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Increasing Organizational Commitment Through Strengthening Self-Efficacy and Work Involvement

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ABSTRACT

Researches of organizational commitment had become the popular topic to be one of the main ways to achieve the organizational goal. The objective of this study is to find the strategy to improve.organizational commitment of the employee. This study conducted among employees of Education Office in Bogor, Indonesia. The sample for the study consisted of 107 permanent employees derived randomly from its population. The study mainly utilized quantitative data (from questionnaires). The regression (path analysis) used to find out the relationship among variables. The findings revealed that self-efficacy had a positive and significant effect on organizational commitment. Similarly, job involvement had positive and significant effect on organizational commitment. Research finding also shows that self-efficacy had a positive and significant effect on organizational commitment through job involvement. Based on the research finding, this study proposed some recommendations toward employee at Education Office to strengthen indicators of self-efficacy and job involvement in order to improve employees'organizational commitment.

Keywords: *Organizational Commitment; Self-Efficacy; Job Involvement; Organizational Goal*

INTRODUCTION

For an organization to develop, progress and have a good image, it must have quality employees. Quality employees are employees whose performance can meet the targets or goals set by the organization. To obtain employees who have good performance, it is necessary to apply performance. Self-efficacy, which determines how much a person believes in the individual's ability to carry out the process in a better direction, will be able to increase employee commitment to the organization, because individuals who have high self-efficacy will properly organize themselves to continue learning so that it will produce organizational commitment.

Employee commitment to the organization will not grow by itself. Commitment is also influenced by organizational culture, namely existing norms and rules as well as the characteristics of the work environment and commitment is also influenced by self-efficacy. Self-efficacy is often defined as a person's belief in being able to perform well in a particular situation.

Many factors influence employee commitment to their organization. Colquitt (2019) states that work involvement is one of the factors that influences employee commitment to

their organization. Engagement is the level at which employees are willing to work. An employee who is willing to work hard has high work involvement, whereas an employee who does not want to work hard is an employee who has low work involvement. Employees who have high work involvement are doing work outside their main job, namely carrying out education and developing knowledge, such as serving as mentors for their students, providing guidance to students who experience difficulties, conducting research, delivering scientific orations, and actively participating in community service. public.

Shaheen & Farooqi (2014) defines that job involvement has been defined as an individual's psychological identification or commitment to his / her job. Work involvement as an individual's psychological identification or commitment to a particular task or job. The dimensions or factors that influence it are: a. The work done is importance/ worth towards work assigned to individual (the importance of work for the individual), b. The job considers very crucial part of his/their lives (work is important for their lives), c. The job is essential for his/their self-esteem (the job is important for their self-esteem).

Rizwan, et al. (2011) defines that Job Involvement is a kind of person's deletion of a significant amount of time toward his/her job and highly involved in that job. Work involvement is a person's dedication to work of a large amount of time. The dimensions or factors are: a. Empowerment: degree of decision making that can be handled by employees (empowerment: level of decision making to handle employees), b. Information: degree of information as feedback of his work (employee feedback information), c. Knowledge: reflects the competency level of employee to enhance and upgrade his work (knowledge: employee competency level in improving work), d. Reward: financial and non-financial benefits provided to the employee (reward: financial and non-financial benefits provided to employees).

Ivancevich (2010) self-efficacy is a person's belief in being able to perform well in certain situations. The dimensions of self-efficacy include: a. motivation to help perform well, b. learning and transferring into performance, c. increase the level of goals and performance.

Kreitner & Kinicki (2010) self-efficacy is a person's belief regarding the chances of success in completing a specific task. The dimensions of self-efficacy are: a. Experience: an event that has been experienced (lived, felt, endured, etc.), b. Behavior: an individual's response or reaction to stimuli or the environment, c. Trust: someone's belief in something, d. Emotional states: psychological and psychological states and reactions (such as joy, sadness, emotion, love and courage that are subjective.

Hollenbeck, et al. (2010) stated that self-efficacy is an assessment made by a person

about his or her ability to carry out a series of actions related to a particular situation that he or she will face. With indicators of self-efficacy, namely: a. completing certain tasks assigned to him, b determining how much effort will be given or carried out, c. how long the person can survive in the face of a crisis situation.

The Effect of Self-Efficacy on Work Involvement

Self-efficacy is the belief that a person has about his ability to face challenges in various situations and motivate himself to successfully achieve goals. The dimensions of self-efficacy include: The magnitude dimension, namely the level of task difficulty that a person believes he is able to achieve, with indicators: a. task challenges, b. lots of tasks. The Strength dimension refers to beliefs about strength or weakness in facing various levels of task difficulty, with indicators; a. previous experience, b. knowledge possessed. 3. Generality dimension, namely the extent to which expectations are generalized in every situation, with indicators: a. Prestige of success, b. optimistic to succeed.

Work involvement is a psychological state that reflects a person actively participating in his work and identifying himself at work. The dimensions or factors that influence it are: a. Work is important for self-esteem, b. Opportunities for personal development, c. Moral involvement (self-confidence, alignment with the organization), d. Actively participate in working groups, e. Work compatibility with self-concept.

The Effect of Self-Efficacy on Organizational Commitment

Self-efficacy is the belief that a person has about his ability to face challenges in various situations and motivate himself to successfully achieve goals. The dimensions of self-efficacy include: 1. The magnitude dimension, namely the level of task difficulty that a person believes he is able to achieve, with indicators: a. task challenges, b. lots of tasks. 2. The Strength dimension refers to beliefs about strength or weakness in facing various levels of task difficulty, with indicators; a. previous experience, b. knowledge possessed. 3. Generality dimension, namely the extent to which expectations are generalized in every situation, with indicators: a. Prestige of success, b. optimistic to succeed.

Organizational commitment is an individual's desire to involve himself as part of an organization, accept all the goals of the organization and not want to leave it. In this research, organizational commitment is measured using the following dimensions and indicators: Dimensions 1. Affective commitment, indicators of identification with the organization and loyalty, 2. Continuance commitment, indicators of benefits, feelings of loss and seeking career opportunities, 3. Normative commitment (normative commitment) with indicators of

Debt of Kindness and Responsibility.

Self-efficacy is a belief in an employee's ability to carry out his work duties. Good self-efficacy can increase employee commitment to the organization. Organizations realize how important self-efficacy is possessed by each individual employee because if employees have high efficacy, then employee commitment to the organization will be high.

Based on the framework of thinking above, it is suspected that there is an influence of self-efficacy on organizational commitment, so that strengthening self-efficacy can increase organizational commitment.

The Effect of Work Involvement on Organizational Commitment

Work involvement is a psychological state that reflects a person actively participating in his work and identifying himself at work. The dimensions or factors that influence it are: a. Work is important for self-esteem, b. Opportunities for personal development, c. Moral involvement (self-confidence, alignment with the organization), d. Actively participate in working groups, e. Work compatibility with self-concept.

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High work involvement will show work as an important part of the employee's life which arises strongly based on a sense of responsibility, a disciplined work attitude, the desire to be able to provide the best work with the best quality work results and achieve the goals and targets. targets that have been set by the organization so that employee commitment to the organization will increase.

Based on the conceptual framework above, it is suspected that there is an influence of work involvement on organizational commitment, so that strengthening work involvement can increase organizational commitment.

The Effect of self-efficacy on organizational commitment is mediated by work involvement

Self-efficacy is the belief that a person has about his ability to face challenges in various situations and motivate himself to successfully achieve goals. The dimensions of self-efficacy include: The magnitude dimension, namely the level of task difficulty that a person

believes he is able to achieve, with indicators: a. task challenges, b. lots of tasks. The Strength dimension refers to beliefs about strength or weakness in facing various levels of task difficulty, with indicators; a. previous experience, b. knowledge possessed. Generality dimension, namely the extent to which expectations are generalized in every situation, with indicators: a. Prestige of success, b. optimistic to succeed.

Organizational commitment is an individual's desire to involve himself as part of an organization, accept all the goals of the organization and not want to leave it. In this research, organizational commitment is measured using the following dimensions and indicators: Dimensions Affective commitment, indicators of identification with the organization and loyalty, Continuance commitment, indicators of benefits, feelings of loss and seeking career opportunities, Normative commitment (normative commitment) with indicators of Debt of Kindness and Responsibility.

The formation of self-efficacy through focusing on organizational commitment will develop a person's behavior regarding their ability to carry out and complete tasks in accordance with their responsibilities with a certain level of success. Armed with good self-efficacy in individual employees, in implementing all organizational programs they will no longer be half-hearted or hesitant but optimistic because they can consider the pros and cons of an action. Through employee self-efficacy and behavior, several important things related to employee commitment to the organization can be revealed.

Work involvement is a psychological state that reflects a person actively participating in his work and identifying himself at work. The dimensions or factors that influence it are: a. Work is important for self-esteem, b. Opportunities for personal development, c. Moral involvement (self-confidence, alignment with the organization), d. Actively participate in working groups, e. Work compatibility with self-concept.

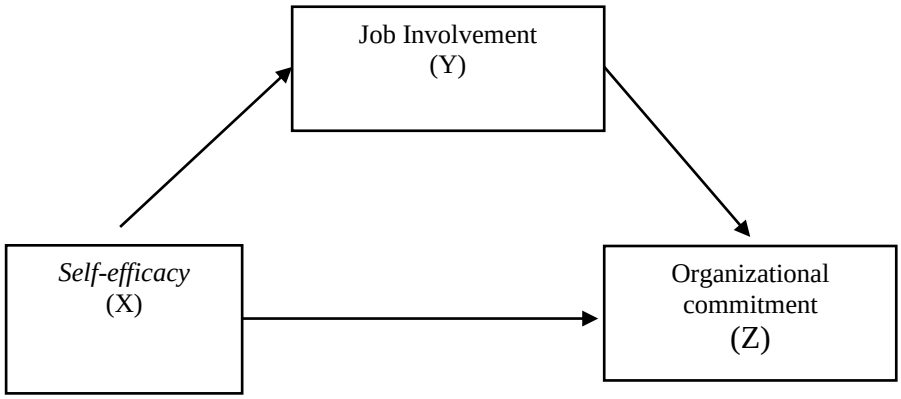


Figure 1. Research Model

Research Hypothesis

Based on the conceptual framework above, the following research hypothesis can be proposed:

1. There is a positive effect of self-efficacy on work Involvement so that strengthening self-efficacy can increase work involvement.
2. There is a positive effect of self-efficacy on organizational commitment so that strengthening self-efficacy can increase organizational commitment.
3. There is a positive effect of work involvement on organizational commitment so that strengthening work involvement can increase organizational commitment.
4. There is a positive effect of self-efficacy on organizational commitment through work involvement so that strengthening self-efficacy can increase organizational commitment through strengthening work involvement

RESEARCH METHOD

This study uses the quantitative method applied path analysis, as a regression extension model is used to test the alignment of the correlation matrix with two or more causal models compared by researchers. The study conducted at the Bogor City Education Office. This Study mainly utilized quantitative data (from questionnaires). The amount of 107 samples. The questionnaires were designed to assess indicators of organizational commitment, self-efficacy and job involvement using points of 1 to 5 Likert Scale.

Survey Instruments

A closed questionnaire was used as a research instrument. The questionnaire contains questions about the characteristics of the respondent and items related to the research variables using a scale of 1 to 5 on the Likert scale. Measurement of the organizational commitment questionnaire is prepared based on three dimensions, proposed by Allen & Meyer (1984) and Allen & Meyer (1990), namely affective commitment (Identification with the Organization, Loyalty) continuance commitment (Benefit, Feeling of loss, Looking for career opportunities) normative commitment (debt, obligation to be responsible) Measurement of the self-efficacy questionnaire is prepared based on indicators: Task Challenge, Number of Tasks, Previous Experience, Knowledge Possessed, Prestige of Success, Optimism to Succeed. while measurement of the job involvement questionnaire is prepared based on indicators: Important work for self-esteem, Opportunities for personal

development, Moral involvement, Active participation in work groups, Conformity of work with self-concept.

RESULT AND DISCUSSION

Table 1. Outer Loading

	Self-Efficacy	Job Involvement	Organizational Commitment
K1	0,747		
K2	0,702		
K3	0,779		
K4	0,725		
K5	0,769		
K6	0,785		
K7		0,832	
K8		0,838	
K9		0,592	
K10		0,856	
K11		0,777	
K12			0,864
K13			0,836
K14			0,607
K15			0,879
K16			0,468
K17			0,792
K18			0,925

Source: Processed Data 2023

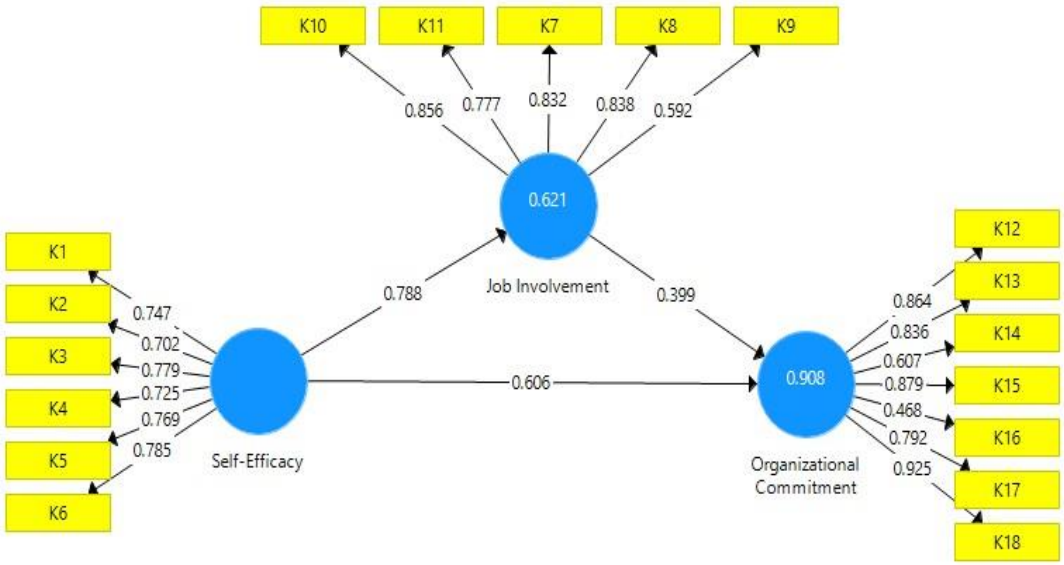


Figure 2. Outer Model

Source: Processed Data (2023)

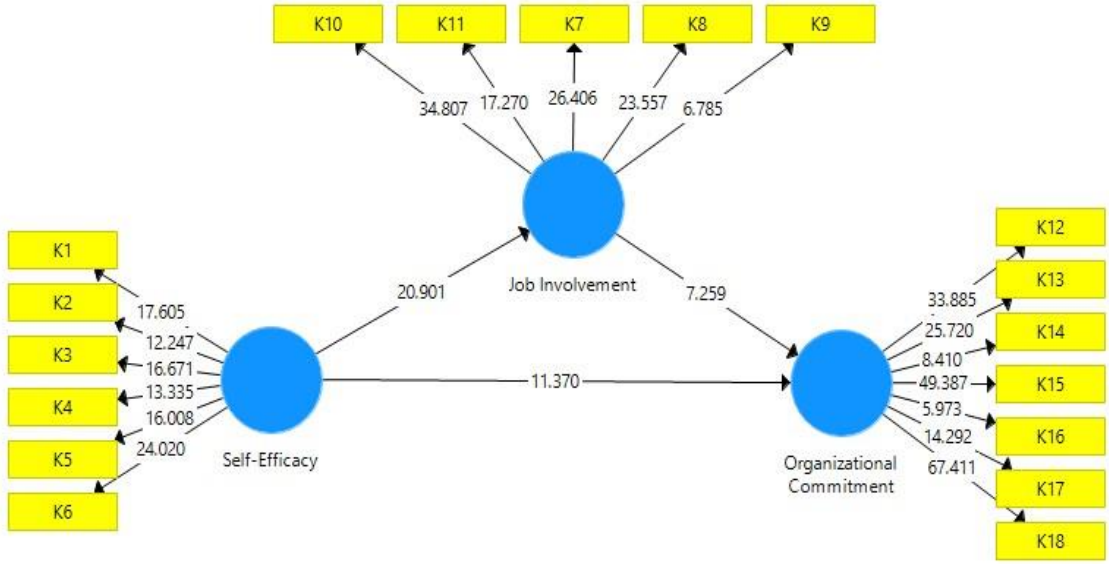


Figure 3. Inner Model

Source: Processed Data (2023)

Table 2. Path Coefficient (Direct Effect)

	Job Involvement	Organizational Commitment	Self-Efficacy
Job Involvement		0.399	
Organizational Commitment			
Self-Efficacy	0.788	0.606	

Source: Processed Data (2023)

Table 3. Indirect Effect

Self-Efficacy -> Job Involvement -> Organizational Commitment	0.315

Source: Processed Data (2023)

The Direct Effect of Self-Efficacy on Work involvement

The hypothesis of this research is that there is a positive direct influence of self-efficacy on work involvement. The findings of this research show that the results of the path coefficient calculation are ß = 0.788, which means that there is a positive direct influence of self-efficacy on work involvement. The t_{count} value is 20,901. It can be concluded that the value of $t_{count} > t_{table}$ or 20,901 > 1.96 means that the positive direct influence of self-efficacy on work involvement is significant.

Work involvement is a psychological state that reflects a person actively participating in his work and identifying himself at work. Meanwhile, self-efficacy is the belief that a

person has about his ability to face challenges in various situations and motivate himself to successfully achieve goals.

Research finding by Afdaliza, 2015; Sari & Suwandana, 2016; Yusnita et al 2020, concluded that there is a positive and significant influence of self-efficacy on work involvement so that strengthening self-efficacy can increase work involvement. From the research results presented above, theory and supported by relevant research results, it can be concluded that self-efficacy has a direct positive and significant influence on work involvement, so that strengthening self-efficacy can increase work involvement.

Direct Effect of self-efficacy on organizational commitment

The findings of this research show the results of calculating the path coefficient for the positive direct influence of self-efficacy on organizational commitment. ß = 0.606, which means there is a positive direct influence of self-efficacy on organizational commitment. The t_{count} value is 11,370. It can be concluded that the value of $t_{count} > t_{table}$ or 11,370 > 1.96, which means that the positive direct influence of self-efficacy on organizational commitment is significant.

Organizational commitment is an individual's desire to involve himself as part of an organization, accept all the goals of the organization and not want to leave it. Meanwhile, self-efficacy is the belief that a person has about his ability to face challenges in various situations and motivate himself to successfully achieve goals.

Research results by Qomariah 2014; Yusnita et al, 2020, concluded that there is a positive and significant influence between self-efficacy and organizational commitment so that strengthening self-efficacy can increase organizational commitment. From the research results presented above, and theory and supported by relevant research results, it can be concluded that self-efficacy has a direct positive and significant influence on organizational commitment, so that strengthening self-efficacy can increase organizational commitment.

Direct Effect of Work Involvement on Organizational Commitment

The findings of this research show that the results of calculating the path coefficient for the positive direct influence of work involvement on organizational commitment ß = 0.399, which means that there is a positive direct influence of work involvement on organizational commitment. The t_{count} value is 7,259, it can be concluded that the $t_{count} > t_{table}$ value, namely 7,259 > 1.96, means that the positive direct influence of work involvement on organizational commitment is significant.

Organizational commitment is an individual's desire to involve himself as part of an organization, accept all the goals of the organization and not want to leave it. Meanwhile, work involvement is a psychological state that reflects a person actively participating in his work and identifying himself at work.

Logahan & Aesaria (2014) concluded that there is a positive and significant influence of work involvement on organizational commitment. So that strengthening work involvement can increase organizational commitment. The research findings stated above, theory and supported by relevant research results can be concluded that work involvement has a direct positive and significant influence on organizational commitment, so that. strengthening work involvement can increase organizational commitment.

Indirect Effect of Self-Efficacy on Organizational Commitment Through Mediating Work Involvement

The findings of this research show a positive indirect effect of self-efficacy on organizational commitment through work involvement ß = 0.315, there is a significant positive indirect effect of self-efficacy on organizational commitment through work involvement.

CONCLUSION AND RECOMMENDATION

This research has succeeded in finding the following conclusions:

1. There is a positive direct influence of self-efficacy on work Involvement, it's mean strengthening self-efficacy can increase work Involvement.
2. There is a positive direct influence of self-efficacy on organizational commitment, it's mean strengthening self-efficacy can increase organizational commitment.
3. There is a positive direct effect of work involvement on organizational commitment, it's mean strengthening involvement can increase organizational commitment.
4. There is a positive indirect effect of self-efficacy on organizational commitment through work involvement, it's mean strengthening self-efficacy can increase organizational commitment through strengthening work involvement.

Recommendation

We recommend that companies increase the effectiveness of interpersonal communication to increase employee trust and OCB. Improving interpersonal communication can be done by forming work teams between functions and also across functions. By

establishing harmonious communication between employees, it will create closeness. This situation will encourage mutual understanding between employees. Employees who will ultimately encourage OCB behavior in the Company.

Study Limitation

The scope of this study just used population and sample of states employees of Bogor City Education Office West Java, Indonesia and just studied three variables (organizational commitment, job involvement and self-efficacy). We recommend for the next other studies to use overall production employees of industry in national scope and study more variables that might influence the organizational commitment.

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