading factor value in the table. The following describes the study's outer loading table.

Table 1: Outer Loading

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (IO/STDEV)	P Values
X1.1 <- X1_Job Satisfaction	0,711	0,663	0,189	3,768	0,000
X1.2 <- X1_Job Satisfaction	0,913	0,922	0,040	23,088	0,000
X1.3 <- X1_Job Satisfaction	0,645	0,585	0,204	3,157	0,002
X2.1 <- X2_Work Discipline	0,964	0,956	0,052	18,611	0,000
X2.2 <- X2_Work Discipline	0,945	0,945	0,072	13,211	0,000
X2.3 <- X2_Work Discipline	0,968	0,964	0,045	21,647	0,000
X3.1 <- X3_Stress of Work	0,982	0,969	0,123	8,001	0,000
X3.2 <- X3_Stress of Work	0,982	0,971	0,125	7,864	0,000
X3.3 <- X3_Stress of Work	0,874	0,842	0,143	6,133	0,000
Y1.1 <- Y_Organizational Commitment	0,849	0,857	0,049	17,443	0,000
Y1.2 <- Y_Organizational Commitment	0,873	0,871	0,047	18,408	0,000
Y1.3 <- Y_Organizational Commitment	0,817	0,804	0,085	9,566	0,000

(Source: SmartPLS 3.0 Output, 2023)

In this study, factor loading value (original sample) in the outer loading table is used to assess the validity of indicators. When factor loading, which demonstrates the relationship between indicators and variables, is larger than 0.5 or the T-Statistic value is greater than 1.96 (Z value at $\alpha = 0.05$), it is considered legitimate. Based on Table 1, it is clear that all reflective indicators for the variables of job satisfaction, work discipline, and stress, as well as organisational commitment, show factor loading greater than 0.50 and/or significant (T-Statistic value more than the Z value $\alpha = 0.05$ (5%) = 1.96), and as a result, the estimation results for all indicators have met the requirements of convergent validity or validity is regarded as good.

The Average Variance Extracted (AVE) value serves as another method of evaluating convergent validity. This number serves as a gauge of the hidden variable's indicator variance. Convergent AVE > 0.5 indicates that the latent variable's validity is sufficient. The AVE value of each construct (variable) can be used to identify reflective indicator variables. A decent model is required if the AVE value for each structure is > 0.5.

The job satisfaction variable is 0.585, the work discipline variable is 0.920, the work stress variable is 0.898, and the organisational commitment variable is 0.717, according to the results of the AVE testing. The measurement has satisfied the requirements for convergent validity and has been deemed perfect because the values of the three variables are all greater than 0.50.

The model in this study has a moderate R value of 0.414, which indicates that it is reliable. Additionally, it can be noted that variables like as job satisfaction, work discipline, and job stress have an impact on 41.4% of organisational commitment, while other factors have an impact on the remaining 58.6%.

A direct effect significance test, used to examine the impact of the independent variable on the dependent variable, is used to test hypotheses. Three tests, the t-test (t-statistic), p-value, and path coefficient are used to examine hypotheses. In this work, direct testing was done utilising the SEM PLS analysis approach to assess the hypotheses:

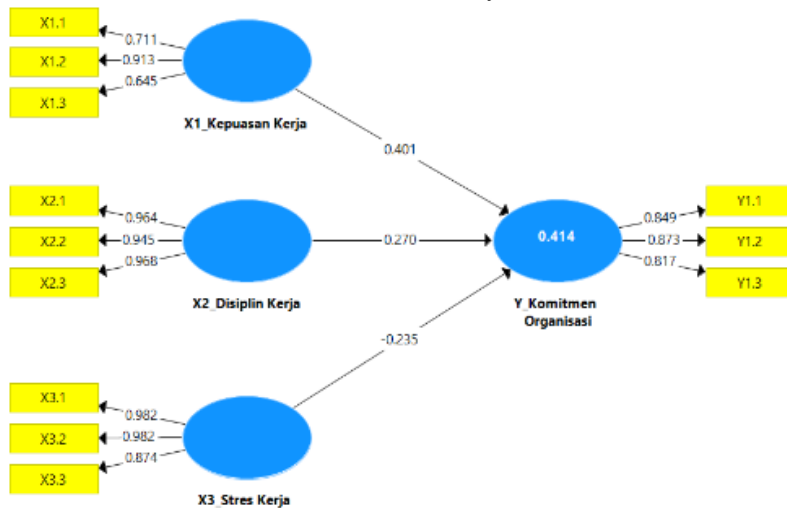
Table 2: Path Coefficients

	Path Coefficient (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic (IO/STDEV)	P Values
X1_Job Satisfaction -> Y_Organizational Commitment	0,401	0,426	0,115	3,483	0,001
X2_Work Discipline -> Y_Organizational Commitment	0,270	0,268	0,128	2,110	0,035
X3_Stress -> Y_Organizational Commitment	-0,235	-0,233	0,112	2,111	0,035

(Source: SmartPLS 3.0 output, 2023)

Based on table 2, it is possible to conclude that the hypothesis that job satisfaction positively influences organisational commitment can be accepted. The results are significant (positive), with path coefficients of 0.401, a T-statistic value of 3.483 greater than the Z value $\alpha = 0.05$, and a P-Value of $0.001 < 0.05$. The results show a substantial (positive) relationship between work discipline and organisational commitment, with path coefficients of 0.270, a T-statistic value of 2.110 more than the Z value $\alpha = 0.05$, and a P-Value of $0.035 < 0.05$. Job stress has a negative effect on organizational commitment can be accepted, with path coefficients of -0.235 and a T-statistic value of 2.111 greater than the Z value $\alpha = 0.05$ and a P-Value of $0.035 < 0.05$, the results are significant (negative).

The results of the estimation and measurement model of this study in PLS are as follows:

**Fig 1. PLS Model Testing Results**

(Source: SmartPLS 3.0 output, 2023)

It is possible to see the magnitude of the path coefficients above the arrow line connecting the exogenous variables and the endogenous variables in the PLS output image above, as well as the magnitude of the loading factor value for each indicator located above the arrow between the variable and the indicator. Additionally, the size of the R-Square, which is directly inside the circle of the endogenous variable (the organisational commitment variable), can be seen.

B) Discussion

a. The Effect of Job Satisfaction (X1) on Organizational Commitment (Y)

Based on the findings of the research analysis, it is evident that organisational commitment is positively and significantly impacted by job satisfaction. Therefore, it is clear that employee organisational commitment increases with job happiness. In this study, salary is the strongest factor in influencing job satisfaction. At PT Maan Ghodaqo Shiddiq Lestari Jombang, it can be seen that the salary given to production employees is not in accordance with the work performed. This demonstrates how unequal pay can have an impact on workers' job happiness. According to research by Ariana & Mujiati (2018), the coworker factor is the most important aspect in generating job happiness since it allows for shared commitment among coworkers to the business. Numerous specialists assert that job happiness significantly and favourably affects organisational commitment ((Susilo & Satrya, 2019), (Ellys & Mei, 2020), and Tanjung (2020)).

b. The Effect of Work Discipline (X2) on Organizational Commitment (Y)

According to the findings of the research analysis, organisational commitment is positively and significantly impacted by work discipline. This implies that an employee's organisational commitment is inversely correlated with their level of job discipline. In this study, responsibility is the strongest factor in influencing work discipline. At PT Maan Ghodaqo Shiddiq Lestari, it can be seen that many employees make absences or leave work without information. So it can be seen that employees do not carry out their responsibilities properly. This shows that the level of discipline of production employees in doing their work is felt to be lacking. Research conducted by Kusuma & Kustini (2021) stated that obeying work entry hour regulations is the strongest factor that fosters employee discipline, so that from this it indicates that organizational commitment to these employees is increasing. According to several experts, work discipline has a positive and significant effect on organizational commitment ((Surito et al, 2019), (Hasan & Suhermin, 2020), and (Oupen et al, 2020)).

c. The Effect of Job Stress (X3) on Organizational Commitment (Y)

The research analysis's findings indicate that job stress has a negative and considerable impact on organisational commitment. So it can be seen that the higher the job stress, the lower the employee's organizational commitment. In this study, job demands and role demands are the strongest factors in influencing job stress. At PT Maan Ghodaqo Shiddiq Lestari Jombang, it can be seen that the production target has increased but is not matched by additional employees so that this results in the work of each employee becoming more. With so much work can be an excessive workload for employees so that it can be a trigger for the onset of work stress in employees. Research conducted by Ariawan & Sriathi (2017) stated that role demands are the strongest factor to influence job stress. According to several experts, work stress has a negative and significant effect on organizational commitment ((Dharma & Supartha, 2019), (Hussein & Soeling, 2020), and (Wirawan & Dewi, 2020)).

V. CONCLUSION

Based on the findings of the research, it can be said that organisational commitment is influenced by job satisfaction, work ethic, and stress. The suggestions that can be given to the company are that it is expected to be able to provide more appropriate salaries to employees, then carry out more optimal supervision and impose sanctions thoroughly on employees who have violated the rules, and it is hoped that the company will be able to reduce the overload on employees by giving tasks with sufficient time to complete them and adjusting the tasks assigned to employees according to the position occupied. Then for further researchers, the authors hope to add variables to both independent and dependent research.

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