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The Improving Organizational Commitment through Strengthening Digital Leadership, Personality, Team Effectiveness and Job Satisfaction: Empirical Study Using Path Analysis and SITOREM on PKBM Tutors in Bogor Regency

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Abstract

Usep Nukliri, This study aims to analyze the improvement of organizational commitment through strengthening digital leadership, personality, team effectiveness, and job satisfaction in tutors of Community Learning Activity Centers (PKBM) in Bogor Regency. This study uses an empirical approach with path analysis method and SITOREM (Information Systems and Operational Technology Management Plan) to identify the relationship between variables that affect organizational commitment. The variables tested include digital leadership as a factor that reinforces organizational direction and decisions,

personality as an individual factor that supports performance, team effectiveness in improving collaboration, and job satisfaction as a factor that plays an important role in work motivation and loyalty to the organization. The results of this study show that digital leadership, personality, team effectiveness, and job satisfaction significantly influence organizational commitment, both directly and indirectly. These findings contribute to the development of HR management in the non-formal education sector and can be a reference in designing strategies to increase commitment in PKBM organizations.

Keywords: Organizational Commitment, Digital Leadership, Personality, Team Effectiveness, Job Satisfaction, PKBM, Path Analysis, SITOREM

Introduction

Digital era, technological changes affect almost every aspect of life, including the management of human resources in organizations. One of the main keys in increasing organizational commitment is through strengthening important elements such as digital leadership, personality, team effectiveness, and job satisfaction. These four elements have a significant role in shaping a productive and competitive work environment, especially in the context of education and training institutions such as Community Vocational Skills Education (PKBM). PKBM as an institution that focuses on community empowerment through non-formal education requires highly committed teaching staff to realize these goals. One of the factors that influence organizational commitment is the quality of digital leadership possessed by PKBM leaders. Effective digital leadership can help organizations to be more adaptive in the face of change and improve collaboration between team members. In addition, individual personalities and solid team interactions also play a big role in creating a supportive work atmosphere.

Equally important is the job satisfaction felt by PKBM tutors. Job satisfaction is directly related to the level of commitment they show towards their job and the organization they belong to. Organizations that are able to maintain the job satisfaction of their members tend to have higher levels of commitment, which in turn can increase the operational effectiveness of the organization. One factor that plays a major role in determining the quality of the organization is the personality of the individuals in the organization. Personality affects how individuals interact with coworkers and how they respond to challenges in their work. PKBM tutors who have personalities that are in accordance with the organizational culture, have a high level of openness to change, and have the ability to adapt to social dynamics, will be better able to make maximum contributions in achieving organizational goals.

In addition, team effectiveness also plays a very important role in increasing organizational commitment. In organizations, especially education-based ones such as PKBM, good teamwork will greatly support the achievement of common goals. Team effectiveness is not only determined by individual technical abilities, but also by how team members can collaborate, share

knowledge and support each other to achieve optimal results. Open, cooperative, and supportive relationships between individuals in a team will create a more harmonious and productive work environment. No less important, job satisfaction is a factor that greatly influences the level of commitment of organizational members. Job satisfaction is directly related to how individuals rate their work, as well as the relationships they build with coworkers and superiors.

PKBM tutors who are satisfied with their jobs and work environment will have a higher level of commitment to the organization, which in turn will have a positive impact on the performance and sustainability of the organization. Seeing the important role of digital leadership, personality, team effectiveness, and job satisfaction in shaping organizational commitment, this study aims to analyze how strengthening these factors can increase organizational commitment in PKBM tutors in Bogor Regency. This research will use path analysis approach and Operational and Managerial Technology Information System (SITOREM) to identify the relationship between digital leadership, personality, team effectiveness, job satisfaction, and organizational commitment. With this approach, it is expected to gain a deeper understanding of how these factors influence each other and how PKBM managers can optimize the potential of their members in order to achieve organizational goals.

This study aims to analyze how digital leadership reinforcement, personality, team effectiveness, and job satisfaction contribute to increased organizational commitment in PKBM tutors in Bogor Regency. This research is expected to contribute to the development of organizational management theory, particularly in the context of non-formal education, as well as provide practical recommendations for PKBM managers to improve the performance, job satisfaction and commitment of their members. In addition, the results of this study are also expected to serve as a basis for developing better policies in managing human resources in the non-formal education sector in Bogor district and other areas. Using path analysis and SITOREM (Operational and Managerial Technology Information System), this study is expected to provide a clearer picture of the relationship between these variables and provide practical recommendations for PKBM managers to improve their organizational performance and commitment.

Preliminary research conducted on 30 tutors who teach at 5 PKBM located in 3 sub-districts, namely Nanggung District, Leuwiliang District and Jasinga District in Bogor Regency on January 10-16, 2024. Assessment of Organizational Commitment in the form of a questionnaire filled out by PKBM Tutors in Bogor Regency. A summary of the conclusions of the preliminary research results on Organizational Commitment can be seen in the table of preliminary research survey results listed on the attachment page as follows:

1. There are still 37% of Tutors who need to be improved

in identification in the organization, namely being able to recognize and contribute to the organization.

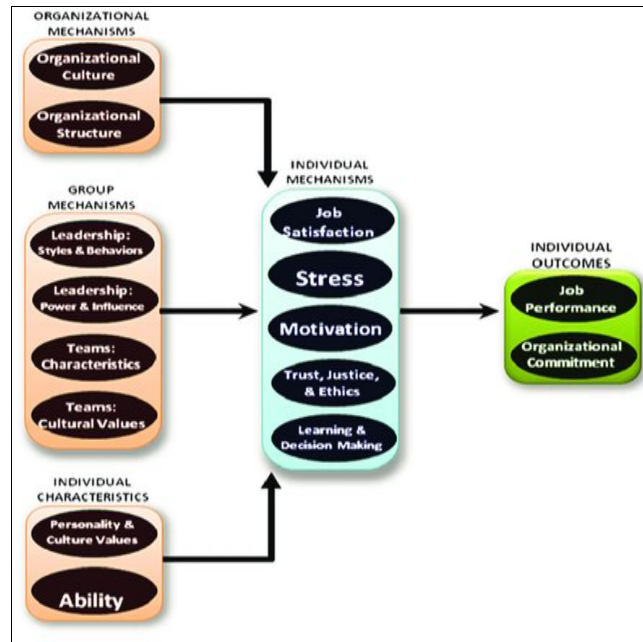
2. There are still 34% of teachers who need to be maximized in the willingness to participate in organizational activities, namely being determined to work at school until retirement, providing energy or efforts beyond the usual conditions of what is expected so that the school will progress.
3. There are still 35% of tutors who need to be improved in the willingness to contribute extra for the progress of the organization, namely awareness of the costs incurred if they leave the organization, indicators of employee perceptions of the relative investment they make in the organization, namely making extra efforts in addition to the work that has been determined to help the success of PKBM.
4. There are still 37% of Tutors who need to be maximized in the awareness that there is no opportunity to work outside the organization, namely determined to work in schools because it is difficult to get a job with a good income like the current job.
5. There are still 25% of Tutors who need to be improved in feeling indebted to the organization, namely to remain a member of the organization because of a sense of obligation, namely being determined to be loyal in advancing the school and willing to work overtime for the success of the school.

Library Study

The main theory (Grand Theory) in this research is Organizational Behavior. Lately the theory has become an interesting and popular topic of discussion in many circles, not only limited to academics or educators but also among politicians and bureaucrats. This is very reasonable because organizational behavior is easy to understand, increasingly complex organizational problems, and plus various human problems with various characters and behaviors have become the main challenges that organizations often face.

An explanation of Organizational Behavior, among others, is stated by Aeni & Wiwaha (2022) that organizational behavior is the behavior of individuals and groups that have an impact on the organization. Darim (2020) in his research focuses on three determinants of behavior in an organizational environment, namely individuals, groups, and structures. In addition, the organizational behavior approach utilizes the understanding gained about individuals, groups, and the impact of structure on behavior to improve work effectiveness in an organization. Thus, an organization can be defined as an entity consisting of individuals who interact and work together to achieve their goals.

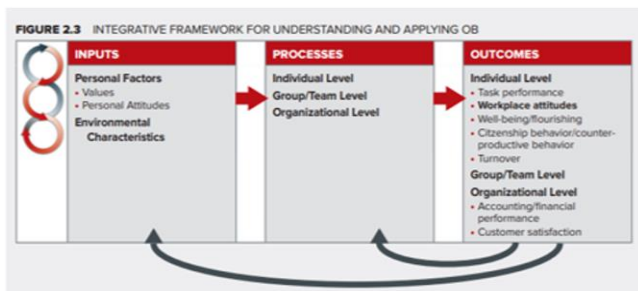
Another explanation was put forward by Colquitt *et al.* (2019) that organizational behavior is a field of study aimed at understanding, explaining, and ultimately improving the attitudes and behavior of individuals and groups in organizations. In more detail Colquitt *et al.* (2014) describe the mechanism of organizational behavior as follows:



Based on the above organizational behavior model, there are five important components of organizational behavior theory, namely Organizational Mechanisms, Group Mechanisms, Individual Characteristics, Individual Mechanisms and individual outcomes. It can be stated that organizational behavior basically has basic consistency. This means that behavior does not appear randomly, but can be predicted and then modified according to the differences and uniqueness of each individual in the organizational group.

2.) Positive direct effect of Personality (X2) on Organizational Commitment (Y) Personality is a relatively stable and persistent trait that represents a person's character. Indicators of personality are: a) openness to the social and physical environment. b) friendliness c) emotional stability), d) openness to experience) e) self-regulation.

Organizational Commitment is an individual's attitude towards the organization because of belief in organizational values, working for the organization and staying in the organization. To assess the level of Organizational Commitment based on indicators, namely: a. Willingness to fully support the organization, b. Willingness to participate in organizational activities, c. Willingness to contribute extra for organizational progress, d. Awareness that there is no opportunity to work outside the organization. Awareness that there is no opportunity to work outside the organization and e. Feeling indebted to the organization.



1.) Positive direct effect of digital leadership (X1) on Organizational Commitment (Y)

Digital leadership is leadership that focuses on implementing digital transformation in an organization to digitize the work environment and work culture. Indicators of digital leadership include; a. vision, b. support, c. effective use of technology, d. digital learning opportunities and e. strategic partnerships.

Organizational Commitment is an individual's attitude towards the organization because of belief in organizational values, working for the organization and staying in the organization. To assess the level of Organizational Commitment based on indicators, namely: a. Willingness to fully support the organization, b. Willingness to participate in organizational activities, c. Willingness to contribute extra for organizational progress, d. Awareness that there is no opportunity to work outside the organization. Awareness that there is no opportunity to work outside the organization and e. Feeling indebted to the organization.

3.) Positive direct effect of Team Effectiveness (X3) on Organizational Commitment (Y)

Team Effectiveness is a condition where a group can achieve the agreed goals, and be able to influence the Team, its group members, and the integrity of the team. The indicators in team effectiveness are (a) team work quality, (b) team sustainability, (c) interdependence, (d) reliability, (e) team togetherness.

Organizational Commitment is an individual's attitude towards the organization because of belief in organizational values, working for the organization and staying in the organization. To assess the level of Organizational Commitment based on indicators, namely: a. Willingness to fully support the organization, b. Willingness to participate in organizational activities, c. Willingness to contribute extra for the progress of the organization, d. Awareness that there is no opportunity to work outside the organization. Awareness that there is no opportunity to work outside the organization and e. Feeling indebted to the organization.

4.) Positive direct effect of job satisfaction (X4) on Organizational Commitment (Y)

Job satisfaction is a person's feelings of pleasure and displeasure with his job as a result of the difference between expectations and reality. The indicators of job satisfaction are: 1) salary, 2) opportunities for promotion, 3) supervision and supervision, 4) coworker support and 5) job challenges.

Organizational commitment is an individual's attitude towards the organization because of belief in organizational values, working for the organization and staying in the organization. To assess the level of Organizational Commitment based on indicators, namely: a. Willingness to fully support the organization, b. Willingness to participate in organizational activities, c. Willingness to contribute extra for organizational progress, d. Awareness that there is no opportunity to work outside the organization. Awareness that there is no opportunity to work outside the organization and e. Feeling indebted to the organization.

Novelty in this research can mainly be seen from the theoretical aspects of the variables studied. The novelty is the discovery of strategies, new ways, and optimal solutions in increasing organizational commitment through strengthening digital leadership, personality, team effectiveness and job satisfaction. The optimal solution was obtained through path analysis method and SITOREM (Scientific Identification Theory to Conduct Operation Research in Education Management) analysis.

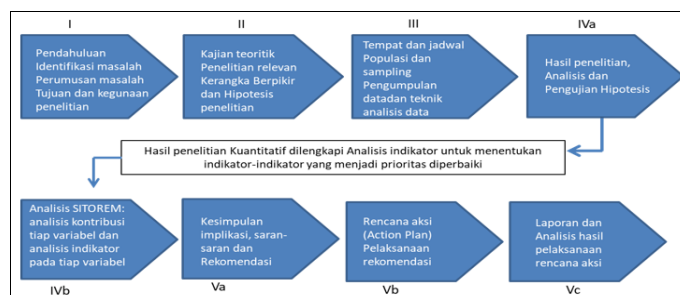
SITOREM analysis is a comprehensive analytical process in

identifying the influence between digital leadership variables with Organizational Commitment, Personality variables with Organizational Commitment, Team effectiveness variables with organizational commitment variables and job satisfaction variables with Organizational Commitment variables, either directly or indirectly through the intervening variable of job satisfaction followed up with an action plan. The result of the implementation of the action plan is the preparation of a strategy book to increase organizational commitment. Novelty in this research can also be seen from the constellation and locus of research, namely in PKBM in Bogor Regency, this research is the first research to examine the organizational commitment of PKBM Tutors.

Research Methods

The research approach is a research plan and procedure that includes steps: From broad assumptions to detailed methods in data collection, analysis, and interpretation (Creswell, 2016: 3). The research approaches used in this study are explained as follows:

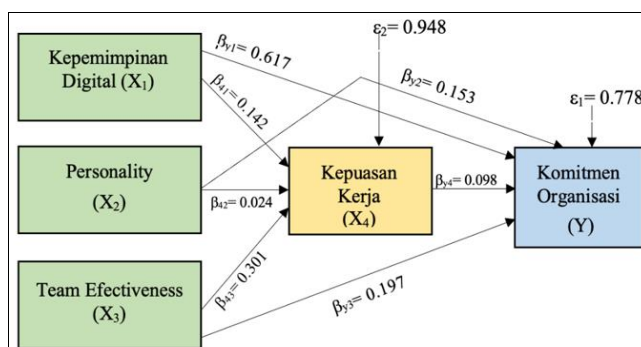
1. From the research objectives, this research is descriptive, which is a study that aims to explain the characteristics of the research variables.
2. From the type of study (type of investigation), this type of research is verification or causality (causal study), because this research wants to find the cause or causal relationship of one or more problems.



SITOREM

Path analysis and SITOREM analysis are combined research methods that combine path analysis research methods whose results are strengthened by using SITOREM analysis. Through SITOREM Analysis, the results of the Path Analysis research are analyzed in more detail on the indicators of the research variables, so as to find indicators that need to be immediately improved and maintained or developed. In the context of this study, in addition to using Path Analysis, it also uses sitorem analysis. Scientific Identification Theory to Conduct Operation Research in Education Management (sitorem), is a scientific method

used to identify variables (theory) to carry out “Operation Research” in the field of Education Management (Hardhienata, 2017). SITOREM analysis is carried out by identifying and analyzing three things, namely: a) Identification of the strength of the influence between the independent variable and the dependent variable; b) Analysis of the value of the research results for each indicator of the research variable, and c) Analysis of the weight of each indicator of each research variable based on the criteria “Cost, Benefit, Urgency and Importance.



The sample according to Sugiono (2016) is part of the number and characteristics of the population. If the population is large, and it is impossible for researchers to study all populations due to limited funds, energy and time, then researchers use samples taken in this affordable population. Sample determination is done by multistage sampling. The sample size of the affordable population obtained based on the calculation of the multistage sampling procedure was 211 PKBM Tutors spread across 13 PKBM. Based on the assumptions above, the number of Tutor samples used as respondents is:

$$\frac{(211)(1,96)^2(0,44)(1 - 0,44)}{(211)(0,05)^2 + (1,96)^2(0,44)(1 - 0,44) - (0,05)^2}$$

$$\frac{199,69}{1,115}$$

$$\frac{199,69}{1,115}$$

$$= 179,09$$

Results and Discussion

Based on the identification of the strength of influence between research variables, and based on the weight of each indicator of the independent variable that has the greatest contribution, the priority order of indicators that need to be improved immediately and those that need to be maintained can be arranged. The use of SITOREM Analysis is carried out through the following stages:

Model Analysis of Path Coefficient

Model between Variables in Substructure-1

Path Coefficient Value in Substructure-1

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	58.725	10.435		5.628	<.001
Digital Leadership	.597	.057	.617	10.469	<.001
Personality	.129	.059	.153	3.187	.003
Team Effectiveness	.124	.387	.197	5.321	<.001
Job Satisfaction	.062	.394	.098	7.158	<.001

a. Dependent Variable: Organization Commitment

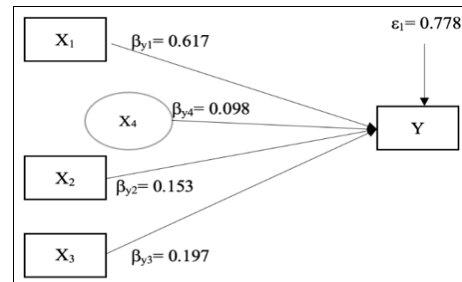
Summary of Empirical Model Results on Substructure-1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628 ^a	.395	.381	6.849

a. Predictors: (Constant), Job Satisfaction, Digital Leadership, Personality, Team Effectiveness

S. No	Influence Between Research Variables	Path Coefficient	Coefficient of Determination	Contribution (%)
1	The Influence between Digital Leadership and Organizational Commitment	ry1 = 0,617	(ry1) ² = 0,381	38,1%
2	Influence between Personality and Organizational Commitment	ry2 = 0,153	(ry2) ² = 0,023	2,3%
3	The Influence between Team Effectiveness and Organizational Commitment	ry3 = 0,197	(ry3) ² = 0,039	3,9%
4	The Influence between Job Satisfaction and Organizational Commitment	ry4 = 0,098	(ry4) ² = 0,009	0,9%

Substructural-1 path diagram.



Model between Variables in Substructure-2

Path Coefficient Value in Substructure-2

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.123	1.996		10.062	.002
Digital Leadership	.006	.011	.142	4.588	.003
Personality	.031	.011	.024	3.858	.001
Team Effectiveness	.975	.008	.301	8.194	.001

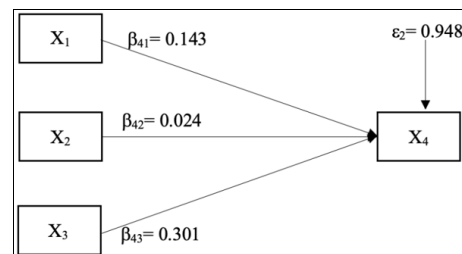
a. Dependent Variable: Kepuasan Kerja

Summary of Empirical Model Results on Substructure-1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550 ^a	.101	.309	1.310

a. Predictors: (Constant), Team Effectiveness, Digital Leadership, Personality

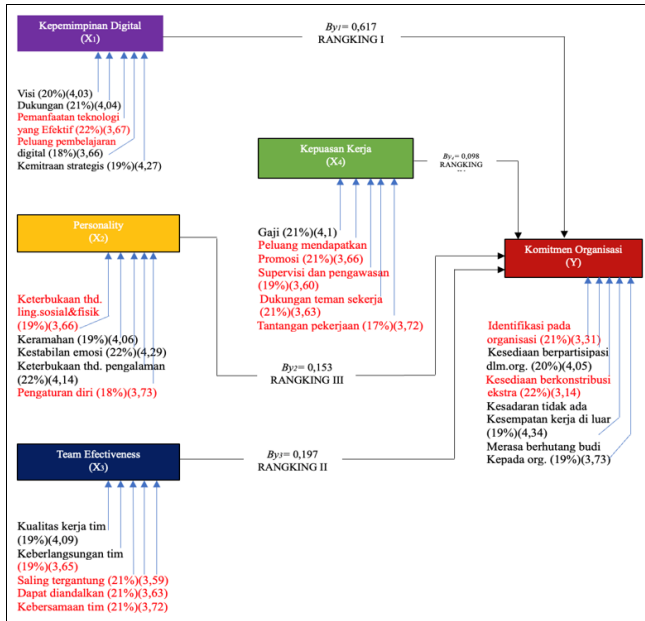
Substructural-2 path diagram.



1. Contribution Analysis (coefficient of determination)

At this stage, the contribution of the independent variables to the dependent variable is analyzed, namely by using the coefficient of determination calculation formula. The coefficient of determination is calculated from the square of the correlation coefficient (or the correlation coefficient is squared) (Supardi, 2013: 188). Based on the path analysis research design in this study, the contribution analysis can be designed as described in the table below:

2. Sitorem Analysis



HASIL ANALISIS SITOREM	
URUTAN PRIORITAS INDIKATOR YANG DIPERKUAT	INDIKATOR DIPERTAHANKAN/ DIKEMBANGKAN
1. Identifikasi pada organisasi	1. Kesediaan berpartisipasi dalam kegiatan organisasi
2. Kesediaan berkontribusi ekstra bagi kemajuan organisasi	2. Kesadaran tidak ada kesempatan bekerja di luar organisasi
3. Merasa berhutang budi kepada organisasi	3. Visi
4. Pemanfaatan teknologi yang efektif	4. Dukungan
5. Peluang pembelajaran digital	5. Kemitraan strategis
6. Keterbukaan terhadap lingkungan sosial dan fisik	6. Keramahan
7. Pengaturan diri	7. Kestabilan emosi
8. Keberlangsungan tim	8. Keterbukaan terhadap pengalaman
9. Saling tergantung	9. Kualitas kerja tim
10. Dapat diandalkan	10. Gaji
11. Kebersamaan tim	
12. Peluang mendapatkan promosi	
13. Supervisi dan pengawasan	
14. Dukungan teman sekerja	
15. Tantangan pekerjaan	

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