

THE EFFECT OF EMPLOYEE ENGAGEMENT, ORGANIZATIONAL CULTURE AND EMOTIONAL INTELLIGENCE TO WARDS ORGANIZATIONAL COMMITMENT ON EMPLOYEES OF PT. PERKEBUNAN NUSANTARA IX KEBUN SEMUGIH

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Abstract : *This study is an analysis of the influence of employee involvement, organizational culture and emotional intelligence on organizational commitment at PT. Perkebunan Nusantara IX Kebun Semugih Pemalang. The population of this study were 143 employees with a sample of part of the employees of PT. Perkebunan Nusantara IX Kebun Semugih totaling 100 employees using purposive sampling technique and data obtained from respondents using a research instrument using a questionnaire. The research method used in this research is multiple regression analysis. The results showed that the variables of employee involvement, organizational culture and emotional intelligence simultaneously had a significant positive effect on organizational commitment. The results of the partial analysis test show that employee involvement has a significant positive effect on organizational commitment, organizational culture has a significant positive effect on organizational commitment and emotional intelligence has a significant negative effect on organizational commitment.*

Keywords: *Employee Engagement, Organizational Culture, Emotional Intelligence and Organizational Commitment.*

1. Introduction

Human resources are company assets that must be maintained and maintained so that quality employees remain in the company, to realize this, employees must have commitment. Commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Employees who are committed and qualified are usually always reliable and will devote their abilities to the maximum. The committed ability of employees will make it different from those who have average or ordinary abilities. Employee commitment is defined in terms of what is expected in the workplace, and refers to knowledge, skills, and attitudes which in their application must be consistent and in accordance with the performance standards required in the job (Safri, 2017).

The business world is currently growing so that companies must utilize natural resources and human resources to support company activities. Company competition in the era of globalization is getting sharper so that Human Resources (HR) are required to continuously be able to develop themselves proactively (Bagis, 2020). In addition, human resource management requires management that is able to manage resources in a systematic, planned, and efficient manner (Jufizen, 2017). The role of Human Resources (HR) in the organization is very dominant

because it is the main driving force in an organization. Thus, serious attention to HR management is one of the critical success factors of an organization that is absolutely necessary.

The view of HR can not only be seen individually, but also as a group in the organizational environment, this is due to human attitudes and behavior having different properties and characteristics, both individually and between groups within organizational units (Sari, 2017).

Organizational commitment describes the how loyal an employee is to his organization. Loyalty to the organization is indicated by a desire to work optimally, having confidence in the progress of the organization, a willingness to continue to accept shared values, and acceptance of what the organization's goals are. (Bagis, 2021) says, factors that influence organizational commitment include employee involvement, organizational culture and emotional intelligence as well as employee satisfaction with the work done. These factors must be considered by the company so that employees have high organizational commitment.

Rizwan et al., (2018) states, work involvement is the level of employees uniting themselves with work and devoting time and energy and view work as an important part of their lives. Ramezan (2016) says that organizational culture is a belief and ethical principle of organizational members who play an important role in the organization's management system, employees who have high organizational commitment can be seen from their job satisfaction in the organization. Nas (2017) stated that this concept emerged from several experiences, that high intellectual intelligence alone is not enough to lead people to success.

Many studies that have conducted research for the above anomaly such as (Tanjung, 2020). From the results of his research that employee involvement has a positive effect on organizational commitment. While research from (Rahmi & Mulyadi, 2018) shows that employee involvement does not have a negative and significant effect on organizational commitment. Research by (Tarjono, 2019). From the results of his research that organizational culture has a positive effect on organizational commitment. While research by (Koesmono, 2013) Organizational Culture has no effect on organizational commitment. Previous research on emotional intelligence on organizational commitment has been carried out by (Brata, 2020). Research by (Nordin, 2011) Emotional Intelligence has no effect on organizational commitment.

The purpose of this study was to determine the simultaneous effect of employee interaction, organizational culture, and emotional intelligence on organizational commitment, as well as the partial effect of employee involvement, organizational culture and emotional intelligence on employee commitment at PT. Nusantara IX Plantation Semugih Garden.

Based on the description that has been stated in the objectives and objectives of research, the hypothesis proposed is:

H1: Employee Engagement, Organizational Culture and Emotional Intelligence have a simultaneous effect on Organizational Commitment?

H2: Employee Involvement has a positive and significant effect on Organizational Commitment?

H3: Organizational Culture has a positive and significant effect on Organizational Commitment?

H4: Emotional Intelligence has a positive and significant effect on Organizational Commitment?

2. Research Method

The type of research applied in this research is research quantitative, where research data are in the form of numbers (Sugiyono, 2016). The population in this study are some employees of PT. Perkebunan Nusantara IX Kebun Semugih. The sampling technique in this research is

purposive sampling, namely the technique of determining the sample with certain considerations. The criteria for selecting the sample are permanent employees at PT. Perkebunan Nusantara IX Kebun Semugih, divisions (head of cinder, executor, and executive assistant), and employees who have worked for more than one year. In this study, the minimum sample size to be used is 100 respondents. Partial Least Square (PLS) analysis is an analysis of the data used in this study.

Organizational Commitment

According to Allen & Meyer (1991), organizational commitment is an attitude that employees have to remain loyal to the company and to keep working as best they can. Commitment is divided into three dimensions, namely affective commitment, normative commitment, and ongoing commitment. (Bagis,2020) It will reflect the degree to which individuals internalize or monitor organizational relationships or perspectives. (Meyer & Allen, 1991) also argue, formulate a definition of organizational commitment as a psychological construct that is characteristic of the relationship between organizational members and their organizations and has implications for individual decisions to continue membership in organizations.

Employee Engagement

According to Schaufeli et al (2002) in Bakker and Leiter (2010:41), Engaged employees have an energetic and effective sense of connection with work activities, and they see themselves as able to handle the demands of their jobs well. Job involvement is defined as a positive and mindful work-related state characterized by passion, dedication and absorption". It can be interpreted that the work relationship that has energy and has effective with their work activities and they feel capable of all things work.

Organizational Culture

According to (Kreitner & Knick, 2005) in (Bagis, et. all, 2020) organizational culture is an implied form of the assumption that the group has what the group will accept, and can determine how the group feels, thinks, and reacts to its diversity. Robbins & Judge (2013) defines organizational culture as a shared system that is believed and embraced by every member in an organization where this system then becomes a differentiator for the organization with other organizations or groups.

Emotional Intelligence

According to Goleman (2003) emotional intelligence is the ability that a person has in self-motivation, resilience in the face of failure, controlling emotions, delaying gratification and regulating mental states. Bagis, (2021), states that emotional intelligence is a correlative ability, but it leads inward. This ability will form an accurate and self-referencing self-model. In addition, the ability to use capital as a tool to live life effectively.

3. Result And Discussion

1) Result

Chin in Ghazali and Latan (2015) argues that to assess convergent validity, namely the loading factor value above 0.5-0.6, it is considered sufficient to meet the initial stages of developing a measurement scale. Ghazali and Latan (2015) also said that the AVE value must be greater than 0.50 so that it meets the convergent validity requirements. In addition,

the composite reliability value must be greater than 0.70 to be declared to meet the reliability requirements. From the results of the new data analysis meet the requirements after going through the calculation process in the third round.

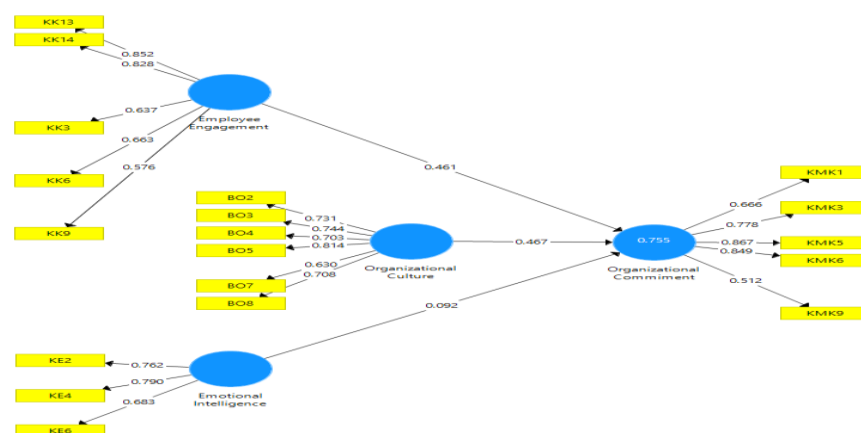
a. Reliability and Validity

Table 1. Construct Reliability and Validity

	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.840	0.518
Organizational Cultur	0.868	0.524
Emotional Intilligence	0.790	0.557
Organizational Commitment	0.859	0.557

The table above shows the convergent validity (loading factor) in the third round. The loading factor value for all indicators is more than 0.50 so it can be concluded that the model is valid, because it has met the convergent validity requirements. The table above also shows the composite reliability value on all variables more than 0.70. So it can be concluded that all the variables studied have met the criteria.

b. Structural Model Analysis



The results of PLS version 3.0 are shown in the image above, regarding the effect of employee engagement, organizational culture and emotional intelligence on organizational commitment. Based on the picture above, it can be seen that the R² value of 0.755 indicates that 75.5% of the variability in the construction of organizational commitment is influenced by factors of employee involvement, organizational culture and emotional intelligence. Based the results, the first hypothesis stated employee engagement, organizational culture and emotional intelligence had a positive effect on organizational commitment, then the first hypothesis is accepted.

The analysis of the structural model is carried out by evaluating the estimation results of the coefficient parameters and the level of significance. The test results for the significance of the path coefficient of each variable can be seen in Table 2.

Table 2. Parameter Coefficient and Statistical Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics (O/STDEV)	P Value
Employee Engagement =>Organizational Commitment	0.0461	0.466	0.087	5.301	0.000
Organizational Culture => Organizational Commitment	0.467	0.457	0.082	5.687	0.000
Emotional Intelligence => Organizational Commitment	0.092	0.097	0.078	1.170	0.243

The PLS shows that employee engagement has a significant effect on organizational commitment, and the second hypothesis which states that employee engagement has a positive effect on organizational commitment, so the second hypothesis is accepted.

The results also shows that organizational culture has a significant effect on organizational commitment, and the third hypothesis which states that employee engagement has a positive effect on organizational commitment, then the third hypothesis is accepted.

The results showed that emotional intelligence has no significant effect on organizational commitment, and the fourth hypothesis states that emotional intelligence has a positive significant effect on organizational commitment, so that the fourth hypothesis is rejected.

2) Discussion

The results showed that employee involvement had a significant positive effect on organizational commitment. According to (Rizwan et al, 2018) in Tanjung (2019), work engagement is the degree to which employees unite with work, devote time and energy and view work as an important part of their lives. Employees of PT. Perkebunan Nusantara IX Kebun Semugih while working is able to express himself and considers that work is an activity that is the center of his life. Employees who have a high level of job involvement are very impartial and genuinely care about the area of work they do.

Employees of PT. Perkebunan Nusantara IX Kebun Semugih has been working full of energy, tenacity, and trying to do all the work well besides that employees also feel a comfortable working atmosphere at work. Employees who have high employee involvement will increase organizational commitment to the company.

The results showed that organizational culture had a significant positive effect on organizational commitment. According to McShane, et al. (2015) in (Samuel, Setyadi, &

Tricahyadinata, 2020). states that organizational culture consists of the values and assumptions that are shared within an organization. This shared assumption is not realized, the perception is taken for granted or the belief in a very good job in the past so that it is considered the right way to think and act in the face of problems and opportunities. PT. Perkebunan Nusantara IX Kebun Semugih has been highly trusted by its organization because one of the important aspects that need to be considered by the organization to encourage its employees to commit is to foster trust in the organization and all the devices in it.

When employees have high trust in the organization, it is likely to increase employee commitment to the organization so that employees do not easily leave the organization, even employees who have high trust in the organization will not hesitate to do more and always do the best for their organization. . It is proven that the average working period that has been spent on employees is more than 20 years, meaning that employees really trust PT. Perkebunan Nusantara IX Kebun Semugih until now. Thus, if employees who have a high organizational culture will increase the company's organizational commitment.

The results showed that emotional intelligence had a significant negative effect on organizational commitment. Emotional intelligence does not affect the organizational commitment of employees who work at PT. Nusantara IX Plantation Semugih Gardens. According to Gardner (2013: 143) in (Argon & Liana, 2020). Emotional intelligence is the ability to understand other people, what motivates them, how they work, how to work hand in hand with intelligence. Emotional intelligence is a correlative ability, but directed inward. This ability is the ability to form an accurate and self-referential model of oneself and the ability to use this capital as a tool to live life effectively.

That so far the employees of PT. Perkebunan Nusantara IX Kebun Semugih has not been able to control emotional intelligence, employees have not been able to accept criticism from others when working. In addition, employees have not been able to control the emotions within employees. This inability to control emotional intelligence has an impact on the sense of belonging to people the company they work for.

Employees of PT. Perkebunan Nusantara IX Kebun Semugih must be able to control emotional intelligence at work, such as how to explain each other's moods and abilities or shortcomings. When employees are able to control emotional intelligence, the sense of belonging and thinking about staying in the company will increase. The higher the emotional intelligence, the lower the organizational commitment, on the contrary, the lower the emotional intelligence, the higher the organizational commitment to the company

4. Conclusion

Based on the research results, it shows the acceptance of the first hypothesis that showed that employee involvement had a significant positive effect on organizational commitment, work engagement is the degree to which employees unite with work, devote time and energy and view work as an important part of their lives. The results showed that organizational culture had a significant positive effect on organizational commitment, states that organizational culture consists of the values and assumptions that are shared within an organization. This shared assumption is not realized, the perception is taken for granted or the belief in a very good job in the past so that it is considered the right way to think and act in the face of problems and opportunities. The results showed that emotional intelligence had a significant negative effect on organizational commitment. Emotional intelligence is the ability to understand other people, what motivates them, how they work, how to work hand in hand with intelligence. Emotional

intelligence is a correlative ability, but directed inward. This ability is the ability to form an accurate and self-referential model of oneself and the ability to use this capital as a tool to live life effectively.

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