

The Influence of Psychological Climate to the Organizational Commitment through of Job Involvement (Study at University Foundation Lecturer Achmad Yani (UVAYA) Banjarmasin)

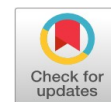
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Abstract: Education is important in supporting the development of quality and quantity of human resources. Through education a person is required to be a ready and capable person to compete in today's global era, as well as able to develop the talent and potential that is in the self. This study aims to examine the effect of psychological climate (X) on organizational commitment (Y) of lecturer of Yayasan Universitas Achmad Yani Banjarmasin, to examine the effect of job involvement (Z) on organizational commitment (Y) of lecturer of Yayasan Universitas Achmad Yani Banjarmasin and to examine the effect of psychological climate (X) on organizational commitment (Y) through job involvement (Z) of lecturer of Yayasan Universitas Achmad Yani. This research used quantitative approach. The samples were 125 lecturers of Universitas Achmad Yani Banjarmasin. The data collecting process was done using questionnaires while the data analyzing process used path analysis with 95% degree of freedom. The first test results show that, psychological climate has a significant effect on organizational commitment. The second test result shows that job involvement has a significant effect on organizational commitment. The third test shows that psychological climate significantly influences organizational commitment through job involvement.

Key Words: Psychological climate, Organizational climate, Job involvement

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INTRODUCTION

Background

Education is an important thing in supporting the development of quality and quantity of human resources. Through education a person is required to be a ready and capable person to compete in today's global era, as well as able to develop the talents and potential that is in the self. In South Kalimantan, many universities are emerging, especially private universities. The growing number of private universities, of course, also required educators and adequate educational facilities. Employees should be (lecturers) in high involvement with a strong side to the type of work done and really concerned about the kind of work it does (Boonphadung, 2017; Robbins, 2003). Such work involvement, for example, is indicated by contributing ideas to the advancement of work, gladly meeting company rules and supporting company's policy.

Permanent lecturers of Achmad Yani University (UVAYA) Banjarmasin are divided into 6 (Six) faculties and 10 (Ten) study programs (Prodi) Overall, lecturers of UVAYA Banjarmasin amounted to 125 people. The 3-year period (from 2013-2015) showed lecturers of UVAYA Banjarmasin to be uneven i.e., from 2013, it dropped from 125 lecturers who conducted the study to only 42 people, which means there are 83 people who lack job involvement. In 2014, the number decreased to 40 people, indicating there were 80 permanent lecturers who did not conduct research and lacked job involvement and commitment as a lecturer. In 2015 the number of returns decreased to 38 lecturers who conducted research, thus increasing the number of lecturers who returned but did not conduct research, as many as 87 people.

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Research gap in this research can be seen from the research of Seniati (2010) which revealed that from research related to commitment research, still less examined the influence of psychological climate on organizational commitment. The psychological climate provides indirect influence through job satisfaction. That is, job satisfaction acts as a mediator between the psychological climate and organizational commitment. Another study conducted by Gim, Desa, and Ramayah (2015) suggests that a competitive psychological climate is negatively related to affective commitment, but positively related to turnover intention.

According to Umam (2010) job involvement can be defined as the degree to which a person psychologically defines himself or herself and considers his or her level of performance as important to self-esteem. Suratman's research (2016) suggests that a psychological climate mediated by affective commitment has no significant effect on job involvement.

Formulation of the problem

From the background that has been raised, it can be taken for problem formulation:

1. Is there any influence of Psychological Climate on Job Involvement?
2. Is there a Job Involvement's effect on organizational commitment?
3. Is there a Psychological Climate's effect on Organizational Commitment through Job Involvement?

Research purposes

1. To analyze the effect of Psychological Climate on Job Involvement.
2. To analyze the influence of Job Involvement on Organizational Commitment.
3. To analyze the effect of Psychological Climate on Organizational Commitment through Job Involvement.

Benefits of research

Theoretical benefits

1. Useful to contribute to the framework of problem solving on job involvement and organizational commitment, especially in identifying psychological climate.
2. The results of this study are expected to be a reference for other studies that want to conduct studies in the field of psychological climate against job involvement and organizational commitment.

Practical benefits

The result of this research is expected to give contribution and meaningful input to the organization about psychological climate toward job involvement and organizational commitment at Universitas Achmad Yani Banjarmasin.

LITERATURE REVIEW

Psychological climate

The psychological climate according to Kahn (1990) describes the existing climate in the company causing employees to love their work wholeheartedly or it can cause psychological barriers to their work. The psychological climate is a descriptive overview of employees towards their experiences in organizations (Ameer, 2017; Clissold & Sohal, 2006; Jones & James, 1979; Joonlaoun, 2017). It can be concluded that the psychological climate as a psychological environmental condition felt by employees and descriptively the company that can make employees feel happy, safe and comfortable in the organization so that the work they do, based on their experience will provide the expected return if making good work, so they will be more committed to the organization. Brown and Leigh (1996) describe 6 (six) indicators of psychological climate (i.e., psychological climate): supportive management, role clarity, contribution, recognition, self-expression, and challenge.

Job involvement

According to Robbins (2003) work involvement is the degree to which people are known from their work, actively participate in it, and assume their achievements are important for self-esteem. Robbins and Judge (2016) mentions that work engagement is a participatory process that uses the input of workers and is intended to increase workers' commitment to organizational success. Saleh and Hosek (1976) define work involvement as the degree to which a person identifies himself work, actively participates in it, and considers that performance is an important part of his self-esteem.

Organizational commitment

According to Wirawan (2013), organizational commitment is the feeling of the psychological and physical attachment or attachment of the employee to the organization he or she is working in or the organization of which he or she is a member. Kreitner and Kinicki (2014) mention that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals. According to Allen and Meyer (1990) organizational commitment is classified into 3 dimensions: affective commitment, continuance commitment, and normative commitment.

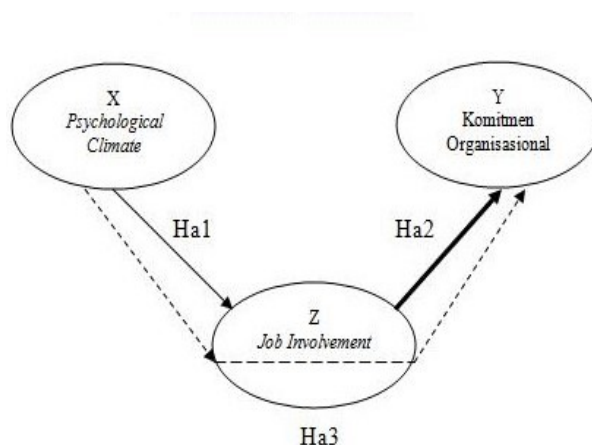


Figure 1. Theoretical framework

Hypotheses

Ha1: There is a positive and significant influence of psychological climate on job involvement.

Ho1: There is no positive and significant influence of psychological climate on job involvement.

Ha2: There is a positive and significant influence of job involvement on organizational commitment.

Ho2: There is no positive and significant influence of job involvement on organizational commitment.

Ha3: There is a positive and significant influence of psychological climate on organizational commitment through job involvement.

Ho3: There is no positive and significant influence of psychological climate on organizational commitment through job involvement.

RESEARCH METHODS

Research approach

The approach in this study is quantitative, because it aims to examine the knowledge of the psychological effects of organizational commitment through job involvement.

Types of research

The type of research is explanatory, because it aims to examine the relationship between variables, both correlational (relationship) and causality (influence) in accordance with the title, the formulation of the problem and the goal to be achieved (the influence of psychological climate on organizational commitment through job involvement).

Place of research

This research is located at Universitas Achmad Yani, Banjarmasin. Jl. A. Yani, Km 3.5.

Sampling method

Sampling in this study used a saturated sample, where all employees had the same opportunity to be taken as a sample, so that from 125 lecturers the foundation was all taken as a sample.

RESEARCH RESULTS

Characteristics of respondents

Respondents in this research are permanent lecturer of Yayasan Universitas Achmad Yani Banjarmasin, as many as 125 people. There are 36% of men and 64% of women. Age > 30 years of 6%, 31-40 years 12%, 41-50 years 23%, and > 50 years 59%. Education S13%, S2 95%, and S3 2%. Duration of work < 3 years of 11%, 3-5 years 20%, 5-7 years 30%, and > 7 years 39%.

Result of path analysis calculation

Table 1: Anova table

Model	ANOVA ^a				
	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	33560.690	1	33560.690	463.946	.000 ^b
Residual	8897.502	123	72.337		
Total	42458.192	124			

a. Dependent variable: Organizational commitment

b. Predictors: (Constant), psychological climate

Table 1 shows the F value of 463.946 with the probability value (sig) = 0.000, because the sig value < 0.05, so the decision is H_0 rejected and H_a accepted, meaning psychological climate contributes simultaneously to job involvement.

Table 2: Model summary psychological climate

Model	R	R Square Adjusted	R Square	Std. Error of the Estimate	Change statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.889 ^a	.790	.789	8.505	.790	463.946	1	123	.000

a. Predictors: (Constant), psychological climate

b. Dependent variable: organizational commitment

Table 2 shows the value of $R^2 = 0.790$ with F value of 463.946 and the value of sig 0.000. Then the decision is H_0 rejected and H_a accepted. Therefore, individual testing can be performed.

Table 3: Coefficients psychological climate

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B Std.	Error	Beta		
1 (Constant)	6.654	2.975		2.237	.027
Psychological climate	.640	.030	.889	21.539	.000

a. Dependent Variable: job involvement

Table 3 shows that, the result of path coefficient is $\rho_{ZX} = 0.889$. significant. It is known that, the Sig column obtained sig value of 0.000, which means probability value $0.05 > 0.000$, then H_0 is rejected and H_a accepted, so the coefficient of path analysis is significant. Thus, psychological climate contributes to job involvement. To find the value $e1$ (residual variable) is determined by the formula: $e1 = 1 - R^2 = 1 - 0.790 = 0.21$, so the structural equation of Model-1 is $Z = 0.889 + 0.21$.

Table 4: Coefficients job involvement

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients Beta		
	B	Std. Error			
1 (Constant)	32.024	1.809		17.706	.000
Job involvement	.387	.017	.894	22.178	.000

a. Dependent Variable: organizational commitment

Table 4 shows that, the result of path coefficient is $\rho_{ZY} = 0.894$. From Table 4, it can be seen that the Sig column obtained sig value 0.000, which means probability value $0.05 > 0.000$, hence H_0 is rejected and H_a accepted, so coefficient of path analysis is significant. Thus, job involvement contributes to organizational commitment.

Table 5: Model summary psychological climate

Model	R	R Square Adjusted	R Square	Std. Error of the Estimate	Change statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.894 ^a	.800	.798	8.310	.800	491.845	1	123	.000

a. Predictors: (Constant), job involvement

b. Dependent variable: Organizational commitment

Table 4 shows the value of $R^2 = 0.800$ with the F value of 491.845. Then the decision is H_0 rejected and H_a accepted. To find the value e_2 (residual variable) is determined by the formula: $e_1 = 1 - R^2 = 1 - 0.800 = 0.2$, so the structural equation of Model 2 is $Y = 0.889 + 0.894 + 0.2$.

Testing the influence of Psychological Climate on Organizational Commitment through Job Involvement can be known from the amount of path coefficient from the research path diagram. The magnitude of each path coefficient can be seen in the Beta value of the Standardized Coefficient column in the Coefficients table from the output of the SPSS 24.0 regression analysis. Each path coefficient has different significant levels. A significant level of influence can be seen in the Sig column of the Coefficients table of output results of SPSS 24.0. If the value of Sig < 0.05 then influence of exogenous variable is significant on endogenous variable. In addition to the influence of exogenous variables, there is the effect of other variables ie residual variable (e) affecting endogenous variables. The magnitude of the residual variable (e) is $1 - R^2$, R^2 is seen in the value in the Summary output Model SPSS table. The SPSS output results are summarized and shown in Figure 2.

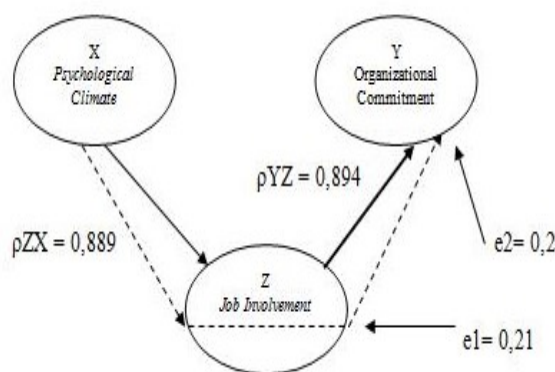


Figure 2. Summary

Based on the results of calculation analysis, then the influence between variables of substructure one and substructure two is as follows: Psychological climate affects the job involvement, of which the effect is 0.889. The value of e_1 is 0.21, meaning that in addition to psychological climate (X), there are other variables that affect job involvement (Z) of 0.21. Based on the results of data processing, it is known that there are still a number of variables to describe or as a predictor of the emergence of job involvement. Job involvement (Z) has a positive effect on organizational commitment (Y) directly equal to 0.894 with a significance level of 0.000, meaning that the higher the job involvement the higher the organizational commitment of the lecturer. The value of e_2 is 0.2, meaning that in addition to psychological climate variables X and job involvement (Z) there are other variables that affect organizational commitment (Y) of 0.2, it is known that there is a lack of variable number to describe or as a predictor of emergence of organizational commitment. The indirect effect of psychological climate (X) on organizational commitment (Y) is 0.889×0.894 ($\rho_{ZX} \times \rho_{YZ}$) of 0.8, meaning that the better the psychological climate the higher the job involvement which increases the organizational commitment.

Research implications

The result of path analysis stated that psychological climate (X) has a direct effect on job involvement (Z) equal to 0,889 with significant level 0.000 (< 0.05). From the results of these calculations, it can be concluded that the first hypothesis is accepted i.e., the psychological climate, positively affect the job involvement. This is consistent with Brown and Leigh (1996) study proving that when management is considered supportive, job roles are clear, employees are freely expressing themselves, employees feel they have made a meaningful contribution, and perceive work as challenging, employees will have engagement and in contrast with the research conducted by Suratman (2016) mentions that the psychological climate mediated by affective commitment has no significant effect on job involvement. The result of the calculation of path analysis states that job involvement (Z) has effect on organizational commitment (Y) equal to 0.894 with significant level 0.000 (< 0.05). From the results of these calculations, it can be concluded that the second hypothesis is accepted i.e., the job involvement has a positive effect on organizational commitment and from the level of significance of influence, it states that the effect is positively significant. This is in line with Biswas (2009) research which found the influence of organizational commitment especially affective commitment to job involvement. On the other hand, Khan, Jam, Akbar, Khan and Hijazi (2011) found a positive influence of job involvement (as a predictor) on organizational commitment (in terms of normative, affective and continuance).

The result of path analysis stated that the indirect effect of psychological climate (X) and on organizational commitment (Y) through job involvement (Z) is positive at 0.8, meaning job involvement (Z) as intervening variable strengthens psychological climate (X) organizational commitment (Y). From the calculation results, it can be concluded that the third hypothesis is accepted, i.e., job involvement as intervening variable strengthens the influence of psychological climate on organizational commitment. This is in line with the research Parker et al. (2003), which says that the climate of psychology has varied relationships with employee organizational behavior, including job satisfaction, organizational commitment, job involvement, employee motivation and employee performance.

Based on the results of the hypothesis test, this study can strengthen or reject the theoretical concepts and previous research results on psychological climate, job involvement, and organizational commitment. All previous studies related to this study have different analytical tools, number of respondents, research sites, agencies and companies and work units. Several previous studies with the same variables, namely psychological climate, job involvement, and organizational commitment have differences in the indicator variables with this study, in accordance with existing conditions at the location, agencies, work units and research companies. The results of this study supported by Parker et al. (2003) said that the climate of psychology has variations in relationships with employee's organizational behavior, including job satisfaction, organizational commitment, job involvement, employee motivation and employee performance.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the results of hypothesis testing and discussion of research results, the conclusions that can be taken in this study are: Psychological climate that occurs in the lecturer of foundations University Yamato Banjarmasin Achmad give a positive influence. The results of the analysis prove that the higher the psychological climate the higher the involvement of work (job involvement) from the lecturers of Yayasan Universitas Achmad Yani Banjarmasin. Job intervention variable in permanent lecturer of Achmad Yani University Banjarmasin gave positive and significant influence on organizational commitment of permanent lecturer of Yayasan Universitas Achmad Yani Banjarmasin, the result of analysis proves that the higher level of job involvement in permanent lecturer, the better the organizational commitment.

The result of research also proves that job involvement strengthens the influence of psychological climate on organizational commitment of permanent lecturer of Yayasan Universitas Achmad Yani Banjarmasin. This explains that in an effort to increase the organizational commitment of permanent lecturer Achmad Yani Banjarmasin must be consistent in improving job involvement of permanent lecturer of Universitas Achmad Yani Banjarmasin, and supported by improvement of good and maximal psychological climate management. The explanation above has addressed the research problem and the research objectives have been successfully achieved. The results of the study will be very useful for the academic as a contribution specifically to the discussion of psychological climate, job involvement, and organizational commitment that have previously been studied. Rector of Universitas Achmad Yani and permanent lecturers and all employees have gained valuable information from the results of this research, especially in the effort of increasing organizational commitment, and efforts to achieve the existing organization targets at the University of Achmad Yani Banjarmasin.

Theoretical suggestions

1. Further research can expand the scope of research not only in the world of education, but several different organizational scopes, so the results can be described in general and can enlarge the population size and sample research. The potential error in the distribution of data can be minimized and all elements in the population can be represented proportionately.
2. Further researcher can use psychological climate variables, job involvement, and organizational commitment. To analyze the influence of relationship between variables with phenomena and theory that have intervening variable as in this research. Subsequent research should also develop or add new variables, so that research can be more extensive and growing.

Practical tips

Psychological climate affects the job involvement, so it would be better to improve the psychological climate of the lecturers of Yayasan Universitas Achmad Yani Banjarmasin, so that the goals to be achieved can be realized. Job Involvement has a positive and significant impact on the organizational commitment of lecturers at Yayasan Universitas Achmad Yani Banjarmasin. It is good that all related elements at the University of Achmad Yani Banjarmasin develop and increase the involvement of work with policies that can increase the organizational commitment of the lecturers of Yayasan Universitas Achmad Yani Banjarmasin, so as to achieve maximum results. The leadership and management of Universitas Achmad Yani Banjarmasin are able to improve the psychological climate which is comfortable to increase job involvement and organizational commitment of the lecturers of Yayasan Universitas Achmad Yani Banjarmasin. Achmad Yani University Leadership Banjarmasin can provide a fair reward for research conducted by lecturers permanent at the foundation Achmad Yani University Banjarmasin. Management Achmad Yani University does provide rewards to the lecturers of Yayasan Universitas Achmad Yani Banjarmasin, but rewards should be given according to their needs, or it could be in accordance with what they want, so they have more spirit in increasing their work involvement and organizational commitment. Management at the University of Achmad Yani can support fully to develop the insight of lecturers of Yayasan University of Achmad Yani Banjarmasin, both in terms of teaching, training and research, for example by increasing the grant of research grants that can spur the spirit of lecturers of

Yayasan Universitas Achmad Yani Banjarmasin. Achmad Yani University Management Banjarmasin can provide the same opportunity to the lecturers of Yayasan Universitas Achmad Yani Banjarmasin in developing the way of teaching, training and doing research. Achmad Yani University's management assists permanent lecturers in developing teaching and research creativity as well as developing insights, e.g., more often involving or holding them in various skills development training.

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