INFLUENCE OF WORK INVOLVEMENT, PERSONALITY, AND ORGANIZATIONAL COMMITMENT TO THE DECISION MAKING OF ECHELON II, III, AND IV EMPLOYEES IN THE BEKASI REGENCY GOVERNMENT ENVIRONMENT

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Abstract: The objective of this research was to study the effect of job involvement, personality, and organization commitment on decision making of echelon II, III, and employees in the government of Bekasi District. The research was conducted by using survey method with path analysis applied on testing the hypothesis. The target population size of this research is 984 of employee of eselon II, III, and IVs. The research sample was 281 of eselon II, III, and IV employees using proportional random sampling technique. Based on this research of data obtained the following conclusions: (1) job involvement has positive direct effect to decision making, (2) personality has positive direct effect to organization citizenship behavior, (3) organization commitment has positive direct effect to decision, (4) the job involvement has positive direct effect to organization commitment, (5) personality have positive direct effect to organization commitment. The conclusion is that the echelon II, III, and IV employees decision making is effected by the job involvement, personality, and organization commitment.

Keywords: Decision making, Job involvement Personality, and Organization commitment

I. Introduction

In the activities of everyday life, it is actually a life that always interacts with decisions. A decision is the best conclusion to come after evaluating various alternatives. In this sense, contained elements of the basic situation, the opportunity for the emergence of a basic situation, and the activity of making decisions. Decision making is very important in management and is the main task of a leader. Decision making is processed by decision makers whose results are decisions.

Every organization or government agency will never escape a problem. Especially issues related to management. If viewed from everyday life, problems can be caused by internal parties or external parties. Many people consider that problems that come from externally are more dangerous so it is prioritized to be resolved immediately, while problems coming from internally are considered not too dangerous. This is a view that must be straightened out. Because the problem that must be watched out for and must be resolved immediately is a problem that comes from the internal. Many companies are insolvent or organizations are disbanding due to internal problems. Problem solving is an important activity performed by a leader. Solving a problem...
will be done by making a decision. Decision making is a choice over the possibility of alternative solutions to be taken. Effectiveness in leading can be built on the debriefing of technical skills and conceptual skills so that it affects organizational decision-making which is closely related to the sensitivity of the leader to use his personal skills. Efforts to build these personal skills are in line with current developments in organizational studies, which find contextualization in the spirit of human relations approaches. The organization of the public bureaucracy is ideally inseparable from the direction of this development. In the paradigm of bureaucratic organization that is (too) impersonal and rigid character, get serious challenges from the more humanist bureaucratic paradigm. One of the most important things is when a leader can make a decision. This allows decision makers to more fully appreciate and understand problems, including looking at problems that no one else can see, but most of his knowledge as a leader does not necessarily show. Decision-making process is a choice of cognitive processes so that it can produce alternatives that are prepared as the desired action (Leonie et al, 2020: 3). A belief system can encourage a rational or less rational process that lies by explicit, implicit knowledge. Problem solving can be taken alternatively which refers to the decision-making process hence called decision making (Colquitt, 2009: 256).

In decision-making, a leader performs several stages to choose some of the most likely alternatives. In line with this, McShane and Von Glinow (2010:226-227), explain the choice of rational decision-making paradigm into six stages: Rational Choice Decision Making Process: 1. Identify problem or opportunity; 2. Choose the best decision process; 3. Develop alternative solutions; 4. Choose the best alternative; 5. Implement the selected alternative; 6. Evaluate decision outcomes.

According to Iain M. Boyle et al, (2012:408), stated: The manner in which decision making is performed (i.e., how decisions are made) can have a significant impact on the effectiveness of a decision. There is strong agreement on the basics of how decision making is executed, which involves formulating a problem, generating potential solutions, and selecting the preferred solution for subsequent implementation. Menurut Richard (2010:214), pengambilan keputusan: Decision making is the process of identifying problems and opportunities and the resolving them. Decision making involves effort both before and after the actual choice. Thus, the decision as to whether to select Colin, Tasha, or Carlos requires the accounting manager to ascertain whether a new junior auditor is needed, determine the availability of potential job candidates, interview candidates to acquire necessary information, select one candidate, and follow up with the socialization of the new employee into the organization to ensure the decision’s success. Rowe and Mason explained that decision style framework is defined by three key factors: 1) the way one thinks about a problem, 2) the way one communicates to others, and 3) the way one expects others’ behaviour to affect his/her performance. The operational definition for DM style is a habitual pattern or preferred way of doing something that is consistent over time and across activities. Yuspahruddin et al (2020:491), stated, “job involvement defines the extent of psychological interest in a given job and also indicates that an individual's psychological condition is cognitively”. Mambula, Charles, et al (2021:30), state work involvement as follows: Employee involvement is a process of allowing employees to participate and contribute in managerial decision making and improvement activities appropriate to their levels in the organization. Employee involvement concern with different works design approaches andspecial
activities; there’s the highest of the day only one thing that differentiates one company from another its people.

In his research Sofijanova in Jackline and Makori (2017: 169), stated the importance of employee involvement in many things, to achieve the desired goals: Employee involvement is the process concerned with participation and empowerment of employees so as to use their inputs in order to achieve higher individual and organizational performance. Involvement refers to the employee participation in decision making and problem solving and increased autonomy in work processes.

Unlike Evans and Lindsay (2002:301), engagement is expressed as: Employee Involvement refers to any activities by which employee participate in work related decision and improvement activity, with the objectives of tapping the creative energies of all employees and improving their motivation”.

Similarly, increasing employee power without reward, will reduce employee involvement. Quality improvement management provides greater opportunities for employee involvement in the organization. Furthermore Anthony, Kacmar & Perrewe (2006: 449), outlines the benefits of employee involvement, namely: a. EI provides subordinates a greater understanding of decisions because they are more likely to be involved in making those decisions. b. Similarly, employees who have a say in the decision are more committed to implementing it. c. Involving employees in the decision-making and planning practices of the organization provides a greater understanding of organization’s objectives and improves their commitment to achieving these objectives. d. EI provide greater fulfillment of psychological needs, and therefore it provides greater employee satisfaction. e. EI can capitalize on increased social pressure other members will place on fellow workers to comply with the decision the group made as a whole. f. EI provides a greater team and organizational identity, which is shown through greater cooperation and coordination among members at all levels. g. When conflict does arrived under EI situations, the people involved are better able to constructively deal with it. h. EI produces better decisions.

Personality is a term of a broad concept so that the notion of personality cannot be beaten flat to everyone. It can be said that personality is a characteristic of a person's behavior. According to Greenberg and Baron in Novian, Zerry et al, (2019:22), personality as, “personality is an assessment of the physical, mental, moral, and social qualities dynamically and integrated which is manifested in a unique and stable way of thinking, feeling, and acting which characterizes one's response to a living situation”. Sedangkan menurut Schermerhorn (2010:31), “personality is the overall combination of characteristics that capture the unique nature of a person as that person reacts to and interacts with others”. Schermerhorn (2010:31) also asserts that there are five dimensions of personality: A key starting point is to consider the personality dimensions that recent research has distilled from extensive lists into what is called the “Bif Five”: extraversion (outgoing, sociable, assertive), agreeableness (good nature, trusting, cooperative), conscientiousness (responsible, dependable, persistent), emotion stability (unworried, secure, relaxed), openness tp experience (imaginative, curious, broad minded).

A friendly attitude, trust with others, responsibility, orientation to get motivated, calm attitude while working, open to new things is part of the personality dimension. Gibson (2006:212), also expressed his opinion: Personality refers to a relatively stable set of characteristics, temperament, and tendencies that shape the similarities and differences in people’s behavior. The number of aspects of personality that could serve as stress moderators is quite large. The big five model of
personality is made up of five dimensions: extroversion, emotion stability, agreeableness, conscientiousness, and openness to experience.

The tendency to do something will have an impact on his behavior. Jennifer (2012:38), expressed her opinion personality is: The pattern of relatively enduring ways that a person feels, thinks, and behaves. Personality is an important factor in accounting for why employees act the way they do in organizations and why they have favorable or unfavorable attitudes toward their jobs and organizations. Colquitt LePine, Wesson (2011:294-295), also describes five dimensions in personality: extraversion, friendliness, awareness, emotional stability, and openness to experience.

Organizational commitment is a situation in which an employee has a sense to side with a particular organization as well as the purpose and desire to maintain membership in the organization. High worker engagement means siding with the particular job of an individual, while a high organizational commitment means siding with the organization that recruits that individual. In an organization that is dealing directly with many people, the leader of the organization and its members in carrying out their duties must be able to carry out policies with certain goals and have a strong commitment to the organization in which he is located. Iqra Abdullah, Rozeyta Omar, Yahya Rashid, (2013:760), stated that, “organizational commitment refers to psychological contact which governs the attitude and behavior of an employee and characterize as the degree of loyalty, obligation and attachment towards an organization and its goals”. Colquitt (2011:69), mengemukakan tentang komitmen organisasi, “organizational commitment is defined as the desire on the part of an employe to remain a member of the organization”. Kreitner and Kinicki (2010:166), states, “organizational commitment reflects the extent to which an individual identifies with an organization and is committed to its goals”.

Organizational commitment is a condition in which employees are very interested in the goals, values, and goals of the organization. Commitment to the organization means more than just formal membership, as it includes an attitude of liking to the organization and a willingness to strive for a high level of effort for the benefit of the organization for the achievement of goals. Based on this definition, organizational commitment is covered by elements of loyalty to the organization, involvement in the work, and identification of the values and goals of the organization.

In line with siegel and Rasmussen's opinion is George B. Graen (2006: 200), who stated that organizational commitment is the attitude and bond of employees to the organization. David Siegel & Ken Rasmussen (2008:158), in the book Professionalism & Public Service, states, “organizational commitment is the desire to work hard for the organization, and a desire to stay in the organization”. Fred. Luthans (2008:147), menyatakan komitmen organisasi adalah: As an attitude, organizational commitment is most often defined as (1) a strong desire to remain a member of a particular organization; (2) a willingness to exert high levels of effort on behalf of the organization, and (3) a definite belief in, and acceptance of, the values and goals of the organization.

II. Research Methodology

The approach used in this research is a quantitative approach, with the method used is a survey method with path analysis techniques.

III. Result and Discussion
Hypothesis testing in this study was conducted to determine the direct influence of work involvement on decision making, the influence of personality on decision making, organizational commitment to decision making, work involvement to organizational commitment, and the direct influence of personality on organizational commitment. Based on the data of hypothesis testing results, found the value or magnitude of the path coefficients that shows the influence between variables. The results of hypothesis testing of each coefficient path are as follows:

1. **Positive direct influence of Work Engagement on Decision Making**
The effect of work engagement on decision making is explained by testing statistical hypotheses as follows:
   
   $H_0 : \beta_{y1} \leq 0$, $H_1 : \beta_{y1} > 0$.

   Based on the results of calculations, it is known that the number of lines that show the influence of work involvement on decision making amounted to 0.283. Significance test results obtained $t_{\text{thitung}} = 3.919 > t_{\text{table}} = 2.339$ in $\alpha = 0.01$. Test results showed the path coefficient was very significant. Hypotheses that state there is a positive direct influence of work engagement on decision-making are accepted. That is, proper work involvement can result in high decision making. In other words, high decision making can be achieved by increasing proper work engagement.

2. **Positive direct influence of Kepribadian terhadap Pengambilan keputusan.**
The influence of personality on decision making is explained by testing the following hypotheses:

   $H_0 : \beta_{y2} \leq 0$, $H_1 : \beta_{y2} > 0$.

   Based on the results of calculations, the number of coefficients pathways that show the influence of personality on decision making is 0.284. Significance test results obtained $t_{\text{thitung}} = 3.761 > t_{\text{table}} = 2.339$ in $\alpha = 0.01$. Test results showed the path's coefficient was very significant. Hypotheses that suggest there is a positive direct influence on personality on decision-making are accepted. That is, a good personality will result in increased high decision making. In other words, high decision-making can be achieved by improving a good personality.

3. **Positive direct influence of organizational commitment to decision making.**
The effect of organizational commitment on decision making is explained by testing statistical hypotheses as follows:

   $H_0 : \beta_{y3} \leq 0$, $H_1 : \beta_{y3} > 0$.

   Based on the results of calculations, the number of lines that show the influence of organizational commitment to decision making is 0.319. Significance test results obtained $t_{\text{thitung}} = 5.303 > t_{\text{table}} = 2.339$ in $\alpha = 0.01$. Test results showed significant path coefficients. Test hypotheses that state an organization's commitment to a positively direct effect on accepted decision-making. That is, a high organizational commitment can result in high decision making. In other words, high decision making can be achieved through increased organizational commitment.

4. **Positive direct influence of Work Engagement on Organizational Commitment**
The effect of work engagement on organizational commitment is explained by testing the following hypotheses:

   $H_0 : \beta_{31} \geq 0$, $H_1 : \beta_{31} < 0$.

   Based on the results of calculations, the number of lines that show the influence of work involvement on organizational commitment amounted to 0.354. Significance test results obtained $t_{\text{thitung}} = 5.140 > t_{\text{table}} = 2.339$ in $\alpha = 0.01$. Test results showed the path's coefficient was very significant. Hypotheses that state there is a positive direct influence of work engagement on organizational commitment are accepted.
organizational commitment are accepted. That is, good work involvement can result in increased organizational commitment. In other words, increased organizational commitment can be achieved by increasing work engagement.

5. **Positive direct influence of personality on organizational commitment**
The influence of personality on organizational commitment is explained by testing statistical hypotheses as follows:

\[ H_0 : \beta_{32} \leq 0 \quad H_1 : \beta_{32} > 0 \]

Based on the results of calculations, it is known that the number of coefficients pathways that show the influence of personality on organizational commitment of 0.505. Significance test results obtained \( t_{hitung} = 7.332 > t_{table} = 2.339 \) in \( \alpha = 0.01 \). Test results showed the path's coefficient was very significant. Test hypotheses that state there is a positive direct influence on the commitment of the accepted organization. That is, a good personality can result in increased organizational commitment. In other words, increased organizational commitment can be achieved by improving a good personality.

Thus it can be concluded that the path between the variables of work engagement to decision making the path coefficient is very significant, the personality variable to the decision-making path coefficient is very significant, the variable of organizational commitment to decision making, the variable of work engagement to the commitment of the organization the path coefficient is significant, and the personality variable to the commitment of the organization the path coefficient is very significant. The results of the pathway coefficient test in this study showed that the path is very well shaped and can explain the influence of work involvement, personality, and organizational commitment to the decision making of echelon II, III, and IV employees in the Bekasi Regency government. So that it can explain the influence of exogenous variables with endogenous variables analyzed. For more details can be seen the summary of hypothesis testing as in Table 4.23 as follows:

<table>
<thead>
<tr>
<th>No.</th>
<th>Hypothesis</th>
<th>Statistical test</th>
<th>Decision</th>
<th>conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Work involvement has a positive effect on Decision</td>
<td>( H_0 : \beta_{y1} \leq 0 \quad H_1 : \beta_{y1} &gt; 0 )</td>
<td>( \beta_{y1} &gt; 0 )</td>
<td>Direct influence positive</td>
</tr>
<tr>
<td>2.</td>
<td>Personality has a positive effect on decision making.</td>
<td>( H_0 : \beta_{y2} \leq 0 \quad H_1 : \beta_{y2} &gt; 0 )</td>
<td>( \beta_{y2} &gt; 0 )</td>
<td>Direct influence positive</td>
</tr>
<tr>
<td>3.</td>
<td>Organizational commitment has a positive direct effect on decision making.</td>
<td>( H_0 : \beta_{y3} \leq 0 \quad H_1 : \beta_{y3} &gt; 0 )</td>
<td>( \beta_{y3} &gt; 0 )</td>
<td>Positive</td>
</tr>
<tr>
<td>4.</td>
<td>Work engagement has a positive direct effect on the organization's commitment.</td>
<td>( H_0 : \beta_{31} \leq 0 \quad H_1 : \beta_{31} &gt; 0 )</td>
<td>( \beta_{31} &gt; 0 )</td>
<td>Direct influence positive</td>
</tr>
<tr>
<td>5.</td>
<td>Personality has a positive effect on organizational commitment.</td>
<td>( H_0 : \beta_{32} \leq 0 \quad H_1 : \beta_{32} &gt; 0 )</td>
<td>( \beta_{32} &gt; 0 )</td>
<td>Direct influence positive</td>
</tr>
</tbody>
</table>

### IV. Conclusion
Based on the results of calculations and hypothesis testing and discussion of research results that have been presented in the previous chapter, through research conducted on echelon II, III, and IV employees in Bekasi Regency resulted in the following research conclusions:
1. Work engagement has a positive direct influence on employee decision making, with indicators strengthening management having the most significant level of influence on decision making. This means that if work involvement is increased, it has an influence on increasing good employee decision making as well. It is expected that echelon II, III, and IV employees in Bekasi Regency can strengthen the management in their work environment to be able to know the actual conditions on the ground, so that the decision taken is the best decision of all alternatives solutions of existing problems. Strengthening management in the work environment can improve the decision making of echelon II, III, and IV employees in Bekasi Regency.

2. Personality has a positive direct influence on employee decision-making, with indicators of individual openness exerting the most significant influence on decision making. This means that if the personality is improved, it has an influence on the increasing decision making of employees. And it is expected that echelon II, III, and IV employees in Bekasi Regency can become open leaders. This will be able to improve the decision making of echelon II, III, and IV employees in Bekasi Regency.

3. Organizational commitment has a positive direct influence on employee decision making, with affective commitment indicators having the most significant influence on decision making. This means that if there is an increase in employee organization commitment, it can have an influence on increasing decision making. It is expected that echelon II, III, and IV employees in Bekasi Regency can improve the competence of their areas of expertise so that the decisions taken are the right decisions. Through an open personality, an employee who can receive input from subordinates or co-workers will make it easier for the employee to be able to receive information well. Thus increasing the commitment of employee organizations will improve the decision making of echelon II, III, and IV employees in Bekasi Regency.

4. Work engagement has a positive direct effect on employee organizational commitment, with indicators strengthening management having the most significant positive influence on organizational commitment. This means that if work involvement is increased, it can have an influence on increasing the organizational commitment of echelon II, III, and IV employees in Bekasi Regency. And it is expected that with good management, and done well, will result in an increase in the organizational commitment of echelon II, III, and IV employees in Bekasi Regency.

5. Personality has a positive direct influence on employee organizational commitment, with indicators of individual openness exerting the most significant positive influence on organizational commitment. This means that if personality is improved it can have an influence on increasing employee organization commitment. It is expected that echelon II, III, and IV employees in Bekasi Regency can be open in carrying out their duties will result in an increase in the organizational commitment of echelon II, III, and IV employees in Bekasi Regency.

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