
The Influence of Intellectual Intelligence on Organizational Commitment with Work Culture as An Intervening Variable in BPJS Kisanan City Branch and Padang Sidempuan Branch Padang Sidempuan

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Article Information

Article History:

Received, 29 July 2024

Revised, 22 August 2024

Accepted, 27 August 2024

Published, 30 August 2024

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ABSTRACT

This study aims to look at the Effect of Intellectual Intelligence on Organizational Commitment with Work Culture as an Intervening Variable at Bpjs Kota Kisanan Branch and Padang Sidempuan Branch. This type of research uses quantitative methods, this research was conducted at the BPJS Employment Branch Office of Kisanan City and Padang Sidempuan Branch, the population used was 80 employees consisting of 42 personnel from the Kisanan city branch, 38 personnel from the Padang Sidempuan branch. The sample used is all the population of 80 employees with saturated samples being the sample technique. The data source used is primary data source and data collection by distributing questionnaires. This research model uses analysis and the measuring instrument is the smart PLS version 3.3.3 application. The results of this study are as follows Intellectual Intelligence has a positive and significant effect on work culture with an original sample value of 0.685 and p values of 0.000. Work Culture has a positive and significant effect on organizational commitment with an original sample value of 0.214 and P values of 0.000. Intellectual Intelligence has a positive and significant effect on organizational commitment with an original sample value of 0.684 and p values of 0.000.

Keywords: Intellectual Intelligence, Work Culture, Organizational Commitment.

1. INTRODUCTION

BPJS Employment has functions and responsibilities such as, conducting and receiving registration for BPJS participants, collecting and collecting contributions from participants and employers, receiving contribution assistance from the government, managing social security

funds for the benefit of participants, collecting and managing data on social security program participants, providing benefits and financing health services in accordance with the provisions of the social security program, also responsible for providing information about the implementation of social security programs to participants and the public.

Intellectual intelligence is the ability required to carry out mental activities, think, reason and solve problems. IQ tests, for example, are designed to ascertain a person's general intellectual ability (Robbins & Judge, 2014). That intelligence, especially intellectual ability, is a tool of a form of mental ability that is important in carrying out tasks or work. This can be understood because at work it is not only actions to carry out work but also intelligence in solving problems. Research conducted (Riggio in Fabiola, 2005) states that intellectual intelligence alone is not very adequate, because intellectual intelligence is only a tool. The same research conducted (Aditya, 2017) states that intellectual intelligence (IQ) has a negative and significant effect on performance, this is contrary to research (Suhariadi, 2000) which states that intelligence has an effect in shaping efficient productivity in a person. Similar research conducted by Mutaqien (2019), Khairat (2017) states that there is an influence of intellectual intelligence on performance.

Work culture (corporate culture) is currently a big problem for every company or government agency that wants to continue to live and develop. Work culture is a way that allows every member of the organization to be productive and creative, work with enthusiasm according to their interests and strive to update technology according to the current era. Work culture is a full commitment to efforts to build better human resources, work processes and work results. The purpose of work culture is to change the attitudes and behavior of existing human resources in order to increase work productivity and answer various future challenges. (Candra Fajri Ananda, 2022).

Organizational commitment is a state in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. According to Stephen P. Robbins, it is defined that high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual. In school organizations, teachers are professionals who deal directly with students, so teachers in carrying out their duties as educators are able to carry out policies with certain goals and have a strong commitment to the school where they work.

Organizational commitment emerged as an important topic in a study and in the company. Everyone who works in a company must have a commitment to work. If a company has employees who are not committed to work, then the goals of the company will not be achieved. Individuals who are loyal to the organization will always work with the organization and will continue to strive to achieve organizational goals. Conversely, individuals who are not committed will not be motivated to achieve organizational goals (Kemp in Khan, 2014). According to Robbins and Judge (2017) organizational commitment is the extent to which an employee identifies with his organization and the goals in it and his desire to maintain

membership in the organization. An employee who is committed to the company generally feels a good relationship with their company, and they feel they understand the company's goals.

2. LITERATURE REVIEW

a. Intellectual intelligence

According to Robbins (2017) intellectual intelligence is the ability needed to perform mental activities-thinking, reasoning, and solving problems.

According to Robbins (2017) the dimensions of indicators in intellectual intelligence, namely:

- 1) Number intelligence
- 2) Verbal comprehension
- 3) Speed of perception
- 4) Inductive reasoning
- 5) Deductive reasoning
- 6) Spatial visualization
- 7) Memory

b. Work Culture

According to Fahmi (2017) “Work culture is the result of the process of melting the cultural style and behavior of each individual brought before into a new norms and philosophy, which has the energy and pride of the group in facing something and a certain goal”. Meanwhile, according to Effendy (2015) “Work culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long time by founders, leaders, and members of organizations that are socialized and taught to new members and applied in organizational activities in producing products, serving consumers, and achieving organizational goals.

The following Indicators of Organizational Culture are described as follows according to Edison, (2016):

- 1) Self-awareness Organizational members consciously work to get satisfaction from their work, develop themselves, obey the rules, and offer quality products and high service.
- 2) Aggressiveness Organizational members set challenging but realistic goals. They set work plans and strategies to achieve these goals and pursue them with enthusiasm.
- 3) Personality. Members are respectful, friendly, open, and sensitive to group satisfaction and are very concerned about aspects of customer satisfaction, both internal and external customers (every internal part must serve not be served).
- 4) Performance Members of the organization have the value of creativity, meeting quality, quality, and efficiency.

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- 5) Team orientation Organizational members carry out good cooperation, and carry out effective communication and coordination with the active involvement of members, which in turn gets high satisfaction results and mutual commitment.

c. Organizational Commitment

According to Kaswan (2017) organizational commitment is a measure of employees' willingness to stay with a company in the future. Commitment often reflects employees' belief in the mission and goals of the organization, willingness to make efforts in completing work and desire to continue working there. Kreitner and Kinicki (in Kaswan 2017) state that organizational commitment reflects how individuals identify themselves with the organization and are bound by its goals.

Organizational Commitment Indicators Organizational Commitment Indicators in Busro (2018: 86) state that:

- 1) Indicators of Affective Commitment include:
 - a) strong belief and acceptance of organizational values and goals,
 - b) loyalty to the organization, and
 - c) willingness to use efforts for the benefit of the organization.
- 2) Indicators of Continuing Commitment include:
 - a) calculating the benefits of continuing to work in the organization,
 - b) taking into account the disadvantages of leaving the organization
- 3) Normative Commitment indicators include:
 - a) willingness to work and
 - b) responsibility for advancing the organization.

d. Conceptual Framework

Based on the description in the literature review, the main focus in this study is on the Effect of Intellectual Intelligence on Organizational Commitment with Work Culture as an Intervening Variable at the BPJS Kisan City Branch. To get a simpler picture, it can be explained through the following scheme:

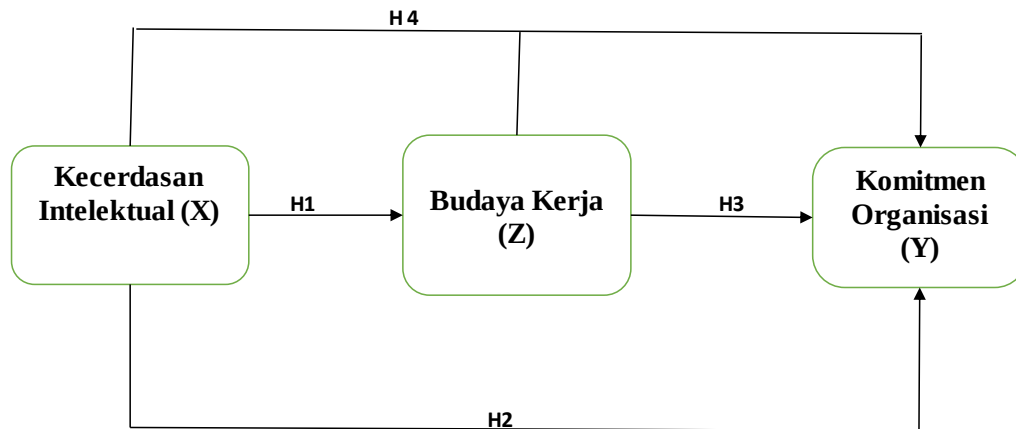


Figure 1. Research Conceptual Framework

e. Research Hypothesis

Based on the formulation of the problem, literature review and conceptual framework previously described and described, the hypotheses proposed in this study are as follows:

- H₁: Intellectual Intelligence has a positive and significant effect on Work Culture at BPJS Ketenagakerjaan, Kisaran City Branch and Padang Sidempuan Branch.
- H₂: Intellectual intelligence has a positive and significant effect on organizational commitment at the BPJS Ketenagakerjaan Kisaran City Branch and Padang Sidempuan Branch.
- H₃: Work Culture has a positive and significant effect on organizational commitment at the BPJS Ketenagakerjaan Kisaran City Branch and Padang Sidempuan Branch.
- H₄: Intellectual intelligence has a positive and significant effect on organizational commitment through work culture as an intervening variable at the BPJS Ketenagakerjaan Kisaran City Branch and Padang Sidempuan Branch.

3. RESEARCH METHODS

a. Type of Research

The type of research that researchers use is quantitative research. According to Sugiyono (2010) quantitative research can be interpreted as a method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative / statistical with the aim of testing predetermined hypotheses. This type of quantitative research is carried out to make a study that aims to adjust a study and the Effect of

Intellectual Intelligence on Organizational Commitment with Work Culture as an Intervening Variable at the BPJS Kisaran City Branch.

b. Research Location and Research Time

The research location was conducted at PT. BPJS Employment Branch Kisaran City Jl. Sisingamaraja No. 460, Kisaran, Sendang Sari, Asahan, Asahan Regency, North Sumatra 21211.

c. Population and Sample

Sugiyono (2017) population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. The population and sample in this study were all permanent employees at PT. BPJS Employment Branch Kisaran totaling 60 employees (saturated sample).

d. Source of Research Data

The data source used in this research is primary data.

e. Operational Definition of Research Variables

Table 1. Operational Definition of Variables

Variable Type	Definition	Indicator
1. Intellectual intelligence (X)	Menurut Robbins (2017) kecerdasan intelektual adalah kemampuan yang dibutuhkan untuk melakukan aktivitas mental-berpikir, penalaran, dan memecahkan masalah.	According to Robbins (2017), the indicator dimensions in intellectual intelligence are: • Numerical intelligence • Verbal comprehension • Speed of perception • Inductive reasoning • Deductive reasoning • Spatial visualization • Memory
2. Work Culture (Z)	According to Edison (2016) "Work culture is defined as norms, values, assumptions, beliefs, philosophies, organizational habits, and so on that are developed over a long time by founders, leaders, and members of the organization.	Organizational Culture Indicators according to Edison, (2016): • Self-awareness. • Aggressiveness of organization members. • Personality. • Performance. • Team orientation
3. Organizational Commitment (Y)	According to Busro (2018) organizational commitment is a standard of employee willingness to stay with a company in the future.	Indicators of Organizational Commitment in Busro (2018) state that: • Affective Commitment • Continuous Commitment • Normative Commitment

f. Data Analysis Technique

Data analysis in this study used Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3 software. According to (Gozali, 2014) Partial Least Square (PLS) is a fairly powerful analysis method because it is not based on many assumptions.

g. Measurement Model (Outer Model)

The procedure in testing the measurement model consists of a validity test and a reliability test.

1) Validity Test

- a) Convergent Validity
- b) Discriminant Validity

2) Reliability Test

The Cronbach's alpha value is recommended to be greater than 0.7 and the composite reliability is also recommended to be greater than 0.7 (Sekaran, 2014).

h. Structural Model (Inner Model)

This test is conducted to determine the relationship between exogenous and endogenous constructs that have become hypotheses in this study (Hair et al., 2017). To produce inner model test values, the step in SmartPLS is carried out using the bootstrapping method. The structural model is evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive relevance and t-test and significance of the structural path parameter coefficients with the following explanation:

1) Coefficient of Determination / R Square (R²)

In assessing the model with PLS, it starts by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The R² value is generally between 0 and 1.

2) Predictive Relevance (Q²)

This test is used to measure how well the observation value is generated by the model and also the parameter estimate. If the Q² value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, while if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).

3) t-Statistic

At this stage it is used for hypothesis testing, namely to determine the significance of the relationship between variables in the study using the bootstrapping method. In the full model Structural Equation Modeling in addition to confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistical value is greater than the t table. According to (Latan and Ghozali, 2014) the criteria for the t table value is 1.96 with a significance level of 5%.

4) Path Coefficient (Path Coefficient)

This test is used to determine the direction of the relationship between variables (positive / negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is negative.

5) Model Fit

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

4. RESULTS AND DISCUSSION

a. Outer Model Analysis

Measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables, this test includes convergent validity, discriminant validity and reliability.

1) Convergent Validity

This test is seen from the loading factor, the value limit is 0.7, as well as the limit of the ..Average..Variance..Extracted.(AVE) value, which is 0.5, if above this value it is said to be valid. This means that the value for the indicator is said to be valid, if the indicator explains the variable construct with a value > 0.7. The structure model in this study is shown in the following figure:

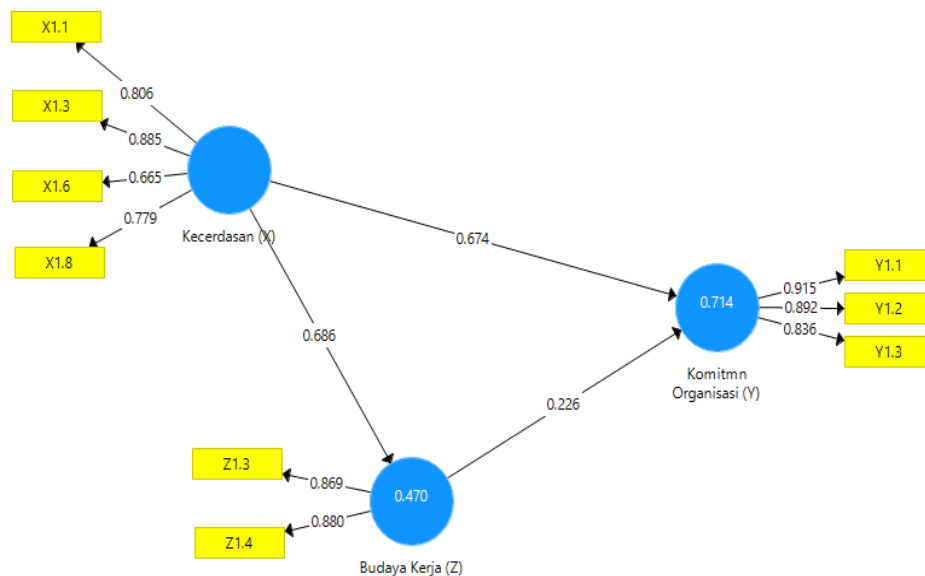


Figure 2. Outer Model

Source: Smart PLS 3.3.3

Smart PLS output for loading factors provides results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b1X1 + b1X1 + e1$$

$$Z = 0.674X1 + 0.686X2 + e1$$

For substructure 2

$$Y = bZ + bY$$

$$Y = 0.226Z + e2$$

Table 2. Outer Loadings

	Budaya Kerja (Z)	Kecerdasan (X)	Komitmn Organisasi (Y)
X1.1		0.806	
X1.3		0.885	
X1.6		0.765	
X1.8		0.779	
Y1.1			0.915
Y1.2			0.892
Y1.3			0.836
Z1.3	0.869		
Z1.4	0.880		

Source: Smart PLS 3.3.3

In the table above, the value of each variable is stated that the indicators in the loyal variables are higher than 0.7, which means that each indicator item has a value higher than 0.7 so that the data is declared valid and can continue further research.

2) Discriminat Validity

Further research to find out valid data in Discriminat Validity, aims to determine whether the cross loading value is greater than other latent variables so as to determine the results of highly correlated indicators on the construct The following table shows the results of cross laoding from validity testing as follows:

Table 3. Discriminant Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Budaya Kerja (Z)	0.792	0.793	0.867	0.765
Kecerdasan (X)	0.793	0.809	0.866	0.621
Komitmn Organisasi (Y)	0.856	0.857	0.912	0.777

Source: Smart PLS 3.3.3

The results of table 2 above have a value greater than other variables in each indicator and variable so that it can be concluded that the results of discriminant validity research are validly distributed.

3) Composite reliability

In composite reliability research to see each variable with its reliability value and if the variable value is greater than 0.60 then the research is considered reliable and if it is below 0.60 and 0.7 then it is not reliability there are several blocks to determine whether the research is reliable or not and valid or not including the Cronbach alpha value, composite reliability and AVE value can be seen in the table below:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Budaya Kerja (Z)	0.792	0.793	0.867	0.765
Kecerdasan (X)	0.793	0.809	0.866	0.721
Komitmn Organisasi (Y)	0.856	0.857	0.912	0.777

In table 3 above, it can be seen that in the Cronbach alpha column there is a value for each variable greater than 0.7, which means that the data reliability is faithful to the variable. The composite reliability column has a value greater than 0.6 so that it can be explained that each variable is considered reliable because the data is greater than 0.6. It can be seen from the AVE column that each variable has a value greater than 0.7, which means that the data is valid in AVE. All variables from the Cronbach alpha column, reliability column and AVE column have values greater than 0.7 and 0.6 so that they are considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the basic model created is strong and appropriate. The stages of examination carried out in the assessment of the primary model are seen from several markers, namely:

4) Coefficient of Determination (R²)

At the next stage, namely evaluating the measurement model or inner model by looking at the R-Square value criteria. The R-Square results from the smartPLS 3.0 software output are as follows:

Table.5. R Square Results

	R Square	R Square Adjusted
Budaya Kerja (Z)	0.670	0.663
Komitmen Organisasi (Y)	0.714	0.706

There is an R square value of the Work Culture variable with an R square value of 0.670 and if it is percentageed by 67.0%, it means that the influence of the intellectual intelligence variable, organizational commitment to work culture is 67.0% and the rest is in other variables. The R square value of the Organizational Commitment variable is 0.714 and if it is percented by 71.4%, it means that the influence of the intellectual intelligence variable, work culture on Organizational Commitment is 71.4% and the rest is on other variables.

5) Hypothesis Testing

After assessing the inner model, the next thing is to assess the connection between idle builds as speculated in this review. Testing the speculations in this review is done by looking at the T-Statistics and P-Values. Speculations are announced recognizing whether the T-Statistics > 1.96 and P-Values < 0.05. Next are the consequences of the direct impact Path Coefficient:

Table.6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Budaya Kerja (Z) -> Komitmen Organisasi (Y)	0.226	0.214	0.062	3.654	0.000
Kecerdasan (X) -> Budaya Kerja (Z)	0.686	0.685	0.076	9.054	0.000
Kecerdasan (X) -> Komitm Organisasi (Y)	0.674	0.684	0.052	12.972	0.000

The direct research results above will be explained as follows:

- Intellectual intelligence has a positive and significant effect on work culture with an original sample value of 0.685 and p values of 0.000. This means that Intellectual Intelligence formed by organizations and employees can make the work culture of each employee increase, because a strong work culture for the organization is the result of treating employees or employees well.

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- b) Work Culture has a positive and significant effect on organizational commitment with an original sample value of 0.214 and P values of 0.000. This means that the existence of Work Culture is able to create or increase organizational commitment, because the organizational commitment of a person where he is placed is not due to the work culture created by the organization.
 - c) Intellectual intelligence has a positive and significant effect on organizational commitment with an original sample value of 0.684 and p values of 0.000. This means that if Intellectual Intelligence increases, organizational commitment will increase if Intellectual Intelligence decreases, organizational commitment will also decrease.

5. CONCLUSION

Based on the research results above, the following conclusions are drawn:

- a. Intellectual intelligence has a positive and significant effect on work culture at the BPJS Employment Branch Office in Kisaran.
- b. Work Culture has a positive and significant effect on organizational commitment at the BPJS Employment Branch Office in Kisaran.
- c. Intellectual intelligence has a positive and significant effect on organizational commitment at the BPJS Employment Branch Office in Kisaran.

Suggestion

After drawing conclusions on the results, the researcher makes suggestions for the company as follows:

- a. The company must be fair in treating employees, do not make exceptions between employees even though these employees are part of the family, old friends or even special relationships must still be fair and comply with the rules.
- b. The company must sort out which work culture is bad and which work culture is good and slowly eliminate the mushrooming bad culture by implementing strict organizational rules for employees.
- c. The company must make employees feel smart by working in the company by providing appropriate work for themselves and organizational commitment for each employee.
- d. It is the company's duty to build employees' trust in the company that the company will make the employees prosper and become better.

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