

Antecedents of Organizational Commitment of North Bintan District Office Employees

Eka Kurnia Saputra^{1*}, Agustinus Sihombing², Corina³, Muhammad Rizki⁴, Gulam Hazmin⁵

^{1,2,3,4} Mangement Department, STIE Pembangunan Tanjungpinang, Indonesia

⁵ PGRI University Yogyakarta, Indonesia

Email: ^{1*}ekakurnia@stie-pembangunan.ac.id, ²at79sihombing@gmail.com, ³corinalaurent2002@gmail.com,

⁴m.rizki@stie-pembangunan.ac.id, ⁵gulam@upy.ac.id

Abstract

This study aims to determine the influence of personal, Organizational, and Non-Organizational factors on Organizational commitment among North Bintan District Office employees. This type of research is quantitative with an associative approach. The population and sample in this study amounted to 42 people, sampled using saturated sampling techniques. The data analysis techniques used are data quality tests, which include validity tests and reliability tests; classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests; multiple regression analysis and hypothesis tests, which include t-tests (partial), F tests (simultaneous), and coefficient of determination tests (R^2) using the SPSS application. The F test results showed a significant value of 0.000, and the test results of the coefficient of determination were 0.732, or 73.2%, while the remaining 26.8% was influenced by other variables that were not studied. The results of this study show that personal factors (X_1), organizational factors (X_2), and non-organizational factors (X_3) simultaneously have a positive and significant effect on organizational commitment. With the formation of personal factors, organizational factors, and good non-organizational factors, good organizational commitment is also created.

Keywords: Personal Factors, organizational factors, non-organizational factors, organizational commitment.

1. INTRODUCTION

The success of an organization cannot be separated from the quality of its human resources. For this reason, the success of an organization in achieving organizational goals depends on the ability of the human resources possessed by the organization to carry out the tasks given (Samsuni, 2017). Apart from that, to achieve organizational success, the human resources they have are not only able to carry out the tasks assigned but are also able to carry out tasks outside of the tasks that have been assigned (extra-role) (Satyawan & Netra, 2017). One of the problems an organization faces regarding human resources is how to maintain employee commitment to the organization. Organizational commitment to the organization plays an important role for employees in establishing cooperation, increasing work morale, and building loyalty to the organization. This is supported by expert opinion, namely Moorhead and Gryphon (Sengkeh et al. 2019). Organizational commitment is an attitude that describes the extent to which an individual knows more about and is attached to the organization. According to Rahmad et al. (2020), there are several factors that influence employee commitment to an organization, namely personal factors, organizational factors, and non-organizational factors.

According to Rahmad et al. (2020), personal factors are the most basic factors forming organizational commitment. Personal factors are factors that arise from within the employee, such as the expectations they want from the job. Personal factors include job expectations, psychological contracts, job choice, and personal characteristics. Apart from that, according to Italina & Yani (2022), personal factors consist of motivation, the influence of heredity, satisfaction, attitude, commitment, and basic individual skills. All of these factors will become an initial commitment (Sumiati et al. 2018).

According to Munandar (2017), organizational factors are the basic skills of an employee that influence an activity process in the organization. Apart from that, organizational factors also influence employee commitment. If the organizational factors are in accordance with the goals of the company and its employees, then the organizational factors within the company have begun to form and be achieved well.

Furthermore, these non-organizational factors include whether or not there are other job alternatives; if there are and the job is better, then employees will definitely leave their old job (Sumiati et al. 2018). Non-organizational factors are included in the work section. Non-organizational factors are factors that originate from outside the personal self of the organization or company (Munandar, 2017).

2. RESEARCH METHODS

This research uses a quantitative research method with an associative approach, where it aims to determine the relationship between two or more variables. With this research, a theory can be built that can function to describe a symptom (Sujarweni, 2018). The data analysis used is validity test, reliability test, normality test, multicollinearity, heteroscedasticity test, simple linear regression analysis and coefficient of determination (R^2) to answer the hypothesis of this research.

3. RESULT AND ANALYSIS

3.1 Validity and Reliability Test

Table 1 Validity and Reliability Test Result

Indicators	rvalue	rtable	Information	Crobranch's Alpha	Critical Value	Infomation
Personal Factors (X1)						
Statement 1	0,478	0,304	Valid	0,836	0,70	Reliable
Statement 2	0,585	0,304	Valid			
Statement 3	0,792	0,304	Valid			
Statement 4	0,719	0,304	Valid			
Statement 5	0,769	0,304	Valid			
Statement 6	0,720	0,304	Valid			
Statement 7	0,812	0,304	Valid			
Statement 8	0,560	0,304	Valid			
Organizational Factors (X2)						
Statement 1	0,648	0,304	Valid	0,803	0,70	Reliable
Statement 2	0,654	0,304	Valid			
Statement 3	0,484	0,304	Valid			
Statement 4	0,690	0,304	Valid			
Statement 5	0,753	0,304	Valid			
Statement 6	0,653	0,304	Valid			
Statement 7	0,587	0,304	Valid			
Statement 8	0,567	0,304	Valid			
Statement 9	0,618	0,304	Valid			
Non-Organizational Factors (X3)						
Statement 1	0,660	0,304	Valid	0,762	0,70	Reliable
Statement 2	0,648	0,304	Valid			
Statement 3	0,639	0,304	Valid			
Statement 4	0,728	0,304	Valid			
Statement 5	0,603	0,304	Valid			
Statement 6	0,610	0,304	Valid			
Statement 7	0,541	0,304	Valid			
Statement 8	0,706	0,304	Valid			
Organizational Commitment (Y)						
Statement 1	0,773	0,304	Valid	0,935	0,70	Reliable
Statement 2	0,770	0,304	Valid			
Statement 3	0,860	0,304	Valid			
Statement 4	0,871	0,304	Valid			
Statement 5	0,822	0,304	Valid			
Statement 6	0,876	0,304	Valid			
Statement 7	0,569	0,304	Valid			
Statement 8	0,860	0,304	Valid			
Statement 9	0,876	0,304	Valid			

Source: SPSS data processing results, (2023)

In Table 1, it can be seen that all the statements used to measure each variable used in this research have a correlation that is greater than the r table value. For a sample of 42 respondents, the r table was 0.304. From the results presented, it is known that the average r value for each statement item obtained is greater than r table ($r_{\text{value}} > r_{\text{table}}$), so it can be concluded that each statement item is declared valid. In Table 1 above, it can be seen that the Crobranch's alpha value for the personal factor variable (X1) is 0.762, the (X2) is 0.803, the (X3) is 0.836, and the Crobranch's alpha for the (Y) is 0.935. The results of the reliability test show that all variables have a Crobranch's alpha coefficient of more than the critical value, 0.70, so it can be concluded that all statement items are declared reliable or suitable for use.

3.2 Normality Test

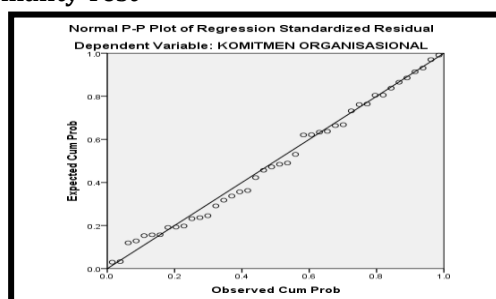


Figure 1 Normality Test by P-Plot

Source: SPSS data processing results, (2023)

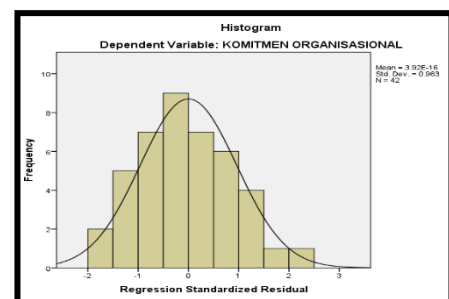


Figure 2 Normality Test by Histogram

Based on the P-Plot graphic on Figure 1, it can be seen that the data points are spread around the diagonal line and follow the diagonal line, concluded that the data is normally distributed, or the regression model meets the normality assumption. Figure 2 shows that the data is normally distributed. This is proven by the bell-shaped histogram graphic pattern. In other words, the data distribution is not skewed to the right or skewed to the left.

Table 2 One-Sample Test Kolmogorov-Smirnov result

		Unstandardized Residual
N		42
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.21919405
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.063
Kolmogorov-Smirnov Z		.468
Asymp. Sig. (2-tailed)		.981

a. Test distribution is Normal.

b. Calculated from data.

Source: SPSS data processing results, (2023)

Based on Table 2, the results of the analysis using the one-sampling Kolmogorov-Smirnov method show that the Kolmogorov-Smirnov value is 0.468 and the significant value is 0.981. Because the significant value obtained is greater than 0.05, it can be concluded that the residual data is normally distributed.

3.3 Multicollinearity Test

Table 3 Multicollinearity Test Result

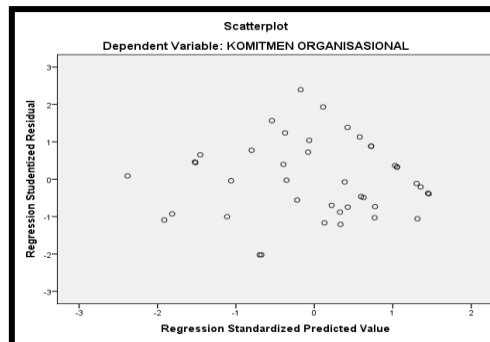
Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Personal Factors	.779	1.284
Organizational Factors	.980	1.020
Non-Organizational Factors	.792	1.263

a. Dependent Variable: Organizational Commitment

Source: SPSS data processing results, (2023)

Based on Table 4.13, the personal factor multicollinearity test (X1) results show a value of $1.284 < 10$ with a tolerance value of $0.779 > 0.1$. The VIF value for the (X2) variable is $1.020 < 10$ with a tolerance value of $0.980 > 0.1$ and the VIF value for the (X3) variable is $1.263 < 10$ with a tolerance of $0.792 > 0.1$. It can be concluded that there are no symptoms of multicollinearity between the independent variable models in the regression model.

3.4 Heteroscedasticity Test

**Figure 2** Scatterplot

Source: SPSS data processing results, (2023)

Figure 4.4 above shows that the points are spread randomly and are above and below the number 0 on the Y-axis. Therefore, it can be concluded that heteroscedasticity does not occur in the regression model.

3.5 Multiple Linear Regression Analysis

Table 4 Multiple Linear Regression Result

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	-16.058	6.018			-2.669	.011
Personal Factors	.541	.164	.303		3.307	.002
Organizational Factors	.289	.115	.205		2.510	.016
Non-Organizational Factors	.839	.119	.640		7.042	.000

a. Dependent Variable: Organizational Commitment

Source: SPSS data processing results, (2023)

The results of the regression research and interpretation of multiple regression analysis are that the constant value (a) has a negative sign, namely -16.058, which means that if personal factors, organizational factors, and non-organizational factors are equal to (0), then organizational commitment has decreased. The research results show the regression coefficient values for personal factors (0.541), organizational factors

(0.289), and non-organizational factors (0.839). It can be seen that $0.839 > 0.541$ and 0.289 mean that non-organizational factors are the variables that have the dominant influence on an employee's organizational commitment.

3.6 Partial Test (T-Test)

Based on data from Table 4 it can be conclude that:

1. The results of the t-test for the personal factor variable are that the personal factor tvalue is 3.307 and the ttable is 2.024 so the results obtained are $t_{\text{value}} > t_{\text{table}}$ ($3.307 > 2.024$), and the significance value is smaller than 0.05, namely 0.005 ($0.005 < 0.05$). Thus, the conclusion drawn is that personal factors have a partial (positive) and significant influence on organizational commitment.
2. The results of the t-test for the organizational factor variable are that the tvalue value for organizational factors is 2.510 and the ttable value is 2.024, so the results obtained are $t_{\text{value}} > t_{\text{table}}$ ($2.510 > 2.024$) and the significance value is smaller than 0.05, namely 0.000 ($0.000 < 0.05$). Thus, the conclusion drawn is that organizational factors have a partial (positive) and significant influence on organizational commitment.
3. The results of the t-test for non-organizational factor variables are that the tvalue value for non-organizational factors is 7.042 and the ttable value is 2.024 so the results obtained are $t_{\text{value}} > t_{\text{table}}$ ($7.042 > 2.024$) and the significance value is smaller than 0.05, namely 0.000 ($0.000 < 0.05$). Thus, the conclusion drawn is that non-organizational factors have a partial (positive) and significant influence on organizational commitment.

3.7 Simultaneous Test (F-Test)

Table 5 F-Test Result

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1283.894	3	427.965	38.275	.000 ^b
	Residual	424.892	38	11.181		
	Total	1708.786	41			

a. Dependent Variable: Organizational Commitment

b. Predictors: (Constant), Non-Organizational Factors, Organizational Factors, Personal Factors

Source: SPSS data processing results, (2023)

From Table 4.16 above, it is known that the F_{count} value obtained is 38.275 with an F_{table} value of 2.85, so the results obtained are $F_{\text{count}} > F_{\text{table}}$ ($38.275 > 2.85$) with the significance value obtained being smaller than 0.05, namely 0.000 ($0.000 < 0.05$). It can be concluded that personal, organizational, and non-organizational factors together have a significant and influential effect on organizational commitment among employees at the North Bintan District office.

3.8 Coefficient of Determination Test (R^2)

Table 6 Coefficient of Determination Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.751	.732	3.344

a. Predictors: (Constant), Non-Organizational Factors, Organizational Factors, Personal Factors

b. Dependent Variable: Organizational Commitment

Source: SPSS data processing results, (2023)

Based on Table 4.17 above, it can be seen that the coefficient of determination (R^2) is 0.732, or 73.2%. This shows that the contribution of personal factors (X_1), organizational factors (X_2), and non-organizational factors (X_3) to organizational commitment (Y) is 73.2%, while the remaining 26.8% is influenced by other variables that are not examined in this research.

3.9 Discussion

The Influence of Personal Factors on Organizational Commitment, based on the results of research that has been carried out and has been described, it shows that the value of t_{value} is 3.307 and t_{table} is 2.024, or in other words $t_{\text{value}} > t_{\text{table}}$ ($3.307 > 2.024$). The significance value obtained is 0.002 or ($0.002 < 0.05$) so it can be concluded that H_1 is accepted and H_0 is rejected. This shows that personal factors have a significant effect on organizational commitment. Based on the results of this research, it can be concluded that the higher the personal factors, the higher the organizational commitment. Conversely, if there is a decrease in personal factors, an employee's organizational commitment will also decrease. Based on the description above, the results of this research are in line with research conducted by (Mudasir et al. 2021) that personal factors have a positive and significant effect on organizational commitment.

The Influence of Organizational Factors on Organizational Commitment, based on the results of research that has been carried out and has been described, it shows that the t_{value} is 2.510, and if a comparison is made with the t_{table} which is 2.024, the t_{value} obtained is greater than the t_{table} value. The significance value obtained is 0.016, which means it is smaller than the probability value, namely 0.05 or ($0.005 < 0.05$), so it can be concluded that H_1 is accepted and H_0 is rejected. This shows that organizational factors have a significant influence on organizational commitment. Based on the results of this research, it is concluded that organizational factors have a significant positive influence on organizational commitment, meaning that the higher the

organizational factors, the higher the organizational commitment, and vice versa, if there is a decrease in organizational factors, organizational commitment will also decrease.

The Influence of Non-Organizational Factors on Organizational Commitment, based on the results of research that has been carried out and has been described, it shows that the tvalue is 7.042, and if a comparison is made with the ttable which is 2.024, the tvalue obtained is greater than the ttable value. The significance value obtained is 0.000, which means it is smaller than the probability value, namely 0.05 or ($0.005 < 0.05$), so it can be concluded that H1 is accepted and H0 is rejected. This shows that partially non-organizational factors have a significant effect on organizational commitment. Based on the results of this research, it is concluded that non-organizational factors have a significant positive influence on organizational commitment, meaning that the higher the non-organizational factors, the higher the organizational commitment, and vice versa if there is a decrease in non-organizational factors, organizational commitment will also decrease.

The Influence of Personal Factors, Organizational Factors, and Non-Organizational Factors on Organizational Commitment, based on the results of research that has been carried out and has been described, it shows that the Fvalue is 38.275, where if a comparison is made with the Ftable value, which is 2.85, the Fvalue obtained is greater than the Ftable value. The significance value obtained is 0.000, which means it is smaller than the probability value, namely 0.05 or ($0.005 < 0.05$), so it can be concluded that H4 is accepted and H0 is rejected. This shows that personal factors, organizational factors, and non-organizational factors have a significant effect on organizational commitment. The significant influence of personal, organizational, and non-organizational factors on organizational commitment shows that employee organizational commitment will increase if personal factors, organizational factors, and non-organizational factors increase. An increase in an employee's organizational commitment can be seen from an increase in an employee's personal factors, organizational factors, and non-organizational factors. This is in line with what was found by Steers and Porter (Munandar, 2017): a number of factors can influence employees' organizational commitment to an agency, namely personal factors, which include job expectations, psychological contracts, employee interest in joining, and personal characteristics.

4. CONCLUSION

Personal factor variables partially and significantly affect organizational commitment among employees at the North Bintan District office. These results indicate that H1 has been accepted. Personal factors have an important role in forming organizational commitment among North Bintan District Office employees. Organizational factor variables have a partial and significant effect on organizational commitment among employees at the North Bintan District office, with these results indicating that H2 has been accepted. Organizational factors have an important role in forming organizational commitment among the North Bintan District Office employees. Non-organizational factor variables partially and significantly affect organizational commitment among employees at the North Bintan District office. These results indicate that H3 has been accepted. Non-organizational factors have an important role in forming organizational commitment among the North Bintan District Office employees. The results of the analysis show that the variables personal factors, organizational factors, and non-organizational factors have a simultaneous and significant effect on organizational commitment among employees at the North Bintan District office, with these results indicating that H4 has been accepted. Personal, organizational, and non-organizational factors have an important role in forming organizational commitment in North Bintan District Office employees. It is hoped that the North Bintan District Office can become an organization that runs the government in accordance with existing regulations to minimize discrepancies that could later impact working employees.

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