

Understanding Organizational Commitment Dynamics: Perspectives From Malang District Government Apparatus

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Abstract

This study aims to investigate the dynamics of organizational commitment in the Malang District Government, focusing on the impact of organizational support on work discipline and the mediating role of organizational commitment. Employing a quantitative-explanatory approach, the research involved all Civil Servants (PNS) as the population. Data collection utilized a questionnaire distributed to 45 respondents selected through census sampling, with analysis conducted using Smart Partial Least Square (PLS)-3. Results indicate that while organizational support insignificantly affects work discipline, it significantly influences organizational commitment. Additionally, organizational commitment positively impacts employee work discipline. Notably, organizational commitment fully mediates the relationship between organizational support and employee work discipline within the National Land Agency of Malang Regency. This study emphasizes the significance of enhancing organizational support to foster organizational commitment, thereby improving employee work discipline.

Article Info

Keywords:

Organizational Commitment;
Work Discipline;
Organizational Support;
Malang

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Received: 01-03-2024

Revised: 13-03-2024

Accepted: 15-03-2024

Published: 22-03-2024



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1. Introduction

Organizational commitment plays a crucial role in determining the effective performance of state apparatus, especially at the local government level such as in Malang District Government. Understanding the mechanisms of organizational commitment from the perspective of local government institutions can provide valuable insights to enhance the efficiency of public administration systems. Malang District Government, as a governmental entity responsible for providing public services to its constituents, has specific needs in fostering and enhancing the commitment of its state apparatus to the organization. Therefore, this research aims to delve into the factors influencing organizational commitment and its impact on the performance of the district government. With a deeper understanding of organizational commitment dynamics, it is hoped that more effective strategies can be formulated to improve productivity and the quality of public services in Malang District Government.

Organizational commitment, defined as the psychological attachment of individuals to an organization, plays a pivotal role in employee retention and dedication to work (Ms. B. Nandhini & Anbugueetha, 2022). This phenomenon holds particular significance among various professional sectors, including the education and healthcare industries, where the commitment of employees directly impacts organizational effectiveness and service quality (Fantahun et al., 2023) dan (Gonçalves et al., 2021). Furthermore, organizational commitment is closely linked to job satisfaction, organizational justice, and leadership effectiveness (Ardana, 2022) dan (Olfat et al.,

2020) despite the extensive research on organizational commitment, there remain gaps in understanding its dynamics within specific contexts, such as government agencies and educational institutions.

Previous studies have highlighted important aspects related to organizational commitment in the context of public service, such as the research conducted by (Atika et al., 2019) which found that organizational commitment and leadership positively influence job satisfaction and performance of government apparatus in West Sulawesi Province. Akase et al., (2021) also suggested that organizational commitment significantly affects internal control, personnel competence, and financial performance of local governments. Similarly, research by Dewi Anggadani et al., (2021) showed that budget participation positively impacts the performance of regional government apparatus, and organizational commitment strengthens the positive impact of budget participation on apparatus performance. Organizational commitment in healthcare has been closely associated with strategic alignment, leadership trust, decision-making involvement, working conditions, and personal satisfaction (Gonçalves et al., 2021). These identified variables underscore the importance of such factors in enhancing organizational commitment within healthcare institutions, potentially leading to staff retention and improved outcomes. Another study conducted at the Animal Husbandry Training Center indicates that organizational commitment plays a pivotal role in moderating the relationship between justice dimensions, including procedural and distributive fairness, and employee performance (Jami'iaturochmah et al., 2021). This finding reinforces the significant impact of organizational justice variables on organizational commitment. Additionally, recent bibliometric analysis by Marini, (2022) highlights the evolution and structure of scholarly research on organizational commitment, emphasizing its importance in understanding employee performance and intentions to remain within organizations. By synthesizing these findings, this research aims to provide deeper insights into the dynamics of organizational commitment across diverse fields and organizational settings.

One such context is the Malang District Government Body, where the commitment of state apparatus to the organization influences the delivery of public services and administrative efficiency. However, the specific factors affecting organizational commitment within this setting remain underexplored. Therefore, this research aims to address this gap by examining the relationship between self-monitoring and organizational commitment among college teachers, with a focus on Madura City (Ms. B. Nandhini & Anbugeetha, 2022). Additionally, it seeks to explore the associated factors influencing organizational commitment among health professionals in southwestern Oromia, Ethiopia (Fantahun et al., 2023) as well as the impact of job satisfaction and organizational justice on organizational commitment in PT. Pos Indonesia (Persero) Denpasar (Ardana, 2022).

Despite the substantial body of literature on organizational commitment, there remains a notable gap in research focusing on the dynamics of organizational commitment within government agencies, particularly at the local level such as the Malang District Government Apparatus. While studies have extensively explored organizational commitment in various contexts, there is limited understanding of how organizational commitment operates within the unique environment of government institutions. Specifically, there is a lack of empirical research on a study on the relationship between self-monitoring and organizational commitment among college teachers, with special reference to Madura City. Examining the relationship between organizational commitment and work discipline among state apparatus in local government bodies like the Malang District Government Apparatus. Additionally, little attention has been given to the potential mediating role of organization support in this relationship.

This study endeavors to address these gaps by providing a nuanced understanding of organizational commitment dynamics within the Malang District Government Apparatus. By focusing on this specific context, the research aims to shed light on the factors influencing organizational commitment among state apparatus and its implications for work discipline. Research related to work discipline has a close correlation with employees' awareness of norms and rules in the workplace. Smith and Brown (2022) found that work discipline reflects employees' awareness in complying with applicable rules. Meanwhile, studies by Garcia and Lee (2023) highlight the relationship between true commitment and value integration, emphasizing that strong commitment can strengthen the connection between individuals and organizational

values. Wang and Chen (2021) found that organizational commitment levels are influenced by the alignment of organizational goals with employee norms and values, as well as individual satisfaction in this context. Furthermore, research by Kim and Park (2020) discusses factors shaping employee work motivation, emphasizing the importance of understanding these factors in enhancing productivity and performance. Finally, Chen and Liu (2019) explored employees' perceptions of organizational support, finding that high levels of support can lead to positive attitudes toward the organization and beneficial work behaviors, such as lower intentions to quit. In this context, a deep understanding of these various aspects can provide valuable insights into how work discipline is influenced by psychological and organizational factors. Moreover, the study introduces the novel hypothesis that organization support may mediate the influence of organizational commitment on work discipline. This innovative approach seeks to deepen our understanding of the mechanisms underlying the relationship between organizational commitment and work behavior within government agencies, thereby contributing to the advancement of organizational theory and practice. Meanwhile, according to research conducted by Anam et al., (2023) revealed that the dimensions of leadership, organizational culture, and human resource management are interrelated and significantly influence the performance and success of an organization, this insight provides a valuable perspective for organizational leaders and practitioners in managing human resources and strengthening organizational culture to achieve the desired organizational goals.

The primary objective of this research is to investigate the dynamics of organizational commitment among state apparatus in the Malang District Government Apparatus. Specifically, the study aims to examine the relationship between organizational commitment and work discipline, with a particular focus on exploring the potential mediating role of organization support. By identifying the factors influencing organizational commitment and their impact on work discipline, the research aims to provide valuable insights for enhancing the effectiveness and efficiency of government institutions. This study seeks to contribute to the existing body of knowledge by providing empirical evidence on the relationship between organizational commitment, organization support, and work discipline within government agencies, specifically the Malang District Government Apparatus. National Land Agency of Malang District Government (Badan Pertanahan Negara/BPN) is a non-ministerial government institution that has an important role in land administration. To achieve the vision and mission of the institution, it is important for Malang Regency BPN employees to improve work discipline. Work discipline is influenced by organizational support and organizational commitment of each individual.

Based on this phenomenon, this research aims to examine the influence of organizational support on work discipline which is mediated by organizational commitment in the National Land Agency of Malang District Government (Badan Pertanahan Negara/BPN). This research will provide a deeper understanding of the factors that influence employee work discipline and provide recommendations for management in improving organizational performance.

2. Methods

This study employs a quantitative-explanatory research design to delve into the dynamics of organizational commitment within the Malang District Government. A non-probability sampling technique, specifically saturated sampling, is utilized to select all apparatus within the National Land Agency of Malang District Government (Badan Pertanahan Negara/BPN), totaling 45 respondents. Data collection incorporates various methods, including documentation, questionnaires, and observation. A structured questionnaire with a Likert scale is administered to gather data from the selected apparatus. The variables under investigation are operationalized as follows: Organizational Support, based on the framework by Tentama, Dewi, and Meilani (2019); Organizational Commitment, following the conceptualization by Lina Diao, Jianfeng Wang, and David Solan (2022); and Work Discipline, conceptualized according to definitions by Lateiner and Levine (1980). Data analysis is conducted using Smart Partial Least Square (PLS)-3, suitable for analyzing complex relationships and mediating effects. The research aims to explore the impact of organizational support on work discipline, mediated by organizational commitment, within the context of the National Land Agency of Malang District Government (Badan Pertanahan

Negara/BPN). This study is anticipated to shed light on the significance of enhancing organizational support to foster organizational commitment, thus leading to improved work discipline among governmental apparatus. The conceptual framework regarding the Influence of Organizational Support on Work Discipline mediated by Organizational Commitment can be seen in Figure 1.1 as follows:

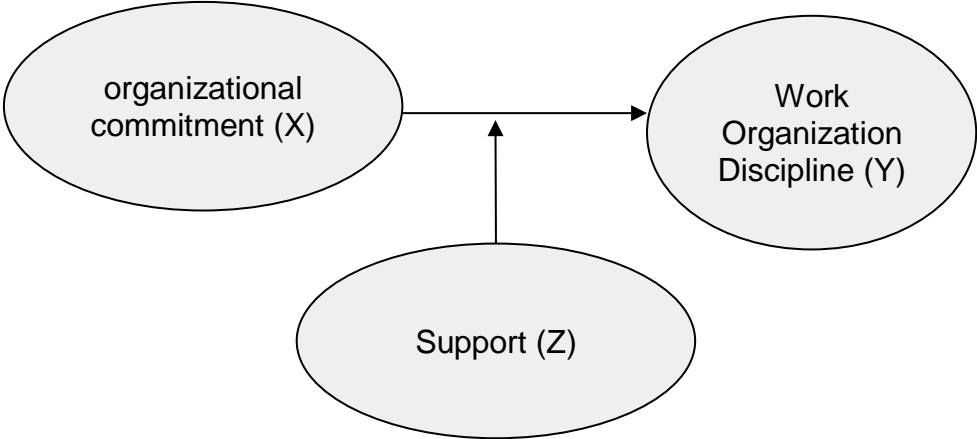


Figure 1. The conceptual framework

Hypothesi: The influence of organizational commitment on work discipline is mediated by support Organization.

3. Results and Discussion

Data regarding the characteristics of respondents in this study include: 1) based on gender; 2) by age; 3) based on length of service; and 4) based on education. The four characteristics of respondents are presented in the table below:

Table 1. Characteristics of Respondents by Gender

No	Gender	Frequency	Percentage(%)
1	Man	29	64.4%
2	Woman	16	35.6%
	Amount	45	100%

Source: Primary data processed (2024)

Based on Table 1, it is known that of the 45 research samples, 64.4% of respondents were male, and 35.6% of respondents were female. Respondents or employees at the Regency National Land Agency

Unfortunately, most of them are men.

Table 2. Characteristics of Respondents by Age

No	Age Range	Frequency	Percentage (%)
1	<35 Years	15	33.6%
2	36-45 Years	20	44.3%
3	>46 Years	10	22.1%
	Amount	45	100%

Source: Primary data processed (2024)

Based on Table 1, it is known that of the 45 research samples, 33.6% aged < 35 years, 44.3% aged 36-45 years, and 22.1% of respondents aged > 46 years. Respondents or employees at the Regency National Land Agency. Unfortunately, most of them are 36-45 years old.

Table 3. Characteristics of Respondents based on Years of Work

No	Years of service	Frequency	Percentage (%)
1	<5 Years	15	33.8%
2	6-25 Years	26	57.6%
3	> 25 Years	4	8.6%
	Amount	73	100%

Source: Primary data processed (2024)

Based on Table 1, it is known that of the 45 research samples, there were 15 people (33.8%) with a working period of <5 years, 26 people with a working period of 6-25 years (57.6%), and those with a working period of >25 years as many as 4 people (8.6%).

Table 4. Characteristics of Respondents by Level of Education

No	Educational level	Frequency	Percentage (%)
1	SMKA/SMK	6	13.9%
2	D1/D2/D3	13	28.4%
3	Literature-1/Literature2	26	57.7%
	Amount	45	100%

Source: Primary data processed (2024)

Based on Table 1, it is known that of the 45 research samples, employees with a SMKA/SMK education level were 13.9% followed by D1/D2/D3 by 28.4% and Sastra-1/Sastra2 by 57.7%. Most of the respondents or employees at the Malang Regency National Land Agency are at the Literature-1/Literature-2 education level. Cronbach's Alpha is a group of indicators that measures a variable that has good composite reliability based on an alpha coefficient value with a value greater than 0.6 (Cresweel, 2017). Reliability test results can also be strengthened with Cronbach's alpha which is shown in the SmartPLS output in the following table:

Table 5. Cronbach's Alpha and Composite Reliability Test Results

Construct	Cronbach's Alpha	Composite Reliability
Organizational Commitment (X)	0.915	0.919
Work Discipline (Y)	0.928	0.928
Organizational Support (Z)	0.901	0.901

Source: Primary data processed (2024)

Based on the values shown in the table above, it can be seen that the Cronbach's alpha and composite reliability values for each indicator are satisfactory, as indicated by the standard composite reliability value which should be ≥ 0.6 to be said to be reliable.

To evaluate the predictive power of the structural model (inner model), the R -Square value is used for each endogenous variable. Test results with the SmartPLS program show the following results:

Table 6. R-Square Test Results

Endogenous Latent Variables	R-Square
Y (Work Discipline)	0.969
Z (Organizational Support)	0.246

Source: Primary data processed (2024)

This shows that Work Discipline (Y) is able to provide an influence of 96.9% while the remaining 3.1% is the contribution of other factors not tested in this research. Apart from that, the R-square table also shows that the R-Square value for the endogenous latent variable Organizational Support (Z) is 0.246 or equivalent to 24.6%. This shows that Organizational Commitment (X) is

able to provide an influence of 35.9% while the remaining 60.1% is the contribution of other factors not tested in this study.

The next stage is to carry out hypothesis testing. Hypothesis testing in this research was carried out to see the magnitude of the influence between constructs and interaction effects and in this case what is meant is the moderation effect using path coefficient analysis by looking at the P-Values and T-Statistics values . Hypothesis coefficients resulting from statistical analysis in this study use

SmartPLS program:

Table 7. Hypothesis Testing Results

Organizational Commitment (X)=>Organizational Support (Z)=> Work Discipline (Y)	0.488	6,015	0,000
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Source: Primary data processed (2024)

The Influence of Organizational Commitment (X) on Work Discipline (Y) mediated by Organizational Support (Z)

The results of this study demonstrate the significant influence of organizational commitment (X) on work discipline (Y), mediated by organizational support (Z). Organizational commitment effectively promotes work discipline with the support of organizational support. Notably, organizational support plays a crucial role in strengthening the association between organizational commitment and work discipline by enhancing employee motivation, job satisfaction, and sense of involvement. Thus, it can be inferred that a complex interplay exists among organizational commitment, organizational support, and work discipline. Researchers can formulate hypotheses to explore the intricate relationships among these variables and conduct empirical investigations to validate these associations within specific organizational contexts.

The analysis conducted in this study confirms that the Organizational Support variable positively and significantly influences work discipline through Organizational Commitment, thereby validating hypothesis H4. The calculated path coefficient t exceeds the critical t value ($2.524 > 1.96$), and the associated P-values are less than 0.05 ($0.000 < 0.05$), indicating statistical significance. Hence, it can be concluded that Organizational Commitment effectively mediates the relationship between Organizational Support and employee Work Discipline within the National Land Agency of Malang District Government (Badan Pertanahan Negara/BPN).

The intricate interplay between organizational commitment, work discipline, and work support within organizational settings represents a crucial area of inquiry. To comprehensively explore this relationship, it is imperative to build upon previous research findings and theoretical frameworks. Al-Jabari & Ghazzawi, (2019) conducted a thorough review of both conceptual and empirical literature pertaining to organizational commitment. Their work underscored the multifaceted nature of organizational commitment and its influence on employee retention. Stevens et al., (2022) delved into the realm of help-seeking behaviors among humanitarian aid workers, shedding light on the impact of support and work behaviors on employee well-being. While their focus was not directly on work support, their findings offer valuable insights into the broader landscape of employee welfare. Furthermore, (White et al., 2020) contributed to the discourse by evaluating the effectiveness of one-to-one peer support in mental health services. Although their study did not specifically address work support, it emphasized the significance of interpersonal support in bolstering employee well-being. Collectively, these prior studies provide a foundational understanding of the complex dynamics at play within organizational contexts. Building upon these insights, our research hypothesizes that organizational commitment serves as a pivotal determinant of employee work discipline, with work support acting as a mediating factor. This suggests that a high level of organizational commitment is likely to positively influence work discipline, while the provision of adequate work support can further enhance this relationship. By investigating these dynamics, we aim to deepen our understanding of how organizational commitment, work discipline, and work support intersect within the organizational milieu.

The implications of our research extend beyond theoretical discourse to practical applications within organizational management. Companies seeking to optimize employee commitment, discipline, and well-being stand to benefit from our findings. By fostering a supportive organizational culture and providing resources that facilitate employee engagement and productivity, organizations can enhance overall effectiveness and performance.

4. Conclusion

In conclusion, this research has provided valuable insights into the dynamics of organizational commitment, work discipline, and work support within the context of the Malang District Government apparatus. The findings highlight the significant influence of organizational commitment on work discipline, mediated by organizational support. Specifically, the results indicate that organizational commitment plays a crucial role in driving employee work discipline, with organizational support acting as a facilitator in this relationship. This underscores the importance of fostering a supportive organizational culture and providing resources to enhance employee engagement and productivity.

However, it is essential to acknowledge the limitations of this study. Theoretical limitations include the reliance on existing frameworks and models to conceptualize organizational commitment, work discipline, and work support. Future research could benefit from exploring alternative theoretical perspectives to gain a more comprehensive understanding of these constructs. Additionally, practical limitations may have influenced the generalizability of the findings, as the study focused solely on the Malang District Government apparatus. Conducting similar research in diverse organizational contexts could provide broader insights into the dynamics of organizational commitment, work discipline, and work support.

In light of these limitations, there are several suggestions for further research. Firstly, future studies could employ qualitative methods to explore the subjective experiences and perceptions of employees regarding organizational commitment, work discipline, and work support. This could offer deeper insights into the underlying mechanisms driving these relationships. Additionally, longitudinal research designs could provide a more comprehensive understanding of how these dynamics evolve over time. Finally, investigating the effectiveness of interventions aimed at enhancing organizational commitment and work discipline could offer practical implications for organizational management.

In summary, while this study has shed light on the interplay between organizational commitment, work discipline, and work support, there remains ample opportunity for further exploration. By addressing the identified limitations and pursuing avenues for future research, scholars and practitioners can continue to advance our understanding of these critical organizational dynamics.

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