

# Factors of Organizational Identification Influencing Affective Commitment at the Direktorat Jenderal Pemasyarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta

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DOI: <https://doi.org/10.52403/ijrr.20220944>

## ABSTRACT

This study aims to analyze factors of organizational identification influencing affective commitment at the Direktorat Jenderal Pemasyarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. The research method used is a quantitative method. This research is categorized as hypothesis testing. The population and sample used for this research are the employees of the Direktorat Jenderal Pemasyarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta with a total of 120 respondents. The data analysis method used is structural equation modeling-partial least squares (SEM-PLS) using SmartPLS software. The results show that job satisfaction has a positive and significant effect on organizational identification at the Direktorat Jenderal Pemasyarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. Perceived supervisor support has a positive and significant effect on organizational identification at the Direktorat Jenderal Pemasyarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. Workplace incivility has a negative and significant effect on organizational identification at the Direktorat Jenderal Pemasyarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. Organizational identification has a positive and significant effect on affective commitment at the Direktorat Jenderal Pemasyarakatan

Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta.

**Keywords:** Job Satisfaction, Perceived Supervisor Support, Workplace Incivility, Organizational Identification, Affective Commitment

## INTRODUCTION

The Direktorat Jenderal Pemasyarakatan is one of the implementing elements of the Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia which has the task of formulating and implementing policies and technical standardization in the field of corrections. This institution is led by a Direktorat Jenderal Pemasyarakatan. To be able to carry out tasks properly and achieve maximum results, it is very necessary to have quality human resources. Meeting the needs that exist in the Direktorat with the support of qualified human resources will be able to produce good performance and will affect the success of the organization's vision and mission. Quality human resources can be achieved with a high commitment in the personality of each existing human resource. This commitment will have an impact on the work loyalty of human resources, so that when high loyalty to work can be realized, the productivity of human resources will also increase.

Human resource management is an activity of processing human resources through job analysis planning, manpower planning, recruitment and selection, training and development, career planning, work performance appraisal to the provision of transparent compensation. In a company, human resources are a very important factor, this is because a company certainly has a vision and mission to achieve common goals, but to achieve the goals that have been determined requires good and correct management (Budianto et al, 2020). The results of the study state that organizations must also prepare for the needs of future employees to face future challenges. The identification process in the organization is important to know the needs and what is needed to achieve the goals of the organization. Attitudes and behaviors at the individual and organizational levels, organizational identification has a unique value because of the involvement of various organizational identities.

Affective commitment has a high impact on increasing the loyalty of organizational members, with a high affective commitment meaning making members feel comfortable in the organization and competent when doing their jobs. When affective commitment is high, employees become passionate about their work and contribute to the success of their organization. Some authors believe that the main interest in studying affective commitment is its impact on intention turnover, given that affectively committed employees want to remain in the organization.

This study aims to analyze factors of organizational identification influencing affective commitment at the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta.

## **LITERATURE REVIEW**

### **Affective Commitment**

Affective commitment occurs when employees want to be part of the company because of an emotional bond. Employees

recognize the similarities between themselves and the company, thus showing concern and consequently forming impressive commitments (Padma et al., 2020).

Affective commitment is developed through work experience in an organization that usually satisfies employees' psychological needs (eg competency development), and thus makes them feel comfortable in the organization and competent while doing their jobs. When affective commitment is high, employees become passionate about their work and contribute to the success of their organization. Some authors believe that the main interest in studying affective commitment is its impact on intention turnover, given that affectively committed employees want to stay with the organization (Moreira et al., 2020).

### **Organizational Identification**

Organizational identification is a striking type of social identification and consists of many components of self-concept and individual identity. Organizational identification is a perception of wholeness and participation in the organization, as an illustration when an employee identifies with the organization, his self-concept is not only involved in self-identity but also in organizational identity (Iqbal, 2018).

Organizational identification has a central role in building the social identity of organizational members, both when they are in the work environment and when they are interacting with the community in their personal lives. Organizational identification affects the level of engagement of organizational members with their organizations because these conditions are able to widen the perspective of organizational members so that they can see more deeply, and internalize organizational success as part of their personal success. The factors analyzed in the identification of the organization, as follows.

### **Workplace Incivility**

Workplace incivility is defined as low-intensity behavior with the ambiguous intent of hurting someone, which violates workplace norms of mutual respect; uncivilized behavior is rude and impolite, showing a lack of concern for others (Rocky and Roy, 2018).

Many mistreatments that occur in organizations have been described in various concepts such as; aggressiveness, violence, physical violence, social exclusion, tyranny, and harassment. In relation to the concepts that have been described, the concept of workplace incivility has a definition that is close to tyranny (Fauzan and Alice, 2021).

### **Perceived Supervisor Support**

Perceived Supervisor Support refers to employees' perceptions of the extent to which the organization values their contributions and cares about their well-being. Perceived Supervisor Support is also considered as a global belief that is formed by each employee regarding their assessment of organizational policies and procedures which is formed based on their experience of organizational policies and procedures, acceptance of resources, interactions with organizational agents (eg supervisors) and their perceptions of the organization's concern for their well-being. Perceived organizational support is the degree to which employees believe the organization values their contributions and cares about their well-being (Nurchahyo, 2021).

### **Job Satisfaction**

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the values that apply to him. The higher the rating of the activity is felt in accordance with the wishes of the individual, the higher the satisfaction with the activity. Thus,

satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied. Job satisfaction is an attitude that is commonly shown by employees towards their work. A person with high job satisfaction has a positive attitude towards his job. While someone who is dissatisfied will have a negative attitude towards his work (Amelia and Suwarsi, 2020).

High employee job satisfaction will usually improve performance employee. Organizations that have employees with high levels of job satisfaction tend to be more productive and effective. The job satisfaction of an employee is highly dependent on matters relating to his work.

### **RESEARCH METHODS**

The research method used is a quantitative method. Quantitative method is a systematic scientific study of the parts and phenomena and the causality of their relationships. The purpose of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to a phenomenon (Sugiyono, 2018).

This research is categorized as hypothesis testing, a process to evaluate the strength of evidence from a sample, and provide a basis for making decisions regarding the population (Basrowi, 2012).

The population and sample used for this research are the employees of the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta with a total of 120 respondents.

The data analysis method used is structural equation modeling-partial least squares (SEM-PLS) using SmartPLS software. Sholihin and Ratmono (2013:6) stated that in its development, SEM was divided into two types, namely covariance-based SEM (CB-SEM) and variance-based SEM or partial least squares (SEM-PLS).

## RESULT AND DISCUSSION

### Outer Model Evaluation (Measurement Model): Validity Test

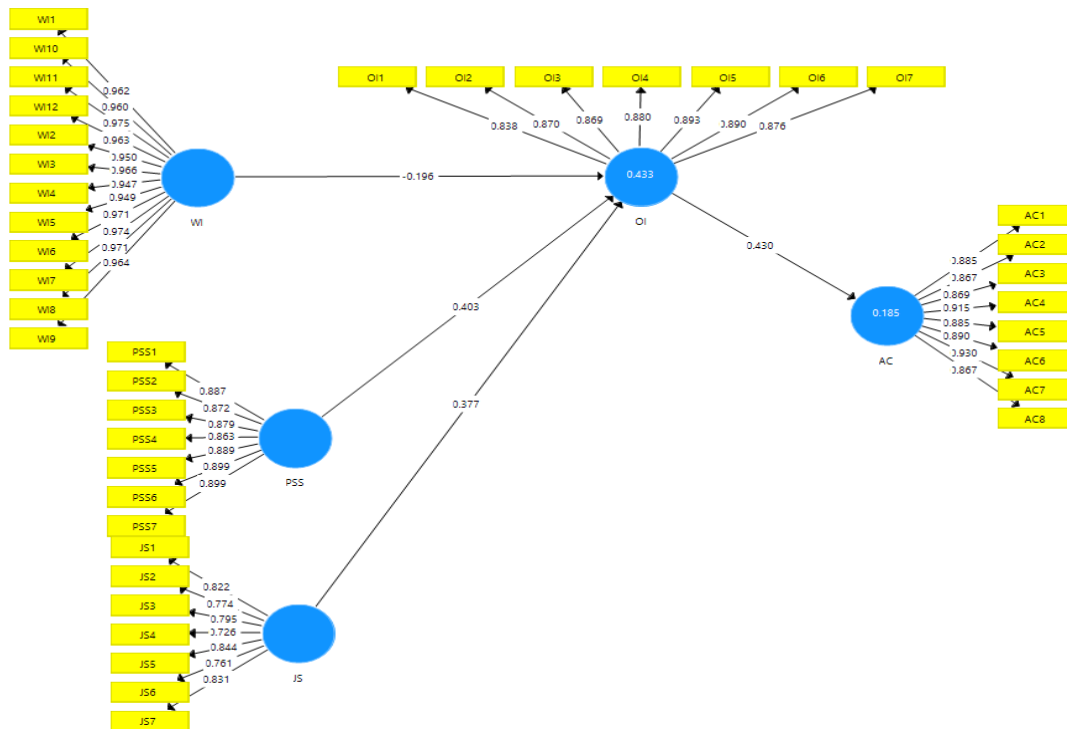


Figure 1. Validity Test Based on Loading Factor

Based on the testing of the validity of the loading factor, it is known that all loading values  $> 0.7$ , which means that it has fulfilled the validity requirements based on the loading value.

### Significance Test of Effect (Boostrapping) (Hypothesis Testing) (Inner Model)

Table 1 presents the results of the significance test of the effect:

Table 1. Significance Test of Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
JS -> OI	0.377	0.381	0.116	3.242	0.001
OI -> AC	0.430	0.438	0.091	4.724	0.000
PSS -> OI	0.403	0.407	0.132	3.061	0.002
WI -> OI	-0.196	-0.187	0.081	2.430	0.015

Table 2. Mediation Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
PSS -> OI -> AC	0.173	0.179	0.069	2.501	0.013
WI -> OI -> AC	-0.084	-0.081	0.038	2.214	0.027
JS -> OI -> AC	0.162	0.169	0.067	2.429	0.015

The results show that job satisfaction has a positive and significant effect on organizational identification at the Direktorat Jenderal Pemasaryakatan

Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. This means that the higher the level of job satisfaction for employees in the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta, the employees will have a high level of self-identification and organization so that they are more bound to their organization and provide high work loyalty as well. So that the factors that affect the level of job satisfaction must be increased.

Perceived supervisor support has a positive and significant effect on organizational identification at the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. Likewise, the influence of superior support also has a positive value. The higher the level of respect and acknowledgment of the contribution of employees to the organization, will increase the sense of belonging and loyalty to the employee.

Workplace incivility has a negative and significant effect on organizational identification at the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. Workplace incivility has a negative effect on organizational identification. This means that the influence of a negative work environment and hurting individuals can have a negative effect on the level of comfort and individual attachment to the organization, so special attention is needed to reduce workplace incivility factors that violate behavioral norms in the workplace, so that employees become comfortable and loyal to the organization.

Organizational identification has a positive and significant effect on affective commitment at the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. This positive influence means that every employee must be able to fulfill all the factors that affect the level of attachment of organizational members to the organization, so that employees recognize

the similarities between themselves and the company, thereby showing concern and consequently forming an impressive commitment. When affective commitment is high, employees become passionate about their work and contribute to the success of their organization.

## CONCLUSION

The results show that job satisfaction has a positive and significant effect on organizational identification at the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. Perceived supervisor support has a positive and significant effect on organizational identification at the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. Workplace incivility has a negative and significant effect on organizational identification at the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta. Organizational identification has a positive and significant effect on affective commitment at the Direktorat Jenderal Pemasarakatan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia in Jakarta.

**Acknowledgement:** None

**Conflict of Interest:** None

**Source of Funding:** None

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How to cite this article: Pratiwi Magdalena, Justine Tanuwijaya. factors of organizational identification influencing affective commitment at the Direktorat Jenderal Pemasaryakatan Kementerian Hukum Dan Hak Asasi Manusia Republik Indonesia in Jakarta. *International Journal of Research and Review*. 2022; 9(9): 385-390.  
DOI: <https://doi.org/10.52403/ijrr.20220944>

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