



## Analysis of Employee Commitment to the Organization with Job Involvement as an Intervening Variable at PT. X

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**ABSTRACT:** The development of information technology has transformed business and daily life. Organizational transformations are precipitated by the advancement of information technology. In the 21st century, loyal, committed, and dedicated employees are a company's most valuable asset since they perform better and spend more time improving organizational outcomes. This study aims to analyze the effect of work motivation, job security, and organizational climate on employee commitment to the organization, with job involvement as an intervening variable at PT. X. This research used a non-experimental quantitative research method with a total sampling technique, collecting data from 117 respondents using valid and reliable questionnaires. The research results were analyzed using Partial Least Square-Structural Equation Modelling (PLS-SEM) with Smart PLS version 3. The findings demonstrate that employee commitment to the organization is positively and significantly affected by work motivation, job security, and organizational climate. Furthermore, through job involvement as an intervening variable, work motivation, job security, and organizational climate exert a positive and significant indirect effect on employee commitment. However, their direct effects on employee commitment to the organization are greater than the indirect effects mediated by job involvement.

**Keywords:** Work Motivation, Job Security, Organizational Climate, Job Involvement, Employee Commitment to the Organization



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## INTRODUCTION

Information technology development has profoundly impacted all sectors, especially business, altering how people perform daily activities and work. It has transformed individual communication, financial management, data management, business process automation, and organizational functions such as human resource management. The evolution of information technology leads to organizational changes, especially in recruitment, selection, training, performance evaluation, payroll, and employee retention methods. This progress influences HR

activities due to enhancements in collecting, storing, utilizing, and disseminating information about applicants and employees ([Wahyoedi et al., 2023](#)).

In the 21st century, human resource assets (HR) or employees are the most valuable assets for a company, as loyal, committed, and dedicated workers tend to perform better and invest significant time in improving organizational outcomes ([Adeoye, 2021](#)). Employees are crucial resources in achieving organizational goals. Cherif (2020) notes that a company's success, sustainability, and competitiveness are tied to the commitment of its members. Employees who are satisfied are more likely to demonstrate commitment to their organization or company. Conversely, a lack of company focus on employee wants and needs can decrease job satisfaction, potentially leading to high employee turnover ([Saputra & Andani, 2021](#)).

Survey data from Robert Walters, Inc. (n.d.) about the Salary Survey Guide Indonesia 2023, reveals that 75% of professional employees are prepared to seek new jobs in 2023, and 84% are confident about finding opportunities in their sector. This data indicates a high turnover rate in Indonesia, reflected by the significant percentage of employees willing to look for new jobs. Additionally, a preliminary survey at PT. X in December 2023, involving 10 respondents, highlighted a high intention among employees to quit or transfer from their current divisions. The average results of this preliminary test are presented in Table 1 below, showing that PT. X employees tend to have a considerable intention to leave their jobs.

Table 1. Preliminary Test

	Respondent									
	1	2	3	4	5	6	7	8	9	10
Mean	4,0	3,4	4,6	2,8	1,6	3,0	3,6	4,2	4,4	3,6

Source: Processed Data (2024)

The concept of employee commitment centers on the close relationship between an organization and its employees ([Chanda & Goyal, 2020](#)). Employees' strong alignment with and unwavering passion for their company reflect this commitment ([Zebua, 2022](#)). According to Hunjra et al. ([in Lloyd, 2021](#)), employees who exhibit high commitment are driven to devote their time and energy toward attaining organizational objectives, with these individuals increasingly being recognized as the organization's foremost asset or resource. High levels of absenteeism and turnover result from employees who lack commitment to their organization ([Cherif, 2020](#)).

Several factors influence employee commitment to the organization, including employee work motivation ([Lunnardi & Turangan, 2021](#); [Zebua, 2022](#)). Both internal and external work motivation elucidate the efforts individuals invest in their work by influencing the direction, intensity, and persistence of their efforts over time. Employees with high work motivation tend to work harder and longer compared to those who are not motivated ([Colquitt et al., 2019](#)). Effective motivation is crucial for fostering employee commitment, as it enhances performance, understanding, determination, and a strong adherence to organizational values and goals ([Nguyen et al., 2020](#)).

Another significant factor impacting employee commitment is job security. Defined as a legal agreement between employees and companies, job security ensures stability and yields beneficial results ([Hur, 2019](#)). Ensuring job stability is vital for establishing trustful relationships, where employees feel valued for their contributions. Trust significantly impacts organizational commitment by shaping work relationships. Employees tend to show exclusive dedication to their company when they trust their leaders, thereby reinforcing job security and enhancing employee loyalty and commitment to the organization ([Handoko & Rambe, 2018](#); [Mihirani & Sangarandeniya, 2021](#)).

Employee commitment to the organization is influenced not only by work motivation and job security but also by the organizational climate, which is a critical factor. According to Khairani et al. (2021), one of the most critical attributes of any organization is its organizational climate. This climate encompasses various attributes of the work environment perceived both directly and indirectly and is considered a primary determinant of employee behavior ([Nwabueze-Kelvin & Aruoren, 2023](#)). A strong sense of loyalty among employees, fostered by a supportive organizational climate, plays a crucial role in achieving organizational goals and enhancing their commitment to the organization ([Rumpoko & Sidik, 2019](#)). Mathis and Jackson ([in Afgani et al., 2020](#)) suggest that organizational climate can influence employees' decisions to remain with their current employer or seek opportunities elsewhere, either directly or indirectly. Therefore, creating a better organizational climate is essential for fostering employee happiness and commitment ([Khairani et al., 2021](#)).

To effectively compete externally, companies require adequate human resources, necessitating employees with high skills, knowledge, and abilities. Involvement in the organization and a willingness to exert extra effort for the company's progress characterize employee commitment ([Clarissa & Edalmen, 2022](#)). As a kind of engagement, job involvement encourages workers to develop a strong sense of loyalty to the company ([Marimin & Santoso, 2020](#)). Employees with high job involvement demonstrate strong objectivity and genuine concern for the quality of their work ([Tanjung, 2019](#)). When individuals are committed to fulfilling their responsibilities and assigned tasks, job involvement enhances efficiency and concentration ([Clarissa & Edalmen, 2022](#)).

Popoola and Fagbola (2023) conducted research on work motivation and employee commitment to the organization. Their findings revealed a strong and positive correlation between work motivation and employee commitment. This suggests that when employees are highly motivated, they are more likely to be committed to the organization. In contrast, Marliza et al. (2022) discovered that the impact of work motivation on employee commitment to the organization at Rokan Hulu Regional Hospital was negligible, suggesting that employee commitment is not affected by variations in work motivation.

Anand et al. (2023) conducted research on job security and employee commitment, and their findings indicate that job security has a negligible and insignificant impact on employee commitment to the organization. In contrast, Domfeh and Hunsaker (2020) discovered job security has a positive and substantial impact on employee commitment to the organization, suggesting that enhanced job security boosts employee commitment. Further, research by

Seyyedmoharrami et al. (2019) and Munte et al. (2022) demonstrated a positive and significant correlation between organizational climate and employee commitment, showing that improvements in organizational climate increase employee commitment.

Further studies on job involvement and employee commitment by Hidayanto and Kurniawan (2022) and Clarissa and Edalmen (2022) indicated that job involvement has an insignificant effect on employee commitment to the organization, meaning higher job involvement does not alter employee commitment to the organization. However, research by Gopinath (2020b), Ogundipe et al. (2020), and Tanjung (2019) found a positive and substantial impact of job involvement on employee commitment to the organization, suggesting that greater job involvement enhances employee commitment to the organization.

Additional studies on work motivation and job involvement by Jufriadi et al. (2020) and Tomar (2021) reported that work motivation positively and significantly affects job involvement, indicating that strong work motivation drives employees to engage more in their tasks. Conversely, a lack of motivation leads to disengagement. Valackiene et al. (2021) also found that job security influences employee job involvement in organizations.

Yusnita (2021a) conducted research on organizational climate and job involvement. Her findings suggest that a supportive organizational environment is essential for improving employee comfort and involvement in their work. In a separate study, Yusnita (2021b) examined how the organizational environment affects employee commitment to their profession by analyzing job involvement. The findings indicate that a positive and substantial relationship exists between a good organizational climate and professional commitment, mediated by job engagement. This highlights the important function of strong job involvement in enhancing the connection between organizational atmosphere and professional dedication. Contrastingly, a recent study conducted by Malik et al. (2024) examined the impact of work motivation on employee commitment to the organization by assessing job engagement. The results imply that job motivation does not have a substantial impact on employee commitment to the organization through job involvement. This means that strong job involvement does not operate as a mediator between work motivation and employee commitment to the organization.

Previous study shows that there is inconsistency in the results when it comes to the influence of work incentive and job security on employee commitment. Some studies have found significant beneficial benefits, while others have not. Additionally, previous investigations involved diverse respondent groups, including workers, teachers, librarians, civil servants, health professionals, and general employees. In contrast, this study focuses exclusively on employees within a single private telecommunications company. The aim of this research is to assess the impact of work motivation, job security, and organizational climate on employee commitment to the organization. Job involvement will be examined as a mediating variable. Structural and measurement models will be used in the specific context of PT. X in Indonesia.

## **Employee Commitment to the Organization**

The robust relationship between an organization and its employees is underscored by employee commitment to the organization ([Chanda & Goyal, 2020](#)). The literature refers to this concept as organizational commitment, highlighting the loyalty and support employees have towards their organization ([Adeoye, 2021](#)). According to Robbins and Judge (2022), organizational commitment refers to the extent to which an employee aligns themselves with the organization and its objectives, actively choosing to stay engaged. This strong commitment is evident when employees align themselves with the organization's objectives and express a desire to stay ([Robbins & Judge, 2022](#)).

According to Allen and Meyer, as cited in Colquitt et al. (2019), propose that employee commitment to the organization comprises three dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment is characterized by a strong emotional connection and active engagement with the organization, resulting in members choosing to stay because of their personal desire to do so. Continuance commitment is predicated on the acknowledgment of the expenses linked to departing the firm, implying that employees remain due to necessity. Normative commitment is the result of a feeling of duty to stay with the organization, showing that individuals continue because they believe they should ([Colquitt et al., 2019](#)).

## **Work Motivation**

Luthans et al. (2021) define work motivation as a process initiated by a physiological or psychological need, leading to the activation of behavior aimed at achieving specific goals or incentives. Deci and Ryan, as cited in Trépanier et al. (2023), describe self-determination theory (SDT), which categorizes motivation into five indicators based on the degree to which work values are internalized and integrated within the individual. These indicators are: (a) amotivation, (b) external regulation, (c) introjection regulation, (d) identification regulation, and (e) intrinsic motivation. Amotivation, the first indicator, refers to a lack of motivation towards an activity. External regulation, the second indicator, involves actions undertaken to achieve desired outcomes, such as receiving rewards or avoiding punishment, and is not internalized at all. This form of regulation is further divided into external regulation-social and external regulation-material. The third indicator is introjected regulation refers to behavior that is motivated by internal forces, such as self-pride and self-esteem. It involves a strong sense of personal identity and might be accompanied by feelings of remorse or regret. Identification regulation, the fourth indicator, occurs when an individual engages in an activity because they identify with the value or significance of the work, aligning it with their personal goals and values, thus regulating the activity autonomously. Finally, intrinsic motivation, the fifth indicator, refers to actions driven by internal emotional stimuli, such as interest, enjoyment, and job satisfaction, representing the most self-determined form of motivation ([Trépanier et al., 2023](#)).

## **Job Security**

Qin et al. (2021) describe job security as an employee's personal expectations about the stability and continuity of their employment inside an organization, which acts as a predictor of workplace behavior. Davy, Kinicki, and Scheck, as cited in Firdaus (2023), identify three indicators of job security: (a) future career, (b) promotion opportunities, and (c) general job security. The first indicator, future career, assesses employees' confidence in their career prospects and future security within the organization. The second indicator, promotion opportunities, evaluates employees' beliefs in their chances for career development and advancement within the organization. Lastly, general job security measures employees' confidence in their overall job stability within the organization ([Davy et al. in Firdaus, 2023](#)).

## **Organizational Climate**

According to Seyyedmoharrami et al. (2019), organizational climate as a collection of characteristics that influence employee behavior, distinguish one organization from another, and shape employees' perceptions of their work environment and the overall organizational climate. A supportive and friendly organizational climate fosters comfort and motivates employees to fully dedicate themselves to their tasks ([Yusnita, 2021a](#)). Quinn and Rohrbaugh's Competing Value Model states that the criteria for organizational efficiency are determined by the balance between flexibility and control, as well as the internal and external direction of the organization. This model is divided into four quadrants, each representing a primary management and psychological approach: (a) open system, (b) internal process, (c) human relations, and (d) rational goals. The open system dimension emphasizes external environment and flexible relationships between the organization and its external environment. The human relations dimension focuses on the internal environment and flexibility, highlighting interaction patterns within the organization. The internal process dimension places the highest importance on the organization's internal environment and control. Lastly, the rational goal dimension centers on the external environment controlled by the organization itself ([Channar, 2021](#)).

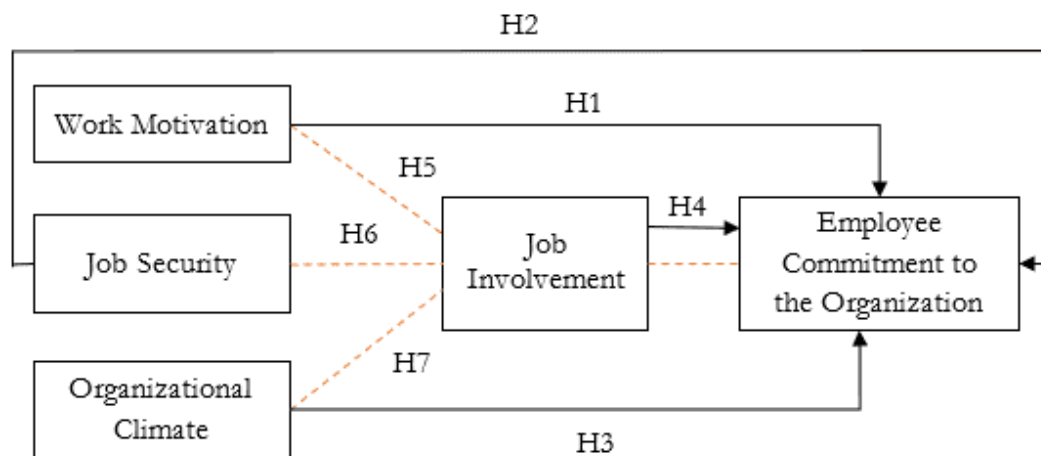
## **Job Involvement**

The level of an employee's job involvement can be assessed by how deeply they immerse themselves in their tasks, the significant amount of time and energy they invest, and the extent to which they consider their job a central part of their life. Those who exhibit high levels of engagement show genuine interest and concern for their job ([Gopinath, 2020a](#)). ([Gopinath, 2020a](#)). According to Govender and Parumasur ([in Seprianto, 2021](#)), job involvement indicators are categorized into four areas: (a) response to work, (b) expression of being job involved, (c) sense of duty, and (d) feeling about unfinished work and absenteeism. The response to work indicator highlights that employees' expectations regarding their jobs and the degree to which these expectations are fulfilled influence their job involvement level, subsequently affecting their response to their tasks. The expression of job involvement indicator refers to the various ways employees display their level of involvement, which varies among individuals and depends on the intensity of their involvement experience. The sense of responsibility indicator pertains to

employees who are highly involved, exhibiting a strong sense of duty towards their work. Lastly, the indicator concerning feelings about unfinished work and absenteeism notes that engaged employees tend to avoid absenteeism and feel guilty about leaving tasks incomplete (Govender & Parumasur in Seprianto, 2021).

**Research Hypothesis**

- H1: Work motivation has a positive effect on employee commitment to the organization.
- H2: Job security has a positive effect on employee commitment to the organization.
- H3: Organizational climate has a positive effect on employee commitment to the organization.
- H4: Job involvement has a positive effect on employee commitment to the organization.
- H5: Work motivation has a positive effect on employee commitment to the organization through job involvement.
- H6: Job security has a positive effect on employee commitment to the organization through job involvement.
- H7: Organizational climate has a positive effect on employee commitment to the organization through job involvement.



Notes :  
 — = Direct effect  
 - - - = Indirect effect

Figure 1. Research Framework  
 Source: Processed Data (2024)

**METHOD**

This study utilizes quantitative data, as it employs a non-experimental quantitative approach method. Questionnaires were used to collect primary data, while books, journals, papers, and other relevant sources were consulted to get secondary data. The population of interest consists of 117 employees from PT. X, who were selected using a total sampling technique, also known as saturated sampling or census, targeting the entire group meeting the respondent criteria.

Smart PLS version 3 for Microsoft Windows was employed to perform data processing and analysis. For predictive and explanatory purposes, the study implements Partial Least Square-

Structural Equation Modeling (PLS-SEM). Two models were derived through PLS-SEM analysis: the outer model, or measurement model, which illustrates the relationships between constructs and indicators and the representation of variables by constructs, and the inner model, or structural model, which illustrates the relationships (path analysis) among constructs ([Hair et al., 2019](#); [Hair et al., 2016](#)).

The initial step in the PLS-SEM analysis involved testing the validity and reliability of the variables measured in the outer model. According to Hair et al. (2019), the measurement model evaluation in PLS-SEM encompasses four aspects for each construct: (a) indicator loadings' size and significance, (b) construct reliability, (c) convergent validity, and (d) discriminant validity. Following this, hypothesis testing (structural model) on the variables measured in the inner model was conducted. Hair et al. (2019) describe several steps for evaluating the structural model: (a) testing multicollinearity among predictor constructs using the Variance Inflation Factor (VIF), (b) assessing the coefficient of determination ( $R^2$ ), (c) evaluating effect size ( $f^2$ ) to determine predictive power, and (d) performing a blindfolding test to assess predictive relevance ( $Q^2$ ). Once these evaluations were completed, hypothesis testing proceeded by assessing the path coefficients' size and significance. This involved comparing the T-value from bootstrapping results with the T-table value; a T-value greater than the T-table value indicates an influence. Additionally, a p-value below 0.05 indicates a statistically significant effect ([Hair et al., 2019](#)).

## **RESULT AND DISCUSSION**

The result of this study was obtained from a questionnaire that was distributed offline to all employees of PT. X from March 1, 2024, to March 7, 2024. The respondents in this study are categorized according to their gender, age, job title, and employee status. The demographic profile of 117 respondents who comply with the criteria for research respondents is illustrated in Table 2.

The respondents in this study were 81 men (69.2%) and 36 women (30.8%), as indicated by the data from 117 respondents in table 6 above. This demonstrates that PT. X has a higher proportion of male employees. Subsequently, the age distribution of respondents revealed that 2 individuals (1.7%) were under the age of 20, 52 individuals (44.4%) were between the ages of 21 and 30, 53 individuals (45.3%) were between the ages of 31 and 40, 8 individuals (6.8%) were between the ages of 41 and 50, and 2 individuals (1.7%) were between the ages of 51 and 60. These findings suggest that employees at PT. X are more likely to be between the ages of 21 and 40 and 21 and 30. PT. X employs 115 individuals (98.3%) as personnel and 2 individuals (1.7%) as supervisors, as indicated by the responses of 117 respondents. Subsequently, the status of employees at PT. X includes 31 permanent employees (26.5%) and 86 contract employees (73.5%). This indicates that employees at PT. X are still classified as contract employees.



Table 2. Respondent Demographic Profile

No	Description	Category	Total	Percentage (%)
1.	Gender	Man	81	69,2
		Woman	36	30,8
		Total	117	100
2.	Age	≤ 20 year old	2	1,7
		21 – 30 year old	52	44,4
		31 – 40 year old	53	45,3
		41 – 50 year old	8	6,8
		51 – 60 year old	2	1,7
		Total	117	100
3.	Job Title	Supervisor	2	1,7
		Staff	115	98,3
		Total	117	100
4.	Employee Status	Permanent employees	31	26,5
		Contract employees	86	73,5
		Total	117	100

Source: Processed Data (2024)

This study assesses the outer model, also known as the measurement model, to determine the validity and reliability of the research variables. Additionally, it examines the internal model, also known as the structural model, to test the research hypotheses and model predictions. The results of the outer model include multiple tests. Firstly, the reliability testing of all 33 indicators shows an outer loading value greater than 0.708. The findings of indicator reliability are presented in Table 2, which provides the outer loading values for each indicator.

Table 3. Indicator Reliability

Variable	Dimension	Indicator	Outer Loading	Result
Work Motivation		Amotivation	0,962	Reliable
		External regulation-social	0,955	Reliable
		External regulation-material	0,960	Reliable
		Introjection regulation	0,962	Reliable
		Identification regulation	0,961	Reliable
		Intrinsic motivation	0,961	Reliable
Job Security		Future career	0,935	Reliable
		Promotion opportunities	0,932	Reliable
		General job security	0,910	Reliable

**Analysis of Work Motivation, Job Security, and Organizational Climate on Employee Commitment to the Organization with Job Involvement as an Intervening Variable at PT. X**  
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Organizational Climate	Open system	Inovation and flexibility	0,948	Reliable
		Outward focus	0,945	Reliable
		Reflexivity	0,966	Reliable
	Human relations	Autonomy	0,929	Reliable
		Integration	0,943	Reliable
		Involvement	0,948	Reliable
		Supervisory support	0,944	Reliable
		Training	0,934	Reliable
		Welfare	0,933	Reliable
		Internal process	Formalization	0,967
	Tradition		0,969	Reliable
	Rational goals	Clarity of organization goals	0,930	Reliable
		Efficiency	0,927	Reliable
		Effort	0,898	Reliable
		Performance feedback	0,912	Reliable
Pressure to produce		0,942	Reliable	
Quality		0,933	Reliable	
Job Involvement		Response to work	0,980	Reliable
	Expression of being job involved	0,982	Reliable	
	Sense of duty	0,978	Reliable	
	Feeling about unfinished work and absenteeism	0,963	Reliable	
Employee Commitment to the Organization	Affective commitment	0,909	Reliable	
	Continuance commitment	0,935	Reliable	
	Normative commitment	0,977	Reliable	

Source: Processed Data (2024)

Secondly, the construct reliability testing demonstrates that all indicators are consistent and reliable, as evidenced by Cronbach's Alpha and Composite Reliability values that exceed 0.70. The construct reliability results are presented in Table 3, which includes the Cronbach's Alpha and Composite Reliability values for each variable. Thirdly, the convergent validity testing confirms the validity of all indicators in quantifying their respective components, as the average variance extracted (AVE) values exceed 0.50. The convergent validity results, which include the average variance extracted (AVE) values for each variable, are presented in Table 4. Lastly, the discriminant validity testing shows heterotrait-monotrait ratio (HTMT) values below 0.90, indicating good discrimination among indicators. The discriminant validity results are illustrated in Table 5, which provides a comprehensive breakdown of each variable.

Table 4. Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability	Result
Work Motivation	0,982	0,983	Reliable
Job Security	0,917	0,948	Reliable
Organizational Climate	0,990	0,991	Reliable
Job Involvement	0,982	0,984	Reliable
Employee Commitment to the Organization	0,947	0,952	Reliable

Source: Processed Data (2024)

Table 5. Convergent Validity

Variable	Average Variance Extracted (AVE)	Result
Work Motivation	0,757	Valid
Job Security	0,858	Valid
Organizational Climate	0,761	Valid
Job Involvement	0,750	Valid
Employee Commitment to the Organization	0,528	Valid

Source: Processed Data (2024)

Table 6. Discriminant Validity

	Organizational Climate	Job Security	Job Involvement	Employee Commitment to the Organization	Work Motivation
Organizational Climate	0,000	0,000	0,000	0,000	0,000
Job Security	0,619	0,000	0,000	0,000	0,000
Job Involvement	0,673	0,721	0,000	0,000	0,000
Employee Commitment to the Organization	0,777	0,796	0,849	0,000	0,000
Work Motivation	0,706	0,692	0,773	0,846	0,000

Source: Processed Data (2024)

The inner model results also include several tests. Firstly, the multicollinearity test results indicate that the Variance Inflation Factor (VIF) values are less than 3.00, which implies that there is no multicollinearity among the variables. The results of the multicollinearity analysis are presented in Table 6, which also includes the VIF values for each of the five variables.

Table 7. Multicollinearity

	Organizational Climate	Job Security	Job Involvement	Employee Commitment to the Organization	Work Motivation
Organizational Climate	0,000	0,000	2,075	2,179	0,000
Job Security	0,000	0,000	1,889	2,119	0,000
Job Involvement	0,000	0,000	0,000	2,906	0,000
Employee Commitment to the Organization	0,000	0,000	0,000	0,000	0,000
Work Motivation	0,000	0,000	2,379	2,947	0,000

Source: Processed Data (2024)

Secondly, the coefficient of determination test shows R Square ( $R^2$ ) values of 0.817 for employee commitment (strong category) and 0.656 for job involvement (moderate category). The coefficient of determination results are shown in Table 7, detailing the R Square ( $R^2$ ) values.

Table 8. Coefficient of Determination

Variabel	R Square ( $R^2$ )	Category
Job Involvement	0,656	Moderate
Employee Commitment to the Organization	0,817	Strong

Source: Processed Data (2024)

Thirdly, the effect size test (f Square or  $f^2$ ) indicates that work motivation on job involvement, work motivation on employee commitment to the organization, and job involvement on employee commitment to the organization all have medium effect sizes. Meanwhile, job security on job involvement, job security on employee commitment to the organization, organizational climate on job involvement, and organizational climate on employee commitment to the organization all have small effect sizes. Table 8 presents the effect size results, including the f Square ( $f^2$ ) values.

Table 9. Effect Size

	f Square (f <sup>2</sup> )	T-Statistics	Category
Work Motivation → Job Involvement	0,239	4,964	Sedang
Work Motivation → Employee Commitment to the Organization	0,152	3,746	Sedang
Job Security → Job Involvement	0,122	3,690	Kecil
Job Security → Employee Commitment to the Organization	0,110	3,816	Kecil
Organizational Climate → Job Involvement	0,051	2,749	Kecil
Organizational Climate → Employee Commitment to the Organization	0,119	4,235	Kecil
Job Involvement → Employee Commitment to the Organization	0,193	3,900	Sedang

Source: Processed Data (2024)

Fourthly, the blindfolding test results indicate  $Q^2$  values of 0.484 and 0.421 for job involvement and employee commitment, respectively, categorizing them as having moderate predictive relevance. The Q Square ( $Q^2$ ) Predict values for job involvement and employee commitment increase to 0.637 and 0.769, indicating large predictive relevance. Predictive relevance results are outlined in Table 9, detailing the Q Square ( $Q^2$ ) and Q Square ( $Q^2$ ) Predict values.

Table 10. Blindfolding or Predictive Relevance

Variable	Q Square ( $Q^2$ )	Q Square ( $Q^2$ ) Predict
Job Involvement	0,484	0,637
Employee Commitment to the Organization	0,421	0,769

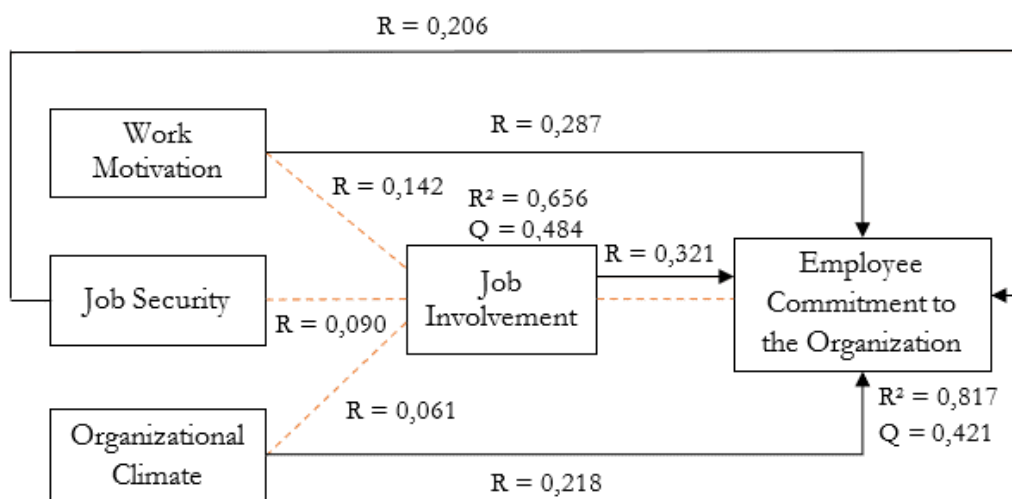
Source: Processed Data (2024)

These findings verify that the research model, which comprises three independent variables, one dependent variable, and one intervening variable, satisfies the criteria for testing both the measurement model and the structural model. Subsequently, hypothesis testing was implemented through path analysis. Hypothesis testing is conducted using a one-tailed test, comparing the T-Statistics with the T-Table ( $df = 117 - 1 = 116$ ) of 1.658. If the T-Statistics  $> 1.658$ , the hypothesis is considered accepted or has an effect. Additionally, results are deemed significant if the P-Value  $< 0.05$ . Table 10 provides the path analysis results, while Figure 2 illustrates the empirical research model.

Table 11. Path Analysis

	Standardized Coefficient	T-Statistics	P-Value	Significant	Result
H1	0,287	3,746	0,000	Significant	H1 Accepted
H2	0,206	3,816	0,000	Significant	H2 Accepted
H3	0,218	4,235	0,000	Significant	H3 Accepted
H4	0,321	3,900	0,000	Significant	H4 Accepted
H5	0,142	2,922	0,002	Significant	H5 Accepted
H6	0,090	2,566	0,005	Significant	H6 Accepted
H7	0,061	2,325	0,010	Significant	H7 Accepted

Source: Processed Data (2024)



Notes :

- = Direct effect
- - - = Indirect effect

Figure 2. Empirical Research Model

Source: Processed Data (2024)

The empirical research model suggests that the dependent variable (employee commitment to the organization) is substantially influenced by the independent variables (work motivation, job security, and organizational climate) both directly and indirectly through the intervening variable (job involvement). Nevertheless, the direct impact of the independent variables on the variable under investigation is substantially greater than the indirect effect that is being mediated by the variable under investigation. This demonstrates that the direct impact of work motivation, job security, and organizational climate on employee commitment to the organization is more significant than the indirect effect that these factors have through job involvement with the organization.

### **Work Motivation has a Positive Effect on Employee Commitment to the Organization**

The study findings indicate that the T-Statistics value for the relationship between work motivation and employee commitment to the company is 3.746, surpassing the threshold of 1.658. Additionally, the P-Value is 0.000, falling below the barrier of 0.05. Both of these numbers have been shown to be statistically significant. Furthermore, the Standardized Coefficient has a value of 0.287, which indicates that the value is positive. Therefore, it may be inferred that employee commitment to the organization is positively influenced by high levels of job motivation (H1 is accepted). Previous research conducted by Popoola and Fagbola (2023), Zebua (2022), Lunnardi and Turangan (2021), Jufriadi et al. (2020), also Anwar and Aima (2019), have found that employee job motivation has a strong and beneficial impact on employee commitment to the organization. These findings are consistent with those findings. This suggests that employees need adequate motivation to enhance their commitment to the organization ([Lunnardi & Turangan, 2021](#)).

This research supports the statement by Popoola and Fagbola (2023) that work motivation is a vital aspect in enhancing employee performance and dedication in different organizations, as it is an inherent and influential element in individuals. Nguyen et al. (2020) also affirm that motivation not only enhances employee achievement but also fosters comprehensive understanding, determination, and strong commitment to the organization's values and goals.

Based on the results of this research, the results of this research indicate that the indicators of introjected regulation and amotivation have the greatest impact of the six work motivation indicators. This demonstrates that the amotivation indicator, which indicates that the respondent lacks motivation for his work, significantly affects the work motivation of employees at PT. X. Consequently, the absence of employee motivation will have an impact on the overall work motivation value. Then, indicators of introjected regulation demonstrate that the affective attachment of participants to their work significantly influences the work motivation of employees at PT. X. Consequently, employees who experience internal pressure factors within themselves will experience a decrease in their work motivation.

The results of this research also indicate that the indicator of normative commitment has the greatest impact of the three indicators of employee commitment to the organization. This demonstrates that the normative commitment of employees at PT. X is associated with the desire to remain a member of the organization due to the sense of obligation, which necessitates an individual's continued presence. This necessity significantly influences the overall results of employee commitment in the organization in this study. In the context of normative commitment at PT. X, employees may perceive that they are obligated to remain with the organization, as if they have a debt to their superiors, colleagues, or a larger organization.

### **Job Security has a Positive Effect on Employee Commitment to the Organization**

The findings of this study indicate that the T-Statistic value for the relationship between job security and employee commitment to the company is 3.816, above the criterion of 1.658. Additionally, the P-Value is 0.000, falling below the threshold of 0.05. Both of these results have statistical significance. Furthermore, the Standardized Coefficient has a value of 0.206, which

indicates that the value is positive. Thus, it can be inferred that job security has a beneficial influence on the level of commitment that employees have to the organization (H2 is accepted).

The results align with the prior study conducted by Domfeh and Hunsaker (2020), which similarly concluded that job security had a notable and favourable impact on employees' dedication to the organization. This suggests that when employees have high confidence in their job security within the organization, supported by good policies and decision-making, their commitment to the organization tends to increase (Ogunola, 2020). Furthermore, these findings support Domfeh and Hunsaker's (2020) assertion that organizations should prioritize job security as a crucial factor in predicting increased employee commitment.

Based on the results of this research, the prospective career indicator has the greatest impact of the three job security indicators, as indicated by the findings of this research. The job security of employees at PT. X is significantly influenced by the prospective career image, prospects, and security of the participant, as evidenced by the 31 permanent employees and 86 contract employees. This can have an impact on the employment security of employees.

### **Organizational Climate has a Positive Effect on Employee Commitment to the Organization**

The study's findings indicate that the T-Statistic value for the relationship between organizational climate and employee commitment to the organization is 4.235, surpassing the threshold of 1.658. Moreover, the P-Value for this correlation is 0.000, which is below the significance level of 0.05. Both of these results have statistical significance. Furthermore, the Standardized Coefficient has a value of 0.218, which indicates that the value is positive. Therefore, based on these findings, it may be inferred that the organizational environment positively impacts employees' level of commitment to the organization (H3 is accepted). Previous research conducted by Munte et al. (2022) and Seyyedmoharrami et al. (2019) has shown that organizational climate has a positive and significant effect on employee commitment to the organization. These findings support and align with the previous findings. Seyyedmoharrami et al. (2019) found that higher levels of employee commitment are associated with improvements in organizational climate. This emphasizes the importance of the organizational climate.

Furthermore, this research supports Munte et al.'s (2022) assertion that organizational climate is a crucial factor in enhancing motivation, satisfaction, effectiveness, and ultimately, employee commitment. A well-established organizational climate also plays a significant role in achieving organizational goals (Munte et al., 2022). A conducive organizational environment enhances member loyalty and employee commitment (Rumpoko & Sidik, 2019). The favourable internal ambiance that members experience throughout work activities indicates a robust organizational climate. The growth and intricacy of an organization can also have an impact on its members. Establishing partnerships founded on mutual respect and comprehension is vital for augmenting employee dedication within sizable organizations (Munte et al., 2022).

Based on the results of this research, the formalization and tradition indicators, which are part of the internal process dimension, have the greatest influence of the seventeen organizational climate



indicators, as indicated by the results of this research. This demonstrates that the organizational climate at PT. X is significantly influenced by formalization and internal control, which involve the efficient utilization of resources and the level of employee compliance with formal rules and procedures. Additionally, the internal environment of PT. X is stabilized, with the impact of environmental uncertainty being ignored or minimized.

### **Job Involvement has a Positive Effect on Employee Commitment to the Organization**

The study findings indicate that the T-Statistic value for the relationship between job participation and employee commitment to the firm is 3.900, above the criterion of 1.658. Additionally, the P-Value is 0.000, falling below the threshold of 0.05. Both of these results have statistical significance. Furthermore, the Standardized Coefficient had a value of 0.321, suggesting a potential positive interpretation. Consequently, it may be inferred that job participation positively influences employee loyalty to the organization (H4 is accepted). Prior studies conducted by Gopinath (2020b), Ogundipe et al. (2020), and Tanjung (2019) job involvement has a favorable and significant effect on employee commitment to the organization. These findings align with the discoveries of the previously listed researchers. This suggests that when employees are involved in their work and have access to the necessary information for decision-making, their commitment to the organization increases ([Ogundipe et al., 2020](#)).

Moreover, this research supports Ogundipe et al.'s (2020) assertion that involving employees in decision-making related to their work enhances their sense of ownership, thereby positively affecting their productivity and commitment. Employee commitment to the organization signifies a strong bond with the organization and active involvement in their work, leading to improved performance and reduced turnover ([Gopinath, 2020b](#)). Job involvement itself boosts work concentration and efficiency as individuals commit to fulfilling their responsibilities and tasks ([Clarissa & Edalmen, 2022](#)).

Based on the results of this research, the expression of being job involved indicator of work involvement has the greatest impact of the four indicators of work involvement, as indicated by the findings of this research. This demonstrates that the manner in which participants articulate their feelings of desire to be involved in their work significantly impacts employee work engagement. The manner in which employees of PT. X express their level of work involvement varies not only from person to person but also according to the intensity of their experience of involvement. For instance, some employees express their work involvement by expressing that they will experience depression if they fail in their work, while others express it by experiencing insomnia or difficulty sleeping due to their work the following day.

### **Work Motivation has a Positive Effect on Employee Commitment to the Organization through Job Involvement**

The findings of this study indicate that the T-Statistic value for the relationship between work motivation and employee commitment to the organization through job involvement is 2.922, above the criterion of 1.658. Additionally, the P-Value is 0.005, falling below the threshold of 0.05. Both of these results have statistical significance. Moreover, the Standardized Coefficient is

displayed as 0.142, which indicates that the value is positive. Therefore, it can be concluded that work motivation positively affects employee commitment to the organization through job involvement (H5 is accepted).

These findings support Rachman's (2022) assertion that high work motivation among employees is linked to their involvement in the organization, suggesting successful employee commitment. This indicates that strong employee motivation indirectly affects affective, continuance, and normative commitment through job involvement (Rachman, 2022). Furthermore, the research supports Rajagukguk and Desiana's (2021) claim that job involvement acts as a mediator between affective commitment and employee motivation. This highlights the significance of job involvement in producing favorable results for the organization. Consequently, companies should regularly survey employee job involvement levels to understand their perspectives on organizational resources and devise strategies to enhance work motivation (Rajagukguk & Desiana, 2021).

Contrarily, these findings differ from Malik et al.'s (2024) research, which found that work motivation does not significantly affect employee commitment to the organization through job involvement as an intervening variable. This suggests that work motivation can directly and positively affect employee commitment to the organization without the mediation of job involvement. The discrepancy in these findings may be due to differences in the research subjects and varying indicators used to construct the instruments measuring work motivation and job involvement.

### **Job security has a positive effect on employee commitment to the organization through job involvement**

The study's findings indicate that the T-Statistic value for the relationship between job security and employee commitment to the organization, as measured by work participation, is 2.566. This value is above the threshold of 1.658. In addition, the P-Value is 0.002, which is below the threshold of 0.05. Both of these results have statistical significance. Furthermore, the Standardized Coefficient has a value of 0.090, which indicates that the value is positive. Therefore, it may be inferred that job security positively affects employee commitment to the organization by fostering job engagement (H6 is accepted).

The results align with the research conducted by Bhatti et al. (2018), which stated that having adequate job security greatly improves employee productivity and job involvement. Additionally, being involved in decision-making and having autonomy leads to a stronger sense of employee involvement and commitment to the organization. Furthermore, this study is consistent with the conclusions of Hngoi et al. (2023), who argue that job security is influenced by a strong sense of perceived job engagement. Employees who experience threats like job insecurity, particularly those affecting financial stability, tend to reduce their commitment. Conversely, when employees perceive high job security, their commitment to the organization is notably higher (Hngoi et al., 2023).

### **Organizational climate has a positive effect on employee commitment to the organization through job involvement**

The study's findings indicate that the T-Statistic value for the relationship between organizational climate and employee commitment to the organization through job involvement is 2.325, surpassing the threshold of 1.658. Furthermore, the P-Value is 0.010, which falls below the threshold of 0.05. Both of these results have statistical significance. Furthermore, the Standardized Coefficient has a value of 0.061, which indicates that the value is positive. Therefore, it may be inferred that the organizational climate has a beneficial influence on the level of commitment that employees have to the organization through their involvement in their jobs (H7 is accepted). In a study conducted by Yusnita (2021b), it was found that the organizational climate has a significant positive impact on employee commitment. This influence is mediated by job involvement, which acts as an intervening variable. These findings are consistent with the results of that study.

The results also support the assertion by Kalhor et al. (2018), who argued that a positive and efficient organizational climate enhances job involvement, meaning that such a encouraging employees to become more involved in their roles and works. Engaged employees are more inclined to view their work and the organization as personally significant, putting in dedicated effort to achieve success. Furthermore, job involvement serves as a powerful indicator of employee commitment to the organization, as the demanding nature of a corporate setting necessitates employees to fully commit themselves to their roles, the organization, and its objectives. Thus, job involvement should be regarded as a crucial factor for boosting employee commitment and should be given significant attention (Kalhor et al., 2018). Additionally, Yusnita (2021a) emphasizes that a positive organizational climate enhances employee dedication, and employees who are highly engaged in their jobs also demonstrate increased loyalty to both their work and the organization.

## **CONCLUSION**

Based on the findings of this research, it can be inferred that work motivation, job security, and organizational climate positively influence employee commitment to the organization. This impact is observed both directly and indirectly, with job involvement acting as an intervening variable. Increased employee commitment to the organization is a direct consequence of elevated levels of work motivation, substantial job security, and a positive organizational climate. Moreover, the heightened level of job engagement leads to an amplified positive influence of work motivation, job security, and organizational climate on employee commitment to the organization.

Suggestions for further research should consider employing a more diverse range of methodologies, incorporating not only quantitative approaches but also qualitative or mixed methods. This will provide a more thorough understanding of employee opinions, perceptions, and experiences. Then, future research could consider utilizing a longitudinal research design to examine the consistency and dynamics of changes in the variables over time. Also, expanding the sample coverage to include various industries and sectors is recommended for future research to enhance the generalizability and relevance of the findings.

Based on the findings of this research, it is advised for readers and human resource management practitioners highlight that work motivation emerged as the most dominant independent variable in this research. Therefore, it is essential for practitioners and readers to focus on enhancing employee commitment to the organization. This can serve as a basis for designing training programs, career development initiatives, and implementing more effective policies or programs. This research presents several implications for companies include: (a) granting employees more autonomy in their work to alleviate internal pressures such as guilt or the desire for recognition from introjected regulatory indicators; (b) enhancing job security with a focus on future career indicators; (c) fostering a positive and supportive organizational climate by cultivating an inclusive organizational culture; (d) assigning challenging and meaningful tasks or greater responsibilities to make employees feel they are contributing to organizational goals; and (e) providing rewards and recognition for employee contributions to reinforce their sense of obligation to the organization.

Besides implications for companies, this research also presents several implications for employees include: (a) employees should enhance their competencies and skills to gain external recognition; (b) employees are encouraged to actively participate in the company's training and career development programs; (c) employees should develop time management skills to maximize productivity and collaborate with colleagues and the company to achieve organizational goals and foster a positive and supportive climate; (d) employees should implement effective time management to reduce negative feelings about unfinished tasks; and (e) employees should actively engage in organizational activities such as development programs and inter-departmental projects to strengthen their emotional ties with the organization.

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