

UNLEASING ORGANIZATIONAL COMMITMENT: UNRAVELLING THE IMPACT OF CONTRACT WORKER COMPETENCE, LEADERSHIP, AND ORGANIZATIONAL CULTURE

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Abstract - This study aims to analyze the role of contract workers' competence, leadership, and organizational culture in influencing organizational commitment. The research sample consists of 84 contract workers who work for a company in Sidoarjo. Sampling was done by census, where all contract workers in the company became research respondents. The analytical method used is multiple linear regression, which allows measurement of the extent to which competence, leadership, and organizational culture contribute to the level of organizational commitment of contract workers. The results showed that the competence of contract workers has a significant positive effect on organizational commitment. The higher the level of competence possessed by contract workers, the higher their level of commitment to the organization. In addition, leadership also has a significant influence on organizational commitment. Strong and effective leadership can motivate contract workers to commit to the organization where they work. In addition to competence and leadership, organizational culture has also been shown to play an important role in influencing contract workers' commitment. A positive organizational culture, where norms, values, and practices that support organizational commitment are implemented, contributes to a higher level of commitment from contract workers. This research provides a deeper understanding of the factors that influence contract workers' organizational commitment.

Keywords: organizational commitment, worker competence, leadership, organizational culture.

INTRODUCTION

Human resource development is a strategic effort aimed at strengthening the abilities and potential of individuals in the work environment. The main objective of human resource development is to create a workforce that has superior quality, high competence, and is able to adapt and innovate to face the growing demands of work. Through a holistic and sustainable approach, human resource development provides opportunities for individuals to hone skills, knowledge, attitudes, and values relevant to their field of work. As such, human capital development focuses not only on improving technical capabilities but also on developing soft skills such as leadership, collaboration, communication, and adaptability to dynamic change. By having a competent, reliable, and superior-quality workforce, organizations can achieve higher productivity levels, face global competition, and maintain a competitive advantage in the market.

A developing workforce has an important role to play in improving organizational commitment. One group of workers that requires observation regarding organizational commitment is the group of contract workers. Through ongoing development efforts, organizations can provide opportunities for contract workers to develop the skills and knowledge required for their jobs. By paying attention to human resource development, organizations demonstrate their commitment to the professional growth and development of contract workers, which can further increase their sense of attachment to the organization. Human resource development can also help strengthen the emotional bond between contract workers and the organization. When organizations provide career development opportunities, training, mentoring, or achievement recognition programs, contract workers feel recognized and valued. This can create a stronger bond between them and the organization, increasing their commitment to it. Commitment can be strengthened through strengthening competencies, leadership, and organizational culture inherent in work behavior (Darmawan et al., 2020; Mardikaningsih, 2020).

Competence is the ability to carry out or perform a job based on skills and knowledge and supported by the work attitude required by the job (Mardikaningsih et al., 2022). Competence describes the characteristics of knowledge, skills, behavior, and experience needed to perform a particular job or role effectively (Arifin et al., 2017; Darmawan et al., 2021; Eddine, 2023). Problems related to competence in an organization will have a negative impact (Djaelani, 2016). This is not only limited to incompetent individuals but also significantly harms the organization as a whole (Sinambela, 2022). Competency issues are detrimental to an organization's operations, productivity, and reputation. Lack of competence results in errors, reduced quality, and an inability to achieve performance standards. This has the potential to lose customer trust, decrease revenue, and make competition more difficult. Competency issues also disrupt the work climate and teamwork, affecting overall performance. In addition, it can cause financial losses, such as the cost of training or hiring new employees. Competency lapses also risk losing customers, failing business contracts, or adverse legal sanctions.

The organization needs a leader who can bring the organization to maintain consistency and be able to compete in the business world. This relates to the important role of a leader in achieving the vision and mission of the organization (Robbins & Judge, 2008). To achieve goals optimally and effectively, organizations need strong leadership that can strengthen organizational commitment (O'Reilly & Chatman, 1986). Leadership that provides direction, motivation, and efficiency to manage resources encourages the commitment of organizational members (Munir et al., 2022). With a positive work climate, a strong commitment to the vision, mission, and values of the organization is formed (Mardikaningsih & Darmawan, 2012; Ernawati et al., 2022). Inspiring leadership also encourages innovation, cooperation, and dealing with change well (Djazilan, 2022). Thus, organizations can remain relevant and thrive in fierce competition (Razali, 2006). Leadership that provides clear direction, motivates inspiring, and manages resources with high efficiency has an important role in encouraging a strong level of commitment from organizational members (Handayani & Khairi, 2022; Putra & Mardikaningsih, 2022). Effective leadership is able to direct organizational members towards common goals, inspire them to give their best, and optimize the utilization of available resources (Gani, 2022; Hariani & Sigita, 2022). With solid and trusted leadership, organizational members feel emotionally connected, motivated, and have the same orientation towards the organization's vision, mission, and values (Gi & Gyu, 2010; Irfan & Al Hakim, 2022). This forms a positive work climate where organizational members' commitment to the organization increases significantly (Lestari & Mardikaningsih, 2020).

Organizational advancement is also inseparable from the important role of organizational culture. Francesco and Chen (2004) found that cultural orientation is able to influence organizational commitment. A strong and positive organizational culture plays a very important role in influencing and strengthening workers' commitment to the organization. Organizational culture includes a number of norms, values, beliefs, and practices that are applied in the workplace. When organizational culture is well supported and nurtured, workers tend to feel emotionally attached and committed to the goals, vision, and values held by the organization. A strong organizational culture creates a positive work climate where norms and values are respected and appreciated. This generates a sense of identification and pride among workers towards the organization they work for. In a strong culture, there is clarity and consistency in expectations, behaviors, and work practices that strengthen individual commitment to the organization (Ishak et al., 2016). In addition, a culture that encourages participation, collaboration, and team support also plays an important role in strengthening organizational commitment. When workers feel valued, listened to, and empowered, they will feel more attached and committed to the organization (Purnamasari et al., 2021). A culture that is transparent, fair, and promotes equity in decision-making also provides a strong foundation for workers to feel motivated and committed.

Based on the previous description, this requires an observation of competence, leadership, and organizational culture that have a role in strengthening organizational commitment. The main problem that needs to be identified is determining the role of competence, leadership, and a positive organizational culture that can sustainably strengthen individual commitment to the organization.

RESEARCH METHODS

This study uses multiple linear regression methods to investigate the relationship between contract workers' competencies, leadership, and organizational culture and organizational commitment. The research sample consisted of 84 contract workers who worked for a company in Sidoarjo. Sampling was done by census, where all contract workers in the company became research respondents.

Competence, leadership, and organizational culture are used as independent variables, while the level of organizational commitment is the dependent variable in the analysis. Competency measurement is measured by four dimensions, namely knowledge, skills, work experience, and work attitudes shown by workers (Darmawan et al., 2020). Leadership measurement is measured by dimensions such as the ability to make decisions, the ability to motivate, communicate effectively, manage emotions, and control subordinates (Razali, 2006). Measurement of organizational culture through the following dimensions: encouragement to innovate and face challenges at work; attention to detail and thoroughness; results-oriented and team-oriented; work quickly and efficiently; and work according to procedures (Ishak et al., 2016). Measurement of organizational commitment with dimensions in the form of a strong desire to continue working for the organization; willingness to use all abilities in carrying out tasks; there is a belief in workers that the vision and mission of the organization are identical to their ideals; workers have a sense of loyalty to the organization; and there is a sense of emotional attachment to the organization (Ernawati et al., 2020).

Through the multiple linear regression method, this study analyzes the effect of each independent variable individually, as well as the interaction between them, on contract workers' organizational commitment. This analysis provides a deeper understanding of the factors that influence organizational commitment in the context of contract workers. By using appropriate analytical methods and conducting census sampling, this study is expected to make a significant contribution to understanding the relationship between competence, leadership, organizational culture, and organizational commitment in the context of contract workers in companies in Sidoarjo.

RESULTS AND DISCUSSIONS

The respondents in this study consisted of 84 contract workers from various divisions in a manufacturing company in Sidoarjo. They range in age from 25 to 45 years old and have various levels of education, ranging from high school diplomas to bachelor's degrees. The respondents had worked as contract workers for the company for 1–3 years. They are involved in various tasks and responsibilities, such as production, logistics, and quality control. The respondents' profiles also included specialized skills and expertise, such as technical understanding, production process knowledge, and communication skills. Their participation in this study is expected to provide a deeper understanding of how competence, leadership, and organizational culture affect organizational commitment in the context of contract workers in manufacturing companies in Sidoarjo.

In the validity test, all statement items were valid because they had a corrected item total correlation of more than 0.3. The reliability test for all variables is declared reliable because it has a Cronbach's alpha value of more than 0.7. The competency variable is 0.739, the leadership variable is 0.854, the organizational culture variable is 0.895, and the organizational commitment variable is 0.861. Normality test results are shown in Figure 1.

Table 1
Reliability test results

No	Variables	Cronbach's Alpha	Status
1	Competency (X.1)	0.739	Reliable
2	Leadership (X.2)	0.854	Reliable
3	Organizational culture (X.3)	0.895	Reliable
4	Organizational commitment (Y)	0.861	Reliable

Source: SPSS Output

In conducting a normality test, a graphical approach is taken that shows the distribution of points following the diagonal line, indicating that the model has a normal distribution. The heteroscedasticity test results in Figure 2 show a scatterplot graph with a random distribution of points, but no clear pattern is formed. The spread of these points occurs below and above the number 0 on the Y axis. From these results, it can be concluded that there is no heteroscedasticity in the regression model, so the regression model can be used to predict the dependent variable.

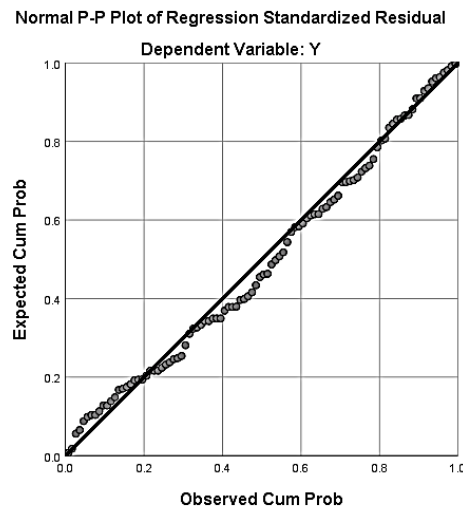


Figure 1. Normality Test
Source: SPSS Output

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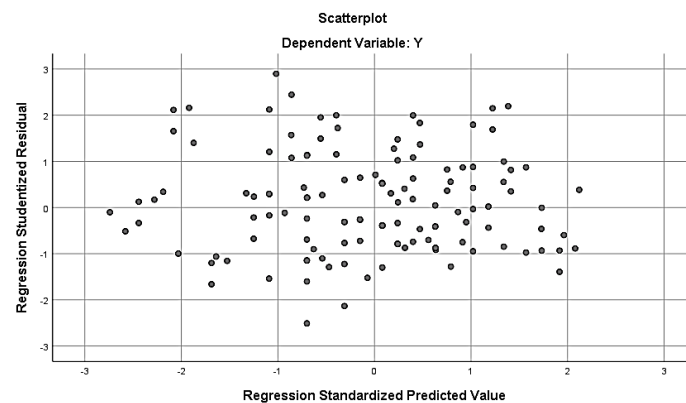


Figure 2. Heteroskedastity Test
Source: SPSS Output

To ensure the presence of multicollinearity in the regression model, the tolerance value and variance inflation factor (VIF) can be interpreted. The analysis results in Table 2 show that the tolerance value for competence is $0.525 > 0.10$, and the VIF value is $1.904 < 10$. Similarly, the tolerance value for leadership is $0.533 > 0.10$, and the VIF value is $1.875 < 10$. the tolerance value for organizational culture is $0.494 > 0.10$, and the VIF value is $2.024 < 10$. Therefore, it can be concluded that there is no indication of multicollinearity in the data. In addition, the Durbin Watson value of 1.910 indicates that there is no autocorrelation that occurs.

Table 2
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.454	1.225		3.635	.000		
	X.1	2.158	.259	.431	8.345	.000	.525	1.904
	X.2	.883	.233	.194	3.785	.000	.533	1.875
	X.3	2.173	.264	.438	8.233	.000	.494	2.024

Source: SPSS Output

The regression model obtained is $Y = 4.454 + 2.158X.1 + 0.883X.2 + 2.173X.3$. The meaning of the coefficients in this regression model is as follows. The regression coefficient of 2.158 on variable X.1 (competence) indicates that each one unit increase in competence will contribute to an increase of 2.158 in the organizational commitment variable, assuming other variables are constant. The regression coefficient of 0.883 on variable X.2 (leadership) indicates that each one-unit increase in leadership will contribute to an increase of 0.883 in the organizational commitment variable, assuming other variables are constant. The regression coefficient of 2.173 on variable X.3 (organizational culture) indicates that each one-unit increase in organizational culture will contribute to an increase of 2.173 in the organizational commitment variable, assuming other variables are constant. The t test uses a significance value of $\alpha = 5\%$. All independent variables with a P-value of 0.000 and smaller than 0.05 mean that the variables of competence, leadership, organizational culture have an effect on organizational commitment. Competency variables, leadership, organizational culture also have a P-value of 0.000 and smaller than 0.05 so it can be stated that the three independent variables play a role in shaping organizational commitment.

Table 3
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3045.259	3	1015.086	206.052	.000 ^b
	Residual	472.931	96	4.926		
	Total	3518.190	99			

Source: SPSS Output

Based on table 3, the results of the calculation of testing the joint influence of competency variables, leadership, organizational culture on organizational commitment variables, with the F test producing an Fcount value = 206.052 with a confidence level of 95%, significance 0.05. The p-value is 0.000 and this proves that the three independent variables simultaneously play a role in shaping organizational commitment.

Table 4
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.930 ^a	.866	.861	2.21954	1.910

Source: SPSS Output

The estimated value of the adjusted R square is 0.861, or 86.1%. This means that the percentage of influence of competency variables, leadership, and organizational culture on organizational commitment variables is 86.1%, while the remaining 13.9% is influenced by other variables.

Competence is proven to have a role in shaping organizational commitment. This is in accordance with the findings of Srikaningsih and Setyadi (2015) and Muring (2022). When organizations provide human resource development opportunities to contract workers, it sends a message that the organization values their contributions and is committed to helping them reach their full potential in their work. Contract workers who feel supported and empowered by the organization are likely to show higher levels of commitment to the organization. They may be more motivated to give their best, contribute actively, and maintain the quality of their work. Therefore, it is important for every organization to address competency issues seriously and proactively. Identifying training needs, improving selection and recruitment processes, and creating a culture of continuous learning are some of the steps that can be taken to ensure organizational success and prevent losses caused by competency issues.

Leadership is proven to have a role in strengthening organizational commitment. This is consistent with the findings from the studies of Hyeokgi and Bonggyu (2010); Ernawati et al. (2020); Al Hakim and Hariani (2021); Darmawan and Mardikaningsih (2021); Jahroni et al. (2021); Anjanarko and Arifin (2022). Strong leadership plays a crucial role in strengthening organizational commitment and achieving organizational goals optimally and effectively (Yoon, 2011; Irfan, 2022). Leadership that is able to provide direction, motivate, and manage resources efficiently will form a positive work climate, strong organizational culture, and cope well with change (Radjawane, 2022).

Organizational culture is proven to play a role in shaping organizational commitment. This is in accordance with the findings of Srikaningsih and Setyadi (2015) and Jahroni et al. (2021). A strong and positive organizational culture has a significant impact on workers' commitment to the organization. A culture that emphasizes respected values and provides team support, transparency, fairness, and appropriate leadership will build a close bond between workers and the organization. This results in strong commitment, increased engagement, and optimal contribution to achieving organizational goals (Colquitt & LePine, 2011). An inclusive and collaborative organizational culture creates a strong sense of ownership and engagement among workers. They feel valued, listened to, and empowered to contribute to the success of the organization. In addition, a culture that values teamwork, mutual support, and collaboration will strengthen workers' sense of commitment and attachment to the organization. A culture that strengthens commitment will create a positive work environment, increase loyalty, and motivate workers to contribute optimally to achieving organizational goals (Hariani & Irfan, 2022).

The implication of this research is the need for companies to focus on developing contract workers' competencies, developing effective leadership, and building an organizational culture that supports commitment. Thus, companies can strengthen the commitment of their contract workers, which has the potential to improve overall organizational performance.

CONCLUSIONS

The resulting three independent variables in this study are proven to have a real role in shaping organizational commitment. To optimize commitment, organizations need to consider three important factors as independent variables in this study: worker competence, leadership, and organizational culture. Strengthening competencies through the training and development of workers can improve their expertise and skills so that they are better equipped to complete the tasks at hand. In addition, effective and inspiring leadership will create an environment that supports, motivates, and empowers team members. Good leaders can provide clear direction, build strong relationships, and inspire workers to achieve common goals. Furthermore, a positive and inclusive organizational culture can also strengthen commitment. A culture that promotes values such as collaboration, fairness, trust, and diversity will build close bonds between organizational members and create a fun and productive work environment.

Worker competencies and leadership consistent with organizational culture simultaneously have the effect of strengthening organizational commitment. When leaders practice and champion the values embodied in the organizational culture, it sets a positive example and inspires workers to commit to the organization. Overall, human resource development is an important tool for increasing contract workers' organizational commitment. By providing development opportunities and showing concern for their professional growth, organizations can strengthen contract workers' emotional bonds and motivation to contribute their best and maintain their long-term commitment to the organization.

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