

# The Influence of Organization Identification and Internalization at Work on Voluntary Involved in Work, Loyalty, and Its Impact on The Performance of Employees of PT. Pelni South Sulawesi

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## **The Influence of Organization Identification and Internalization at Work on Voluntary Involved in Work, Loyalty and Its Impact on The Performance of Employees of PT. Pelni South Sulawesi**

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**ABSTRACT:** This study aims to determine the effect of organization identification and internalization at work on voluntary involved in work, loyalty and their impact on employee job performance in sea transportation in South Sulawesi. The research population is 374 employees in the marine transportation office in South Sulawesi. Using the Slovin formula with a tolerance of 5%, the number of samples was 194 respondents. The results showed that: Organization identification has a significant effect on Voluntary involved in the work; Internalization at work has a significant effect on Employee loyalty, and Employee job performance; Voluntary involved in work has an insignificant effect on Employee loyalty, and has a significant effect on Employee job performance; Employee loyalty has a significant effect on Employee job performance. Given that the voluntary variables involved in work have not played a role in employee loyalty, it is recommended that management always increases the feeling of voluntary involvement in the work of employees by more intensively carrying out tasks, and giving their time without expecting rewards. Employees are selfless, and perform their duties for the common good. Likes to help others who need help. Thus, it is hoped that the feeling of voluntary involvement in the work of employees will increase, which in turn will have an impact on increasing employee loyalty.

**KEYWORDS:** -Organization identification, Internalization at work, Employee loyalty, Employee job performance

### **I. INTRODUCTION**

Human resources are the most important factor for an organization (Sapitri, 2016). An organization will make every effort to fulfill the needs and desires of its human resources. Not only needs and desires, an organization will also try to improve the performance of its human resources. This is because, human resources are an important factor for the success of the organization in achieving its goals. For this reason, organizations need to have quality human resources. The quality of human resources in the organization can be seen in terms of organizational identification, voluntary involvement in work, and employee internalization at work. Organizational identification is a perceptual concept contained in employees (Rumelt, 2015). Identification is built to reflect the value that employees have with the organization. So with the identity of the organization, it will be known a good strategy that will be used to achieve organizational goals. Mete et al. (2016), showed a positive relationship between voluntary, involved in organizational work and organizational identification. Maria et al. (2015), states that organizational identification can strengthen employee engagement, loyalty and also improve employee performance.

Internalization is an effort to instill a good thing, attitude, and behavior. The existence of awareness in internalizing will make it easier for employees to accept what is given by the organization and be committed to realizing organizational goals. Ekwutosi & Moses (2013), in their research results state that the internalization process is necessary, to be able to create, maintain and change individual elements into organizational elements. Thus, what is obtained and what is done by employees is in accordance with the wishes and expectations of the organization which is carried out voluntarily (voluntary involved in work). Voluntary involved in work is that employees work sincerely and with dedication, without thinking about whether they can get additional income (honor), for the sake of the progress of the organization (Puspitasari&Kamulyan, 2014; Kartono, 2011).

The internalization of the company's core values aims to build loyalty and strong employee performance. The company's core values must have been chosen and calculated as well as possible, to encourage the company's strategy to be easily executed with behavior and actions in accordance with the company's core values. The company's core values are part of the strategy to empower and optimize the potential of employees. Companies must be able to change the company's core values from the language of slogans to the language of behavior. In this case, morality and ethics become the foundation for interpreting the company's core values. When morality and ethics are strong, personal integrity will grow to carry out the company's core values wholeheartedly. Finally, the company's core values are able to encourage employees to have high performance in accordance with these values. Hefni et al. (2019), proved that internalization improves

performance. Letestu & Holmgren (2012), stated that loyalty and voluntary involved in work affect the company's internationalization process and these concepts are positively related to each other.

Makassar and the city of Maros are ports and main entry points for the flow of goods and passengers by sea (PT. Pelni) in South Sulawesi, whose growth is increasing. The increasing number of domestic passengers passing through ports in South Sulawesi, especially in the city of Makassar and Maros district, has forced port managers to improve service delivery so that there is no accumulation of passengers at the port. Related to this, the research was conducted to measure the performance level of the employees of Pt. PelniSouth Sulawesi. This study will conduct a more in-depth study that focuses on the effect of internalization at work and organization identification on voluntary involvement in work, employee loyalty and their impact on employee job performance at PT. PelniSouth Sulawesi.

## **II. LITERATURE REVIEW AND HYPOTHESES**

Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal. Management itself consists of six elements (6M), namely: people (men), money, methods/systems, materials, machines, and the market. In the concept of management, humans as resources in companies/agencies are expected to be able to utilize and increase energy fully or optimally to increase productivity, which is followed by the creation of quality working relationships with pleasant connotations, full of tolerance and mutual building. Utilizing human resources contains the notion of fostering organizational structure and developing the quality of the workforce, both actual and potential. In terms of improving employee performance, employee involvement is very important.

O'Cass (2005) quoted by Japarianto and Sugiharto (2011) defines engagement as an intention or motivational part caused by a certain stimulus or situation, and is addressed through appearance characteristics. Zaichkowsky (1985) in Japarianto and Sugiharto (2011) defines involvement as a person's relationship to an object based on needs, values, and interests. Mowen and Minor (2010) define engagement as a person's perceived importance and/or desire.

Job involvement is the mental and emotional involvement of each individual in a group situation that encourages them to contribute to group goals and share responsibility for achieving those goals (Davis & Newstrom, 2014). Luthans (2006) defines that job involvement occurs when organizational members place themselves in physical, cognitive, and emotional roles during work. Robbins (2016) argues that work engagement is a participatory process that uses all employee capacities and is designed to encourage increased commitment to the success of an organization. While work involvement is the degree to which people are recognized for their work, actively participate in it, and consider their achievements important for self-esteem.

Besides employee involvement, internalization at work, organizational identification, voluntary involvement in work, and employee loyalty also have an impact on employee performance. There is also the definition of each variable can be explained as below.

### **2.1 Organization Identification**

Organizational identification is a perceptual concept contained in employees. Identification is built to reflect the values contained in employees with the organization or company (Rumelt, 2015).

### **2.2 Internalization At Work**

Internalization is a process that is carried out repeatedly to instill a person's values, attitudes and behavior. So that this situation becomes a steady pattern and the norms that govern their actions are cultivated. Therefore, internalization is one of the driving factors for social change (Puspitasari&Kamulyan, 2014).

### **2.3 Voluntary Involved In Work**

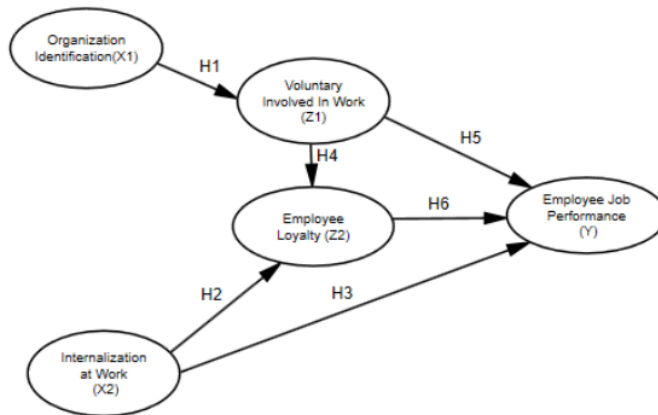
Voluntary involved in work are employees who work seriously and with dedication, without thinking about whether they can get additional income (honor), for the sake of the progress of the organization (Bangun, 2012).

### **2.4 Employee Loyalty**

Employee loyalty is a loyalty that is reflected by the willingness of employees to maintain and defend the organization inside and outside the work from the undermining of irresponsible people (Saydam, 2018).

### **2.5 Employee job performance**

Employee job performance is the comparison between the results achieved with the participation of the workforce per unit of time, while the participation of the workforce is the efficient and effective use of resources (Timpe, 2009).



**1** **Figure 1.** Conceptual Framework

**2.7 Research Hypotheses**

The research hypothesis is as follows:

1. Organization Identification has a significant effect on Voluntary Involved In Work Pt. PelniSouth Sulawesi.
2. Internalization at Work has a significant effect on Employee Loyalty Pt. Pelni South Sulawesi.
3. Internalization at Work has a significant effect on Employee Job Performance at Pt. Pelni South Sulawesi.
4. Voluntary Involved In Work has a significant effect on Employee Loyalty Pt. Pelni South Sulawesi.
5. Voluntary Involved In Work has a significant effect on Employee Job Performance Pt. Pelni South Sulawesi.
6. Employee Loyalty has a significant effect on Employee Job Performance at Pt. Pelni South Sulawesi.

**III. RESEARCH METHODE**

**3.1 Research Subjects**

The population in this study according to its type is a limited population and by its nature is a homogeneous population, where the population in this study is all field officers in the Pt. PelniSouth Sulawesi. The selection of this population location was based on consideration of the background of the existing problems and the target of Employee Job Performance at the Office of Pt. PelniSouth Sulawesi.

Referring to the Slovin formula with a tolerance of 5%, then the sufficiency of the sample is = 194 respondents. In this study, sampling was taken using the proportional random sampling method. Next, the sample size of respondents for each location is determined by the proportional allocation formula as shown in Table 1.

**Table 1.** Population and research sample per work unit

No	Work unit	Number of Employees	Number of Samples
1	PT. Pelni Kota Makassar	145	75
2	PT. Pelni Mitra Safir Kota Makassar	107	56
3	PT. Pelni Kabupaten Maros	122	63
	<b>Total</b>	<b>374</b>	<b>194</b>

Source: Data processed

**1** **3.2 Research Measurement**

Organization identification variable is measured using 4 indicators adopted from Rumelt (2015), namely: consistency, consonance, advantage, and feasibility. The Internalization at Work variable is measured using 3 indicators adopted from Puspitasari&Kamulyan (2014), namely: value transformation, value transaction, and transinternalization. The Voluntary Involved In Work variable was measured using 3 indicators adopted from Bangun (2012), namely: voluntary, kind, and helpful. Employee Loyalty variable is measured using 4 indicators adopted from Saydam (2018), namely: obedience or compliance, responsibility, dedication, and honesty. Employee job performance is measured using 3 indicators adopted from Timpe (2009), namely: quality of work, timeliness of work, and quantity of work.

IV. RESULT AND DISCUSSIONS

4.1. Characteristics of Respondents

Based on the age of the sample in this study, in general, the age group was 25 – 57 years, and most were in the 26-35 year age group, or at the age of youth and adults. The number of respondents who belong to the age group of 20-25 years is 6.1% (12 respondents) of the total respondents, the number of respondents who are included in the age group of 26-35 years is 58.8% (114 respondents) of the total respondents, age group 36-45 years as many as 29.9% 58 respondents), and the age group 46-57 years as many as 5.2% (10 respondents). Based on gender, it can be seen that the respondents were male, 64.9%, namely 126 people, while women consisted of 35.1%, namely 68 respondents. Based on years of service, most of the respondents are employees whose tenure is between (16-20) years, as many as 83 respondents (42.8%). The second largest group of respondents is the group of respondents whose tenure is between (6-15) years, as many as 60 respondents (30.9%). The third largest group is the group of respondents whose tenure is between (≥ 20) years, as many as 30 respondents (15.5%) of the total respondents. Based on education, most of the respondents are high school graduates, as many as 95 respondents (49.0 %), followed by employees with Diploma certificates as many as 56 respondents (28.9%) and the remaining graduate education as many as 43 respondents (22.1 %), of the total respondents.

4.2 Results Testing Instrument

The results of testing the validity showed significant for all indicators or the item in question, which means that the indicators or items of questions for each of the variables included in the questionnaire have been eligible validity. From the results of Pearson product moment correlation, it is known that all of the questionable items on the questionnaire correlated significantly to the error rate of 5% (\*\* <0.05), so we can say all of the item in question is valid and can be processed further.

Reliability test results with test Cronbach alpha (α) in this study indicate that all variables of the study are reliable, since the entire value of the alpha coefficient of each variable larger study of standardized (0.6), so that each item question on measurement instruments can be used. The value of the corrected item total correlation of the entire item in question is greater than 0.3.

4.3 Confirmatory Factor Analysis

Results of confirmatory factor analysis of the measurement model of research based on the results of statistical tests, obtained value of the loading factor for each indicator forming a study variable is greater than 3, therefore, all indicators of research variables are indicators that significantly shape each study variable.

Table 2. Confirmatory Factor Analysis

Research variables	Relationship	C. R.	Loading Factor (λ)	Probability
Organization Identification	Organiz→Org1	2,000	0.702	0.000
	Organiz→Org2	8,055	0.683	0.000
	Organiz→Org3	6,585	0.658	0.000
	Organiz→Org4	3,586	0.308	0.000
Internalization at Work	Internaliz→Int1	2,000	0.585	0.000
	Internaliz→Int2	5,737	0.479	0.000
	Internaliz→Int3	4,966	0.819	0.000
Voluntary Involved In Work	Voluntary→Inv1	2,000	0.404	0.000
	Voluntary→Inv2	7,240	0.423	0.000
	Voluntary→Inv3	3,517	0.966	0.000
Employee Loyalty	Loyalty→Loy1	2,000	0,762	0.000
	Loyalty→Loy2	12,981	0,854	0.000
	Loyalty→Loy3	12,933	0,843	0.000
	Loyalty→Loy4	2,396	0,459	0.000
Employee performance job	Performance→Emp1	2,000	0,590	0.000
	Performance→Emp2	8,918	0,917	0.000
	Performance→Emp3	3,322	0,374	0.000

Source: Data processed

4.3. Goodness of Fit Test

The results of data processing using a sample of 194 shows Chi-square is 387,771 with a probability of 0.052. Meanwhile, from GFI, AGFI, TLI, CFI, RMSEA and CMIN / DF respectively 0.927, 0.913, 0.953, 0.957, 0.078 and 1.998, all within the range of acceptable values. The results are shown in Fig.2.

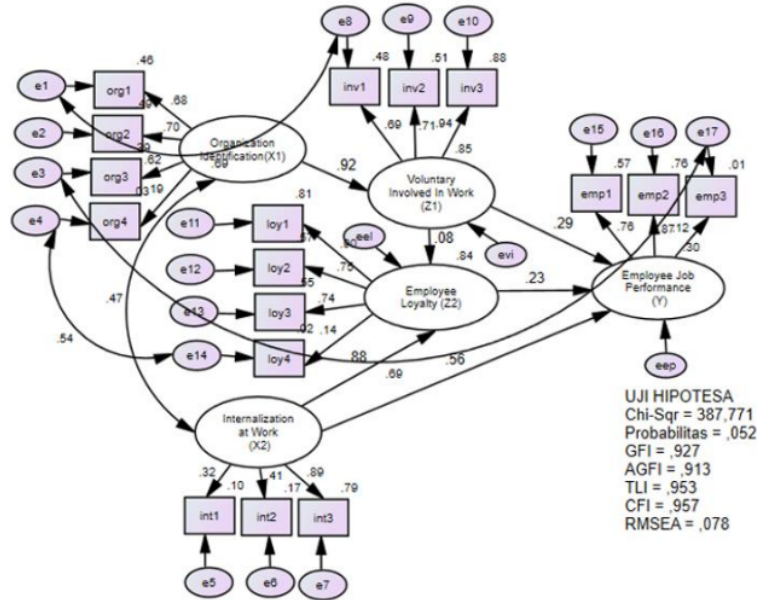


Figure 2. Coefficient of Research Model Path

4.5. Hypothesis testing

Hypothesis testing is done based on the estimated value of the parameters of the research model shown in

Table 3.

Table 3. Hypothesis Testing

H	Relationship	Standardized Coefficient	CR	P	Decision
H1	Organization Identification → Voluntary Involved In Work	0.921	13.560	0.000	accepted
H2	Internalization at Work → Employee Loyalty	0.881	9.010	0.000	accepted
H3	Internalization at Work → Performance	0.560	6.211	0.000	accepted
H4	Voluntary Involved In Work → Employee Loyalty	0.079	1.212	0.225	rejected
H5	Voluntary Involved In Work → Employee job performance	0.228	2.503	0.000	accepted
H6	Employee Loyalty → Employee job performance	0.292	3.669	0.000	accepted

Source: Data processed

V. CONCLUSION AND RECOMMENDATIONS

From the results of testing the model in this study, it is able to explain the relationship between internalization at work, organization identification, voluntary involved in work, employee loyalty, and employee job performance in the office environment of Pt. Pelni South Sulawesi, has concluded that the research model is the right model to describe internalization at work, organization identification, voluntary involved in work, employee loyalty, and employee job performance in the office environment of Pt. PelniSouth Sulawesi. The results of this study are very important because there are stages of influence from each factor and construct that runs in a tiered (recursive) way, namely the organizational identification variable positively affects the voluntary variable involved in work. Voluntary variables involved in work positively affect employee loyalty and

employee job performance variables. Meanwhile, internalization at work and employee loyalty variables affect employee job performance variables in the office environment of Pt. PelniSouth Sulawesi.

Based on the results of the analysis and testing of research hypotheses, the following conclusions can be drawn: (1). Organization identification has an effect on voluntary involved in work in the office environment of Pt. PelniSouth Sulawesi. This shows that with high organizational identification, it will encourage an increase in voluntary involved in work in the office environment of Pt. PelniSouth Sulawesi. So it can be concluded that organization identification which consists of consistency, consonance advantage, and feasibility, if implemented properly and always improved, voluntary involved in work will increase. The results of the study are in accordance with the findings of Ghaisani&Liestiawati (2014); Purba& Ananta (2018). (2). Internalization at work has an effect on employee loyalty in the office environment of Pt. PelniSouth Sulawesi. This shows that a high internalization at work will encourage an increase in employee loyalty. So it can be concluded that Internalization at work which consists of value transformation, value transaction, and transinternalization, if implemented properly and always improved, employee loyalty will increase in the Pt. PelniSouth Sulawesi. The results of the study are in accordance with the findings of Purba (2017); Maineldi et al. (2014). (3). Internalization at Work has an effect on Employee job performance in the office environment of Pt. PelniSouth Sulawesi. This shows that a high internalization at work will encourage an increase in employee job performance. so that it can be concluded that Internalization at Work, if implemented properly and always improved, the employee job performance will increase. The results of the study are in accordance with the findings of Mohamad (2015); Buil et al. (2019). (4). Voluntary involved in work has no significant effect on Employee Loyalty in the office environment of Pt. PelniSouth Sulawesi. This shows that the current Voluntary involved in work has not been able to increase employee loyalty. So it can be concluded that Voluntary involved in work, which consists of voluntary, kind, and helpful still needs attention and improvement, and if implemented properly, Employee Loyalty will increase. The results of the study differ from the findings of Maineldi et al. (2014); Purba (2017). (5). Voluntary Involved In Work has a significant effect on Employee job performance in the office environment of Pt. PelniSouth Sulawesi. This shows that a high Voluntary Involved in work will encourage an increase in Employee Job Performance. So it can be concluded that Voluntary involved in work, if implemented properly and always improved, then the employee job performance will increase. The results of the study are in accordance with the findings of Afriani (2017); Saputra et al. (2016). (6). Employee loyalty has a significant effect on employee job performance in the office environment of Pt. PelniSouth Sulawesi. This shows that high employee loyalty will encourage an increase in employee job performance. So it can be concluded that employee loyalty which consists of obedience or obedience, responsibility, dedication, and honesty, if implemented properly and always improved, then employee job performance will increase. The results of the study are in accordance with the findings of Saputra et al. (2016); Lydia &Sutanto (2017).

Of the three variables that are hypothesized to have an effect on Employee job performance in the office environment of Pt. Pelni South Sulawesi in this study, the greatest value is the direct relationship between Internalization at Work and Employee job performance. This confirms that Internalization at Work is very dominant in influencing employee job performance in the office environment of Pt. Pelni, South Sulawesi, Maluku. Of the two variables that are hypothesized to have an effect on Employee loyalty in the office environment of Pt. Pelni South Sulawesi in this study, the greatest value is the direct link between Internalization at Work and Employee loyalty. This also confirms that Internalization at Work is very dominant in influencing Employee loyalty in the Pt. PelniSouth Sulawesi. Therefore, Employee loyalty and Employee job performance will increase with an increase in Internalization at Work. This can be done by, the organization is always consistent with the goals to be achieved, must not present inconsistent goals and policies, and also always be consistent with the policies taken. Leaders create strategies that provide opportunities for the creation of organizational competitive advantages, and leaders create strategies to maintain organizational competitive advantages. Also the organization uses resources not excessively, and carrying out the strategy does not present new problems that cannot be solved.

For the sake of the company, as well as for science, the following suggestions are given: Considering the small role of voluntary involved in work on employee loyalty in the office environment of Pt. Pelni South Sulawesi, it is recommended that management encourage employees, to always increase the feeling of volunteering to be involved in the work of employees, more intensively carry out their duties, and give their time without expecting anything in return. Employees are selfless, and perform their duties for the common good. Likes to help others who need help. Thus, it is hoped that the feeling of volunteering to be involved in the work of employees will increase, which in turn will have an impact on increasing employee loyalty and employee performance in the office environment of Pt. PelniSouth Sulawesi.

Given the large role of organization identification on voluntary involved in work employees in the office environment of Pt. Pelni South Sulawesi, it is suggested that the management to further enhance the role of identification of the organization, by always being consistent with the policies taken, and always being consistent with the targets to be achieved, should not present inconsistent goals and policies. The organization

carries out a strategy that represents a response that is adapted to the external environment, and which is adapted to important changes that may occur. Create and maintain strategies that provide opportunities for the creation of an organization's competitive advantage. Organizations carry out strategies by using resources not excessively, and do not present new unsolved problems.

Suggestions for future researchers need to add to the scope of research, taking into account the individual characteristics of employees, in order to obtain a clearer picture of the performance of employees in the office environment of Pt. PelniSouth Sulawesi. Further research is also suggested to investigate further about the effect of internalization at work and organization identification on voluntary involved in work, loyalty and their impact on employee job performance at Pt. Pelni South Sulawesi, especially on the relationship between voluntary involved in work and loyalty, which in this study has not had a good impact.

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