

# The Model of Commitments Employees at Industrial Estate Cable in Bekasi

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## ABSTRACT

*The purpose of this research was to determine, analyze, and reveal the influence of leadership, competence, work environment, and job satisfaction partially and simultaneously on employee commitment. The population in this research amounted to 20,000 employees in three cable companies in the Bekasi Regency Cable Industrial Estate, with a total sample of 250 respondents. The research method used in this research was descriptive and explanatory survey methods. The sampling method was probability sampling with a proportionate random sampling technique, and the data analysis method used is Structural Equation Modeling (SEM) with Lisrel 8.80 data analysis tools. Based on the results of the research, the following findings were found: leadership, competence, and work environment both partially and simultaneously had a significant effect on job satisfaction with a contribution of 51%. Partially the work environment that is reflected by the lighting aspect has the most positive and dominant influence on job satisfaction. Leadership, competence, work environment and job satisfaction both partially and simultaneously have a significant effect on employee commitment with a contribution of 85%. Partially job satisfaction is reflected by the consistency of the most dominant employees in influencing employee commitment.*

**Keywords:** Leadership, Competence, Work Environment, Job Satisfaction, Employee Commitment.

## INTRODUCTION

This study took the object in the Bekasi Regency Cable Industrial Estate. The cable industry is one industry that plays an important role in the development of electricity infrastructure in a country. Companies engaged in the cable industry generally produce various types of cables such as electric cables, telephone cables, fiber optic cables, control cables, and others. Electric cables are a medium of electricity delivery from electric power sources to equipment that uses electricity or connects an electrical device to other electrical equipment (Perra, Ward, & Yahoui, 2010).

Damage in producing cable can be caused by careless employees and the old machine age. With the cable defect due to carelessness or the inability of employees to minimize errors in work, resulting in employee job satisfaction is down. Thus employees who have been given the job should be done carefully and responsibly. Another factor that can be seen as an indicator of the low level of employee job satisfaction other than not achieving production targets is that employees do not completely work on time (Stello, 2014).

Employee absences have a significant effect on employee commitment levels. The high level of absenteeism from the production section employees causes production section employees to not be able to work optimally. High absenteeism rates make employees unable to complete work on time and by predetermined targets. So it is difficult to realize the achievement of predetermined goals.

One of the factors that influence job satisfaction leads to conducive work environment conditions, in the sense that workspace conditions create a feeling of satisfaction and comfort for employees while working. Vice versa if the conditions of the work environment are less conducive and less comfortable for employees. This makes employees feel not eager to work.

## THEORY REVIEW

### Commitment

Mowday (Gupta & Sharma, 2016) states that work commitment is another term for organizational commitment. According to him, organizational commitment is an important behavioral dimension that can be used to assess an employee's tendency to stay as a member of an organization.

The concept of organizational commitment is based on the premise that individuals form an attachment (attachment) to the organization. Organizational commitment is not limited to leaders who hold functional or structural positions, but to all employees in the organization. Employees who have high performance will increasingly develop if working in an organizational environment that has high work commitment. (Limakrisna, Noor, & Ali, 2016) said the commitment is an agreement to do something for yourself, another individual, group, or organization. Meanwhile, according to Schermerhorn, (Ahmad, Abaidah, & Yahya, 2013), stated commitment as an individual's loyalty to the organization. High organizational commitment can identify itself in the organization.

Based on the opinion of the experts above it can be concluded that employee commitment is the level where an employee identifies himself with the company and its goals and is one of the attitudes that reflects the feelings of likes or dislikes of an employee towards the company where he works and wishes to maintain its membership in the company because employee commitment is an important behavioral dimension that can be used to assess employee trends, identification, and involvement of someone who is relatively strong towards the company and is willing to work hard for the achievement of organizational goals.

### **Job Satisfaction**

According to (Kafetsios, Athanasiadou, & Dimou, 2014) job satisfaction is a feeling of well-being that results from several aspects of work and can influence the relationship between workers and organizations, clients, and families, as well as being important for quality nursing services. Meanwhile, according to (Jin, Seo, & Shapiro, 2016) Job satisfaction is an individual's assessment of his work where job satisfaction or dissatisfaction does not only depend on working conditions but also depends on expectations that individual. (Cycyota, Ferrante, & Schroeder, 2016) emphasized that job satisfaction is related to one's feelings or attitudes about the job itself, salary, promotion, or education opportunities, supervision, work colleagues, workload, etc. He continued his statement that job satisfaction is related to one's attitude about work, and several practical reasons make job satisfaction an important concept for leaders. According to (Kafetsios et al., 2014) job satisfaction is a pleasant or unpleasant emotional state of work, job satisfaction reflects a person's feelings towards his work.

### **Leadership**

Leadership can be defined as a process of influencing others to act to realize the goals that have been determined (Beth Knight, 2016). According to Gibson, (Mintrom & Norman, 2009), leadership is an attempt to use a type of influence, not coercion (concourse) to motivate people to achieve certain goals. Leadership according to (Ramani & Kumar, 2008) is the ability to influence a group towards the achievement of goals. The role of a leader in an entity or organization is very necessary to direct subordinates to achieve organizational goals. Therefore, if there is no good leadership, then the goals of the organization will be difficult to achieve.

A leader is someone who can cause motivation, It can be concluded that leadership is an ability possessed by a person (leader) to influence other people / other groups to want to think and or behave/act and or work together to achieve a certain goal. Dimensions and indicators such as 1) Guiding employees: (a) Lead ability, (b) Skills, (c) Directing employees; 2) Generating morale: (a) Influencing subordinates, (b) communicating well, (c) Guiding subordinates; 3) Control emotions: (a) Attitudes and behavior, (b) Fair and wise, (c) Protect subordinates, (d) Advise subordinates.

### **Competence**

Work competence is part of a person's personality which is relatively deep and stable. Therefore, besides being a cause, competence can also be used to predict a person's behavior in various situations. For this reason, one's competence indicates one's ability to behave in a variety of situations that are sufficiently consistent for a sufficiently long period. Competence has requirements that can be used to predict empirically proven to be the cause of success. (Siahaan, Gultom, & Lumbanraja, 2016) argues that competence is a basic characteristic of someone who indicates how to think, behave, and act and draw conclusions that can be done and maintained by someone at a certain period.

Based on the description above it can be concluded that competence is the ability and willingness to perform a task with effective performance. Dimensions and indicators are: 1)

Knowledge: (a) Understand their duties, (b) Work quickly, (c) Don't experience difficulties, (d) Understand their obligations; 2) Skills: (a) Can do the work, (b) Work well, (c) Complete the task, (d) Not make mistakes; 3) Ability: (a) Speed, (b) Technology use.

### **Work Environment**

According to (Siswantini, ., Ayuni, & Mulyana, 2014) work environment is the overall work facilities and infrastructure that are around employees who are doing work that can affect the implementation of work. The work environment includes the place of work, facilities, and job aids, cleanliness, lighting, tranquility, as well as working relationships between people who are there. Meanwhile, according to (Riansari, Sudiro, & Rofiaty, 2012) , the work environment is a very important component when employees carry out work activities. By paying attention to a good work environment or creating working conditions that can motivate to work, it will influence employee performance at work.

From the above definition, it can be concluded that the work environment is everything that exists around the workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, wherein the work environment there are work facilities that support employees in the completion of tasks assigned to improve work within a company. Dimensions and indicators are: 1) Cleanliness: (a) Working environment conditions, (b) Workspace and equipment; 2) Information: (a) Supports smooth work, (b) Requires Research; 3) Air exchange: (a) Air circulation, (b) Adequate air exchange; 4) Security: (a) Equipment and facilities, (b) Ensuring employee safety; 5) Noise: (a) Soundproof, (b) Earmuffs.

### **METHODOLOGY**

This research is a type of quantitative research and uses a field research approach. This research was conducted on a representative population and certain samples. The research process is deductive because to answer the problem statement a concept/theory is used so that it can formulate a hypothesis. The research method used is explanatory research or exploratory type research is a continuation of the descriptive and associative method. This study was analyzed using a structural equation model test tool or known as SEM (Structural Equation Model) analysis using AMOS (Analysis of Moment Structures) version 20 as an analysis aid.

The total population in this study are employees in the Bekasi Regency Cable Industrial Estate totaling 20,000 people. The number of companies taken as research objects in the Bekasi Regency Cable Industrial Zone there are 3 companies, namely PT. Supreme Cable Manufacturing & Commerce Tbk, PT. Makita Mega Makmur Perkasa, and PT. Sankyo Indonesia.

### **RESULTS AND DISCUSSION**

#### **Leadership has a Positive and Significant Influence on Job Satisfaction**

Based on the analysis of respondents' perceptions of the description of leadership variables in employees in the Bekasi Regency Cable Industrial Area, the leadership level is in the relatively high category with a score of 3.79 in the range of 3.41 - 4.20 in the high category area. This shows that leadership in cable companies in the Bekasi Regency Cable Industrial Area is included in the high category, especially on indicators such as the level of leadership skills, attitudes, and behaviors in controlling emotions, fair and wise leadership, and the level of advising subordinates.

The results of data analysis with statistical tests prove that leadership has a positive and significant effect on job satisfaction of cable company employees in the Bekasi Regency Cable Industrial Area by 0.30, the magnitude of the path coefficient indicates that the magnitude of the contribution of leadership influence directly on job satisfaction is 0.0900. The most dominant leadership dimension is the leadership dimension in arousing morale which is measured by the dominant level indicator in influencing subordinates. This shows that leadership will be formed better if the leadership of cable company employees in the Bekasi Regency Cable Industrial Zone has leadership that can arouse high morale, namely the ability of leaders to influence their subordinates.

### **Competence has a Positive and Significant Effect on Job Satisfaction**

Based on the results of the analysis of respondents' perceptions of the employee work competency variable in the Bekasi Regency Cable Industrial Area, it shows that the level of competence is in the relatively high category with a score of 3.89 in the range of 3.41 - 4.20 in the high category area. This shows that the competency of employees in cable companies in the Bekasi Regency Cable Industrial Area is included in the high category, especially on indicators such as the level of knowledge to understand work assignments, no difficulty (easy) in carrying out work, skills in doing work, skills in completing work assignments, not making mistakes in work, and the level of ability in the use of technology in work.

The results of data analysis with statistical tests prove that competence has a positive and significant effect on job satisfaction of cable company employees in the Bekasi Regency Cable Industrial Area by 0.28, the path coefficient indicates that the direct contribution of competence to job satisfaction is 0.0784. The most dominant dimension of competence is on the dimensions of skills as measured by the dominant level indicator of not making mistakes. This shows that high competence will be formed if cable company employees in the Bekasi Regency Cable Industrial Area have high skills, namely through the low level of employee error in doing work.

### **The Work Environment has a Positive and Significant Effect on job Satisfaction**

Based on the analysis of respondents' perceptions of the description of the work environment variables in cable companies in the Bekasi Regency Cable Industrial Area, the work environment is in a relatively good category with an average score of 4.01 in the range of 3.41 - 4.20 in the good category. This shows that the work environment of cable companies in the Bekasi Regency Cable Industrial Area is included in the category of quite comfortable, especially on indicators such as the level of cleanliness of the work environment, cleanliness of the room and work equipment, lighting to support work smoothness, a sufficient level of air exchange, and security level that guarantees employee safety.

The results of data analysis with statistical tests prove that the work environment has a positive and significant effect on job satisfaction of cable company employees in the Bekasi Regency Cable Industrial Area, 0.37, the path coefficient indicates that the direct contribution of the work environment to job satisfaction is 0.1369. The most dominant dimension of the work environment is the lighting dimension, which is measured by the dominant level of work accuracy requirements indicators. This shows that employees at cable companies in the Bekasi Regency Cable Industrial Estate if they have good lighting, especially in the required lighting related to accuracy in working.

### **Leadership, Competence and Work Environment Simultaneous have a Positive and Significant Effect on Job Satisfaction**

The results of data analysis with statistical tests state that leadership, competence, and work environment have a positive and significant effect on job satisfaction with a large contribution together at 51%, while 49% is influenced by other variables besides leadership, competence, and work environment. But partially the most dominant variable the effect on job satisfaction on cable company employees in the Bekasi Regency Cable Industrial Zone is the work environment variable. Still based on the results of data analysis, the most dominant dimension of leadership is on the leadership dimension that can generate morale, then the most dominant dimension of competence is on the skill dimension, while the most dominant work environment dimension is on the lighting dimension.

### **Leadership Has a Positive and Significant Impact on Employee Commitments**

The results of data analysis with statistical tests prove that leadership has a positive and significant effect on employee commitment in cable companies in the Bekasi Regency Cable Industrial Area by 0.29, the path coefficient indicates that the direct contribution of leadership to employee commitment is 0.0841. Based on the results of the analysis of the most dominant leadership dimension is leadership that can arouse morale as measured by the dominant level of leading indicators in influencing subordinates. This shows that leadership will be formed better if the leadership of cable company employees in the Bekasi Regency Cable Industrial Zone can arouse high morale, namely the ability of leaders to influence subordinates in working.

### **Competence has a positive and significant effect on employee commitment**

The results of data analysis with statistical tests prove that competence has a positive and significant effect on employee commitment in cable companies in the Bekasi Regency Cable Industrial Area by 0.32, the path coefficient indicates that the direct contribution of competence to employee commitment is 0.1024. The most dominant dimension of work competency is on the dimensions of skills that are measured by the dominant level indicator of not making mistakes in work. This shows that high competence will be formed if employees at cable companies in the Bekasi Regency Cable Industrial Area have high skills, namely through the low level of employee error in working.

### **The work environment has a positive and significant effect on employee commitment**

The results of data analysis with statistical tests prove that the work environment has a positive and significant effect on employee commitment to cable companies in the Bekasi Regency Cable Industrial Area by 0.30, the path coefficient indicates that the direct contribution of the work environment to employee commitment is 0.0900. Based on the results of the analysis of the dimensions of the most dominant work environment is the dimension of lighting that is measured with a dominant indicator of the level of need for accuracy in work. This shows that employees at a cable company in the Bekasi Regency Cable Industrial Estate if getting good lighting or by the standards of lighting needs at work.

### **Job Satisfaction has a Positive and Significant Effect on Employee Commitment**

Based on the results of the analysis of respondents' perceptions of the variable employee job satisfaction in cable companies in the Bekasi Regency Cable Industrial Area, shows the level of job satisfaction is in the high category with a score of 3.85 in the range of 3.41 - 4.20 in the high category area. This shows that job satisfaction at cable companies in the Bekasi Regency Cable Industrial Area is included in the high category, especially on indicators such as the level of satisfaction with the financial situation and the level of satisfaction with work assignments that vary. However, there are still some indicators that still need attention and improvement related to job satisfaction of cable companies in Employees in the Bekasi Regency Cable Industrial Zone, such as the level of satisfaction indicators for the salary amount

The results of data analysis with statistical tests prove that job satisfaction has a positive and significant effect on employee commitment in cable companies in the Bekasi Regency Cable Industrial Area by 0.41, the path coefficient indicates that the direct contribution of job satisfaction to employee commitment is 0.1681. The most dominant dimension of job satisfaction is in the dimensions of supervision as measured by the dominant indicator of a firm level of supervision from the company. This shows that job satisfaction will be formed more highly if the cable company in the Bekasi Regency Cable Industrial Area provides high supervision, namely by carrying out repressive supervision of its employees.

### **Leadership, Competence, Work Environment, and Job Satisfaction Simultaneous Significantly influence Employee Commitment**

The results of data analysis with statistical tests state that leadership, competence, work environment, and job satisfaction together have a positive and significant effect on employee commitment, with large contributions jointly amounting to 85%, while 15% is influenced by variables other than leadership, competence, work environment, and job satisfaction. But partially the most dominant variable the effect on employee commitment to cable companies in the Bekasi Regency Cable Industrial Zone is the job satisfaction variable of 0.41.

Based on the results of data analysis, the most dominant dimension of leadership is on the leadership dimension to generate morale, then the most dominant dimension of competence is on the skills dimension, the most dominant dimension of the work environment is on the dimensions of information facilities, and the most dominant dimension of job satisfaction is on surveillance dimension. This shows that the higher supervision carried out by cable companies in Bekasi Regency Cable Industrial Estate in building job satisfaction, supported by the better lighting facilities in

building work environment, supported also by the higher leadership in raising work morale informing leadership.

Research result inline with Mowday (Gupta & Sharma, 2016) states that work commitment is another term for organizational commitment. According to him, organizational commitment is an important behavioral dimension that can be used to assess an employee's tendency to stay as a member of an organization. The concept of organizational commitment is based on the premise that individuals form an attachment (attachment) to the organization. Organizational commitment is not limited to leaders who hold functional or structural positions, but to all employees in the organization. Employees who have high performance will increasingly develop if working in an organizational environment that has high work commitment. (Limakrisna, Noor, & Ali, 2016) said the commitment is an agreement to do something for yourself, another individual, group, or organization. Meanwhile, according to Schermerhorn, (Ahmad, Abaidah, & Yahya, 2013), stated commitment as an individual's loyalty to the organization. High organizational commitment can identify itself in the organization. According to (Kafetsios, Athanasiadou, & Dimou, 2014) job satisfaction is a feeling of well-being that results from several aspects of work and can influence the relationship between workers and organizations, clients, and families, as well as being important for quality nursing services. Meanwhile, according to (Jin, Seo, & Shapiro, 2016) Job satisfaction is an individual's assessment of his work where job satisfaction or dissatisfaction does not only depend on working conditions but also depends on expectations that individual. (Cycyota, Ferrante, & Schroeder, 2016) emphasized that job satisfaction is related to one's feelings or attitudes about the job itself, salary, promotion, or education opportunities, supervision, work colleagues, workload, etc. He continued his statement that job satisfaction is related to one's attitude about work, and several practical reasons make job satisfaction an important concept for leaders. According to (Kafetsios et al., 2014) job satisfaction is a pleasant or unpleasant emotional state of work, job satisfaction reflects a person's feelings towards his work. Also Leadership can be defined as a process of influencing others to act to realize the goals that have been determined (Beth Knight, 2016). According to Gibson, (Mintrom & Norman, 2009), leadership is an attempt to use a type of influence, not coercion (concourse) to motivate people to achieve certain goals. Leadership according to (Ramani & Kumar, 2008) is the ability to influence a group towards the achievement of goals. The role of a leader in an entity or organization is very necessary to direct subordinates to achieve organizational goals. Therefore, if there is no good leadership, then the goals of the organization will be difficult to achieve.

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## CONCLUSION

Based on the results of the study, the following findings were found: leadership, competence, and work environment both partially and jointly had a significant effect on job satisfaction with a contribution of 51%. Partially the work environment that is reflected by the lighting aspect has the most positive and dominant influence on job satisfaction. Leadership, competence, work environment and job satisfaction both partially and together have a significant effect on employee commitment with a contribution of 85%. Partially job satisfaction is reflected by the consistency of the most

dominant employees in influencing employee commitment. The results also showed that job satisfaction is a full mediating variable on the influence of leadership, competence, and work environment on employee commitment.

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