



Effect of Work Engagement, Work Experience, and Organizational Climate on Organizational Commitment (Study on Employees of PT Kresna Karya)

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Abstract

Organizational commitment is not built easily, companies need to build good relations between employees and the company to generate a reaction to accept and form commitment. The purpose of this study was to analyze the significance of the effect of work involvement, work experience and organizational climate on the organizational commitment of employees of PT Kresna Karya. The research method used is causal associative research (cause and effect) with a quantitative approach. The data collection method used the census method with the entire population as research respondents, namely 75 employees. with data collection using a questionnaire survey. Data analysis using Structural Equation Modeling (SEM) with Partial Least Square and using SmartPLS 3.0 software. The results of this study indicate that work involvement has a positive but not significant effect on Organizational Commitment with a Path Coefficient value of 0.015, T-Statistic 0.176 and P-Value 0.860. Work Experience has a positive and significant effect on Organizational Commitment with a Path Coefficient value of 0.265, T-Statistic 3.317 and P-Value 0.001. While Organizational Climate has a positive and significant effect on Organizational Commitment with a Path Coefficient value of 0.613, T-Statistic 7.942 and P-Value 0.000.

Keywords: *Work Involvement; Work Experience; Organizational Climate; Organizational Commitment*

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 (Safri, 2017). Commitment has been identified as an important factor in determining the whole of an organization. Organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive in accordance with the wishes of the organization and certain beliefs as well as acceptance of the values and goals of the organization (Luthans, 2006). Employees are willing to add effort and sacrifice for the good of the organization. When an employee's commitment is high, the effectiveness of organizational resources in general will be more guaranteed. Guaranteed because Organizational Commitment is a key part in human resource management. Therefore, the enforcement of procedural rules is an important part in building trust and honesty in the organization so that in the end it has a positive effect on overall organizational commitment (Joko and Bodroastuti, 2013).

Organizational commitment according to Stephen P Robbins & Judge (2008), where the level of a worker to identify an organization, goals and expectations in order to remain a member. Organizational commitment can encourage individual employees to do something so that they can support the success of the organization or company by prioritizing the interests and goals of the organization. Companies need to build good relations between employees and the company so that they can generate an acceptance reaction and can form organizational commitment to employees. One way to build good relationships is to provide opportunities for employees to increase work engagement. According to Sitopu (2019), work involvement has positive implications for the organization in terms of achieving organizational goals, increase productivity and efficiency, generate positive motivation, personality growth and employee job satisfaction. Employee work involvement plays a big role in a company or an organization.

Job involvement is a condition that describes where a person identifies himself psychologically with work, or the extent to which work is important to his overall self-image and the extent to which work performance affects his self-esteem (Lodahl and Kejnar, 1965). According to Stephen. P. Robbins (2003), job involvement shows the extent to which a person psychologically takes sides with his work and considers his level of performance as important for his self-esteem.

Research conducted by Suhardi (2021) states that organizational commitment is significantly influenced by work involvement. It means that the level of work involvement is high, the organizational commitment will also be high. Tanjung Research (2019) stated that work involvement with organizational commitment partially and simultaneously has a significant effect. Researchers Abdallah et al., (2017); Ariana & Mujiati, (2018); Gheisari et al., (2014); Purnomo et al., (2018); Safri, (2017); Septiadi et al., (2017); Sitopu, (2019); Suhardi et al., (2017) states that the large influence of work involvement on employee commitment reflects the extent to which individuals feel actively participating (committed) in their work or the extent to which an individual finds self-expression and self-actualization in his work. However, this is different from the research conducted by Arumsari, (2019); Rahati et al., (2015); Rahmi & Mulyadi, (2018); Rikmaratri & Prohimi, (2018); Saputra & Rahardjo, (2017); Suhardi et al., (2017) stated that the effect of work engagement on organizational commitment. Researchers state the inability of employees to reflect or associate themselves with their current work and the unfulfilled life satisfaction they receive from their work. However, this is different from the research conducted by Arumsari, (2019); Rahati et al., (2015); Rahmi & Mulyadi, (2018); Rikmaratri & Prohimi, (2018); Saputra & Rahardjo, (2017); Suhardi et al., (2017) stated that the effect of work engagement on organizational commitment. Researchers state the inability of employees to reflect or associate themselves with their current work and the unfulfilled life satisfaction they receive from their work. However, this is different from the research conducted by Arumsari, (2019); Rahati et al., (2015); Rahmi & Mulyadi, (2018); Rikmaratri & Prohimi, (2018); Saputra & Rahardjo, (2017); Suhardi et al., (2017) stated that the effect of work engagement on organizational commitment. Researchers state the inability of employees to reflect or associate themselves with their current work and the unfulfilled life satisfaction they receive from their work.

Work involvement can be stated as one of the factors influencing organizational commitment, but employee work experience can also be a factor in assessing employee organizational commitment. Work experience is a picture of an individual's capacity to perform various tasks in a job. Work experience contributes greatly to determining the next career direction, because with previous experience it will make it easier for employees and will not cause problems at work (Hariani, Arifin and Putra, 2019). Experience that starts from a low level and can be seen from the length of work, until the employee has mastery in his field. According to Sopiah (2008:163), there are four things that can affect organizational commitment, namely personal characteristics, job characteristics, structural characteristics and work experience. The more effective an individual's work experience, the greater the organizational commitment he has (B. Afrilyan, 2017). It is concluded that the longer the work experience an employee has, the more familiar he or she is with the organization so that they are able to have a great commitment to their organization (Chasanah, Surabayaarta and Purnaningrum, 2021).

Previous researchers stated that the relationship of work experience can affect organizational commitment. Work experience makes a major contribution to organizational commitment, researcher B. Afrilyan, (2017); Chasanah et al., (2021); Hariani et al., (2019); Haryanto & Sriwidodo, (2009); Jayanti et al., (2016); Kozák & Krajcsák, (2018); Lukito et al., (2019); Purnomo et al., (2018); Sembiring & Normi, (2021) state that the relationship between work experience and organizational commitment has a positive and significant effect on one another. The researcher concludes that employees who like the organization they work for indicate that they will work for the organization for a long time.

Work experience and work involvement as explained that can be a factor of an employee's organizational commitment, besides that the organizational climate can be a factor of organizational commitment. Employee commitment to the company is not something that happens unilaterally. Commitment is also influenced by the organizational climate in which employees work. Organizational climate is an employee's perception of the work environment that can provide motivation and can influence the employee's intention to stay in the organization. Organizational climate itself is the nature of the work environment or psychological environment in the organization that is felt by employees or members of the organization and is considered to be able to influence employee attitudes and behavior towards their work (Gibson and Donnelly, 2000).

According to Brown & Leigh (1996) organizational climate is very important because organizations that can create an environment where employees feel friendly can reach their full potential in seeing the key to competitive advantage. Organizational climate in one organization to another of course experience differences, different organizational climates affect the behavior of HR in the organization. A conducive organizational climate is expected to increase the commitment of members to the implementation of their duties and work, to their co-workers in the work group, and to the organization in general.

Previous researchers stated that there is a relationship between organizational climate and organizational commitment. According to researchers Agustama & Giantari, (2020); Ariana & Mujiati, (2018); Berberoglu, (2018); Cahyadi & Utama, (2018); Gheisari et al., (2014); Hariani et al., (2019); Screwdriver et al., 2020; Purnama & Riana, (2020); Rahmawati & Prasetyo, (2017); Saputra & Rahardjo, (2017); Sari, (2017); Suarningsih, (2013); Tarman & Ruski, (2019); Widiarti & Dewi, (2016) said that the better the organizational climate, the more capable of increasing organizational commitment. While research by Arsih et al., (2018); Darmawan, (2017); Saragih & Suhendro, (2020) show the opposite finding that organizational climate does not have a significant effect on organizational commitment.

Work involvement, work experience and organizational climate as stated above have a relationship with Organizational Commitment, so organizations or companies must make various efforts to increase the degree of employee organizational commitment. First, the higher the employee's commitment, the greater the effort made by the employee in carrying out the work. Second, the higher the employee's commitment, the longer the employee wants to remain in the organization. So, if the employee has a high organizational commitment, then the employee does not intend to leave the organization (Mowday, Porter and Steers, 1982). Employee commitment in the company is considered very important for business activities (SP Robbins and Judge, 2008). In this study, researchers chose PT. KRESNA KARYA as the company or organization that will be tested. PT. KRESNA KARYA is a contractor company that produces limestone as the foundation for roads and buildings. The company is based in Bali, PT. KRESNA KARYA has a branch in West Nusa Tenggara.

The construction services sector is one of the strategic sectors in supporting the achievement of national development. The construction service industry can be said to be in a strategic position. The rapid development of the construction service industry has brought this field of business to great demand by members of the public. Construction services have an important and strategic role considering that construction services produce final products in the form of buildings or other physical forms. In addition

to playing a role in supporting various fields of development, construction services also play a role in supporting the growth and development of various goods and services industries needed in the implementation of construction work. The existence of competition in the construction service industry makes the strength of the construction service industry lies in the superiority of Human Resources (HR). Human Resources (HR) is a central factor in the management of a company. They are the driving force of the organization in achieving and realizing the goals and objectives set. The success or failure of the company's goals is largely determined by the performance of the human resources owned by the company. Therefore, in a contracting company, employees have an important role in digging, processing, and carrying out road construction.

Based on the results of observations and initial interviews with the head of the PT. Kresna Karya, I Putu Widanta as company representatives, there are several things that were obtained, including that this company has been established since 1975, the age is not young anymore, of course, permanent employees and contract employees who work in the company have a fairly high commitment, it can be seen from employee involvement in work meetings as well as involvement in other tasks. Employee involvement as executor is needed because it can affect work conditions in the field. Employees get positions as role holders in each task or project that will or has been carried out according to their background abilities and skills. Employee involvement in the initial work process is one of the ways the company maintains good relations with employees, as well as the organizational climate at PT Kresna Karya is quite good in order to maintain a shared commitment to achieve company goals. It was explained again from the results of the initial interview, employees who were in the office were also given their involvement in monthly meetings and were given the right to have an opinion on all activities that were being carried out or not yet carried out. It is expected that employees can be involved in any activities within the company for the success of the company. Meanwhile, judging from work experience, employees at PT Kresna have their own initiative in working according to their duties and functions. The problem is, PT Kresna Karya has never done any development for employees in terms of providing trainings to improve their skills and abilities. Employees gain more work experience through field experience as well as their own initiatives and government programs. The average employee has more than 10 years of working experience in their respective fields. According to Monday et al. (1982) the longer employees work in the company, the employees tend to think about increasing their work commitment in the company. The average employee has more than 10 years of working experience in their respective fields. According to Monday et al. (1982) the longer employees work in the company, the employees tend to think about increasing their work commitment in the company. The average employee has more than 10 years of working experience in their respective fields. According to Monday et al. (1982) the longer employees work in the company, the employees tend to think about increasing their work commitment in the company.

Work experience refers to how long a person has worked, how many types of jobs or positions he has done, and how many years he worked for each job or position (Siagian, 2007). An employee of an organization who has a lot of experience will better understand what to do when facing problems that arise. So that the organization will more easily achieve organizational goals due to the support of employees who are experienced in their respective fields (Handoko, 2012). One's work experience shows the types of work one has done which provides a great opportunity for one to do a better job over a certain period of time.

Method

The type of research used in this research is associative research (relationship) causal (cause and effect). Associative research is a type of research that aims to see the relationship between two or more variables, with this research a theory can be built that can explain, predict, and control symptoms (Sujarweni, 2015). The research was conducted. The location of this research was conducted at PT. Kresna Karya which is located on Jl. Sanubaya, Bertais. The location of this research was chosen on the

grounds that the company is one of the companies engaged in road contractors, so that good management of human resources (HR) is needed as an organizational commitment. Good organizational commitment is also inseparable from the reciprocity given by employees, namely work involvement, work experience and organizational climate. The sample in this research is all employees of PT Kresna Karya who are active totaling 75 employees. This study uses the Partial Least Squares (PLS) method. Using the SmartPLS 3.2.0 application, the purpose of the PLS method is to estimate and analyze the dependent variable from the independent variables. In this case, PLS reduces the dimensions of the independent variables by forming new variables which are linear combinations of independent variables with smaller dimensions (Abdi, 2010). This study uses the Partial Least Squares (PLS) method. Using the SmartPLS 3.2.0 application, the purpose of the PLS method is to estimate and analyze the dependent variable from the independent variables. In this case, PLS reduces the dimensions of the independent variables by forming new variables which are linear combinations of independent variables with smaller dimensions (Abdi, 2010). This study uses the Partial Least Squares (PLS) method. Using the SmartPLS 3.2.0 application, the purpose of the PLS method is to estimate and analyze the dependent variable from the independent variables. In this case, PLS reduces the dimensions of the independent variables by forming new variables which are linear combinations of independent variables with smaller dimensions (Abdi, 2010).

Results and Discussion

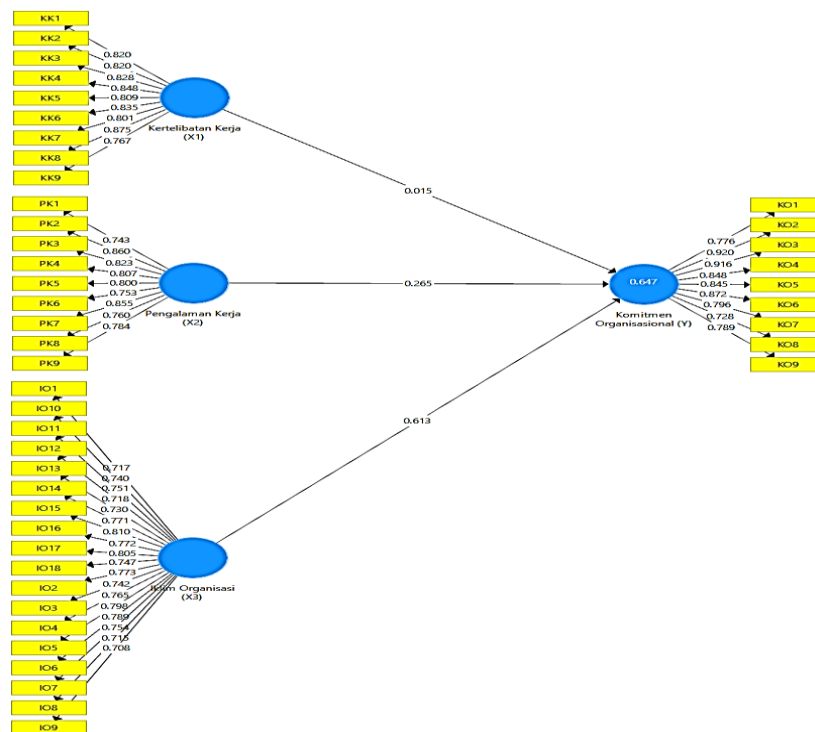


Figure 1. Schematic of the Outer Model Measurement Model

The value of outer loading or loading factor is used to test convergent validity. Loading factor is a coefficient that explains the level of relationship between dimensions and latent variables. In general, the higher the loading factor, the better and values below 0.50 are not interpreted. Loading above 0.71 excellent, 0.63 very good, 0.55 good, 0.45 enough, and 0.32 less (Tabachnick and Fidell, 2007). So the application will automatically calculate the expected loading factor limit value is > 0.50. The results of the convergent validity test can be seen in the following table:

Table 1. Outer Loadings (Measurement Model)

No	Variable	Items	Outer Loading
1.	Work Engagement (X1)	X1.1	0.82
		X1.2	0.82
		X1.3	0.82
		X1.4	0.84
		X1.5	0.80
		X1.6	0.83
		X1.7	0.80
		X1.8	0.87
		X1.9	0.76
2.	Work Experience (X2)	X2.1	0.74
		X2.2	0.86
		X2.3	0.82
		X2.4	0.80
		X2.5	0.80
		X2.6	0.75
		X2.7	0.85
		X2.8	0.76
		X2.9	0.78
3.	Organizational Climate (X3)	X3.1	0.71
		X3.2	0.74
		X3.3	0.75
		X3.4	0.71
		X3.5	0.73
		X3.6	0.77
		X3.7	0.81
		X3.8	0.77
		X3.9	0.80
		X3.10	0.74
		X3.11	0.75
		X3.12	0.71
		X3.13	0.73
		X3.14	0.77
		X3.15	0.81
		X3.16	0.77
		X3.17	0.80
		X3.18	0.74
4.	Organizational Commitment (Y)	Y.1	0.77
		Y.2	0.73
		Y.3	0.78
		Y.4	0.91
		Y.5	0.89
		Y.6	0.84
		Y.7	0.81
		Y.8	0.84
		Y.9	0.81

Source: Primary Data Processed 2022

Based on table 1 above, the value of outer loadings can be seen that the items from the variables of work involvement, work experience, organizational climate and organizational commitment have a loading value of more than 0.5. Thus the dimensions used in this study are feasible or valid because they have met the requirements of the convergent validity test. In addition to looking at the value of cross loading, discriminant validity can also be known by looking at the value of Average Variance Extracted (AVE), each research dimension must have an AVE value > 0.50 to form a good model.

Table 2. Recapitulation of Average Variance Extracted (AVE) Values

Variable	Average Variance Extracted (AVE)	Information
Work Engagement (X1)	0.677	Valid
Work Experience (X2)	0.697	Valid
Organizational Climate (X3)	0.572	Valid
Organizational commitment (Y)	0.677	Valid

Source: Primary Data Processed 2022

Based on the table above, it can be seen that the AVE value of the variable work involvement, work experience, organizational climate and organizational commitment is greater than 0.50. Therefore, each variable in this study has good discriminant validity.

Composite reliability is used to test the dimensional reliability of a variable. A variable can be declared to meet composite reliability if its value is greater than 0.70. The following is the composite reliability value of each variable used in this study.

Table 3. Composite Reliability Value Recapitulation

Variable	Composite Reliability
Work Engagement (X1)	0.950
Work Experience (X2)	0.954
Organizational Climate (X3)	0.960
Organizational Commitment (Y)	0.950

Source: Primary Data Processed 2022

In table 3, it can be seen that the composite reliability value of all variables in this study is greater and 0.70. Thus, the variables used in this study have met composite reliability and have a high level of reliability.

The reliability test with the composite reliability above can be strengthened by the Cronbach Alpha value. A variable can be declared reliable or fulfills Cronbach Alpha, if it has a Cronbach Alpha value greater than 0.70. The following is the Cronbach Alpha value of each variable used in this study.

Table 4. Recapitulation of Cronback Alpha. Values

Variable	Cronback Alpha
Work Engagement (X1)	0.943
Work Experience (X2)	0.945
Organizational Climate (X3)	0.956
Organizational Commitment (Y)	0.943

Source: Primary Data Processed 2022

Table 4 shows that the Cronbach Alpha value of each research variable is greater than 0.70. Thus, each variable in this study has met the requirements of the Cronbach alpha value, so it can be said that all variables have high reliability.

The R-Square value is used for predictive relevance, which is to measure how well the observation values generated by the model and also parameter estimates are. An R-Square value greater than zero indicates that the model has predictive relevance, while an R-Square value less than zero indicates a model that lacks predictive relevance.

Table 5. R Square of Endogenous Variables

Dependent Variable	R Square
Organizational Commitment (Y)	0.647

Source: Primary Data Processed 2022

In table 5 the output results of the R-Square value can be concluded that the model of the influence of the independent variable on the dependent variable has an R-Square of 0.647 which means that the variability of the constructs of work involvement, work experience and organizational climate can explain the variability of the organizational commitment construct by 64.7 percent while 35.3 the remaining percent is influenced by other factors that are not included in the variables of this study. According to Hair et al. (2017) R-Square value 0.75; 0.50; 0.25 indicates a strong model; currently; and weak, so it can be concluded that the R Square Y model is a moderate structural model.

Table 6. Recapitulation of Path Coefficient Values, T-Statistics and P-Values

Relationship Between Variables	Path Coefficient	T Statistics	P Values	Information
Work Engagement (X1)→Organizational Commitment (Y)	0.015	0.176	0.860	Positive and Insignificant
Work Experience (X2)→Organizational Commitment (Y)	0.265	3.317	0.001	Positive and Significant
Organizational Climate (X3)→Organizational Commitment (Y)	0.613	7,942	0.000	Positive and Significant

Source: Primary Data Processed 2022

1. Based on table 6 the path coefficient value on the work involvement variable on organizational commitment has a positive effect of 0.015. T statistic on the variable of Work Involvement on Organizational Commitment value is 0.176. The p value is 0.860 which is above the value of = 0.05. So it can be stated that work involvement has a positive effect on organizational commitment, however, work involvement does not have a strong impact or influence on increasing the organizational commitment of employees of PT Kresna Karya. This means that even though work involvement is felt by employees to be effective or ineffective, the organizational commitment of employees of PT Kresna Karya remains high. Therefore, the first hypothesis (H1) proposed is rejected or not accepted. In other words, work involvement cannot directly affect the organizational commitment of PT Kresna Karya. The results of this study do not support the results of previous research conducted by Suhardi (2021) and Tanjung (2019) which found that work involvement and organizational commitment were positively and significantly correlated. Job involvement plays a positive role in determining member performance and shaping organizational outcomes. Significant relationship between work involvement and employee organizational commitment. In the world of work, one's commitment to the company's organization is often an important issue. The results of this study do not support the results of previous research conducted by Suhardi (2021) and Tanjung (2019) which found that work involvement and organizational commitment were positively and significantly correlated. Job involvement plays a positive role in determining member performance and

shaping organizational outcomes. Significant relationship between work involvement and employee organizational commitment. In the world of work, one's commitment to the company's organization is often an important issue. The results of this study do not support the results of previous research conducted by Suhardi (2021) and Tanjung (2019) which found that work involvement and organizational commitment were positively and significantly correlated. Job involvement plays a positive role in determining member performance and shaping organizational outcomes. Significant relationship between work involvement and employee organizational commitment. In the world of work, one's commitment to the company's organization is often an important issue.

2. Based on table 6 the path coefficient value on the work experience variable on organizational commitment has a positive effect of 0.265. T statistics on the variable work experience on organizational commitment value of 3.317. The p value is 0.001 which is below the value of $\alpha = 0.05$. So it can be stated that work experience has a significant effect on the organizational commitment of PT Kresna Karya employees. This means that the higher the work experience felt by PT Kresna Karya employees, the higher the organizational commitment of PT Kresna Karya employees, and vice versa, if the work experience is not high, it will affect the low organizational commitment of PT Kresna Karya employees. This states that the second hypothesis (H2) proposed in this study is proven or can be accepted. Work experience is one of the factors that influence employee commitment in an organization through the knowledge, skills and abilities possessed by employees to carry out the responsibilities of the work assigned to them by the organization. The results of this study are in accordance with the opinion of several experts including George & Jones, (2012) which states that work experience is the extent to which employees feel their work is important, valuable, and meaningful. According to Ellis & Hartley, (2012) work experience is very important, and you must provide a meaningful work history. Furthermore, according to Collings, et al. (2019:242) stated that employees are more inclined to enjoy a stable level of job satisfaction and income,
3. Based on the results from table 6 above, the path coefficient value on the organizational climate variable on organizational commitment has a positive effect of 0.613. T statistics on the variable work experience on organizational commitment value 7,942. The p value is 0.000 which is below the value of $\alpha = 0.05$. So it can be stated that the organizational climate has a significant effect on the organizational commitment of PT Kresna Karya employees. This means that the more conducive the organizational climate felt by the employees of PT Kresna Karya, the higher the organizational commitment of the employees of PT Kresna Karya, and vice versa if the organizational climate is not conducive it will affect the low organizational commitment of the employees of PT Kresna Karya. This states that the third hypothesis (H3) proposed in this study is proven or acceptable. The results of this study are in accordance with the opinion of several experts including Stringer (2002), suggesting that organizational climate as a collection and environmental patterns will determine motivation. Furthermore, according to Gibson and Donnelly (2000), organizational climate is the nature of the work environment or psychological environment in the organization that is felt by workers or members of the organization and is considered to be able to influence the attitudes and behavior of members towards their work.

Conclusion

The results of the descriptive study concluded that the work involvement of PT Kresna Karya employees was categorized as effective. The work experience of PT Kresna Karya employees is categorized as high. Likewise, the organizational climate is included in the conducive category. Furthermore, based on the results of inferential statistical analysis, it can be concluded as follows:

1. Work involvement has a positive but not significant effect on the organizational commitment of PT Kresna Karya employees. This means that even though work involvement is perceived as effective or ineffective by employees of PT Kresna Karya, the organizational commitment of employees of PT Kresna Karya remains high. In other words, if work involvement is effective then the organizational commitment of PT Kresna Karya employees is high and if the work involvement of PT Kresna Karya employees is not effective then the organizational commitment of PT Kresna Karya employees is also high. It is certain that the work involvement of PT Kresna Karya employees is felt to be effective by PT Kresna Karya employees, but does not have a significant or strong influence on increasing the organizational commitment of PT Kresna Karya employees.
2. Work experience has a positive and significant effect on the organizational commitment of PT Kresna Karya employees. This means that if the work experience of PT Kresna Karya is high, the organizational commitment of PT Kresna Karya's employees will be higher, and vice versa if the work experience of employees of PT Kresna Karya is low, the impact on the organizational commitment of PT Kresna Karya will be low.
3. Organizational climate has a positive and significant effect on the organizational commitment of PT Kresna Karya employees. This means that if the employees of PT Kresna Karya are conducive, the organizational commitment of employees of PT Kresna Karya will be higher, and vice versa if the organizational climate of employees of PT Kresna Karya is not conducive it will have an impact on the organizational commitment of employees of PT Kresna Karya will also be low.
4. Although there is no strong influence on the work involvement of PT Kresna Karya employees on the organizational commitment of PT Kresna Karya employees, the organizational commitment of PT Kresna Karya employees remains high, as well as the high work experience of PT Kresna Karya employees causing a high organizational commitment of PT Kresna Karya employees, and a climate The conducive organizational organization of PT Kresna Karya employees causes the organizational commitment of PT Kresna Karya's employees to be high. This has a significant impact on the performance of PT Kresna Karya employees in accordance with the company's goals.

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