

# “PROFESSIONAL EMPOWERMENT AND ORGANIZATIONAL COMMITMENT TO IMPROVE BUMDESA COMPETITIVENESS IN THE 4.0 INDUSTRY ERA”

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## ABSTRACT:

The challenges in the era of the industrial revolution 4.0 require employees to have high professionalism and commitment. Based on observations and observations, it is known that the level of competitiveness is influenced by professionalism and commitment. This study has the aim of (1) measuring the effect of employee professionalism on the competitiveness of Bum Desa in the era of industrial revolution 4.0, and (2) measuring the effect of employee organizational commitment on the competitiveness of Bum Desa in Bogor Regency. (3) measuring the influence of professionalism and employee commitment to the competitiveness of Village-Owned Enterprises (Bum Desa). The population of the study were the heads of Village Bum in Bogor Regency. This type of research is a verification research with an explanatory survey method, which explains the effect of independent variables on the dependent variable. The information obtained from the research variables will be analyzed in the research design. The data analysis technique used is SEM (Structural Equation Modeling) which is based on the evaluation of the interdependence relationship between variables with the first order confirmatory analysis technique. The results showed that commitment has a direct effect on professionalism with a regression coefficient of 0.98 and t count  $9.01 > 1.96$ . Commitment has a direct effect on competitiveness with a regression coefficient of 0.53 and t count  $3.46 > 1.96$ . Professionalism has a direct effect on competitiveness with a regression coefficient of 0.71 and t count of  $6.55 > 1.96$ . Commitment has an indirect effect on competitiveness through employee professionalism with a regression coefficient of 0.06 and t count  $1.97 > 1.96$ .

## Keywords:

commitment, professionalism, competitiveness

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## INTRODUCTION

In the Village Law, it is stated that village development aims to improve the quality of human life and reduce poverty, through the provision of fulfillment of basic needs, development of facilities and infrastructure, development of local economic potential, and sustainable use of natural resources and the environment, by promoting togetherness, kinship, and mutual cooperation in order to achieve peace and social justice. BUM Desa is a village business established / established by the village government in which capital ownership and management are carried out by the village government and the community. This BUM Desa is expected to stimulate and drive the economy in rural areas. The existence of BUM Desa is like two sides of a coin. On the one hand, it saves the potential and hope for people's lives through

optimizing the potential of natural resources and human resources, on the other hand, BUM Desa has complicated problems, the main problem is low competitiveness in the era of the industrial revolution 4.0. The low competitiveness is due to the lack of professionalism of human resources in the management of BUM Desa in the era of the industrial revolution 4.0. The low level of professionalism is due to the lack of organizational commitment in BUM Desa. Professionalism in the industrial revolution 4.0 is related to increasing competitiveness in the era of the industrial revolution 4.0. Previous research conducted by researchers shows that there is a positive relationship between organizational commitment and employee professionalism. This positive relationship is strengthened by the results of quantitative research which states that employee professionalism affects the

competitiveness of the organization where the employee is located. Thus, the higher the professionalism of employees' work and the higher the level of organizational commitment, the more it will strengthen organizational competitiveness (Herman, 2018). Based on this, the researcher considers that special purpose research is needed to (1) measure the effect of organizational commitment on the competitiveness of Bum Desa in the era of industrial revolution 4.0, (2) measure the effect of employee professionalism on organizational competitiveness, and (3) measure the effect of organizational commitment on professionalism of employees and its implications in strengthening the competitiveness of Bum Desa in Bogor Regency in the era of the Industrial Revolution 4.0. The urgency of this research is (1) the success of measuring the effect of organizational commitment on the competitiveness of Bum Desa in the industrial revolution era 4.0 (2) measuring the effect of employee professionalism on the competitiveness of Bum Desa in Bogor Regency (3) measuring the effect of organizational commitment on employee professionalism and its implications in strengthening the competitiveness of Bum Desa in the era of the Industrial Revolution 4.0. Organizational commitment according to Ivancevich (2010: 234) is a feeling of identification, involvement, and loyalty expressed by employees towards the organization. According to Greenberg and Baron (2008: 160), organizational commitment is the degree to which employees are involved in the organization and are willing to remain members, which contains loyalty and willingness of employees to work optimally for the organization where the employee works. Because organizational commitment is multidimensional, there is a development of support for the three component models proposed by Allen and Meyer (2013: 249). The three dimensions are: affective commitment, ongoing commitment and normative commitment. Sudarwan Danim (2002: 23) states that professionalism can be defined as the commitment

of members of a profession to improve their professional abilities and continuously develop strategies that are used in doing work in accordance with the profession. Another view like Siagian (2000: 163) states that what is meant by professionalism is reliability in the execution of tasks so that they are carried out with high quality, on time, carefully, and with procedures that are easy to understand and follow by customers. The concept of professionalism developed by Hall in Kusuma (2012) has been widely used by researchers to measure employee professionalism which is reflected in attitudes and behavior. In this concept, it is explained that professionalism consists of four dimensions, namely: competence, effectiveness, and efficiency and responsibility (Sedarmayanti, 2014). According to Porter in Putri (2012: 14) competitiveness can be defined as the ability of an organization's business in industry to face various environmental conditions faced. Competitiveness is determined by the competitive advantage of a company and very much depends on the level of relative resources it has or what we call competitive advantage. Furthermore, Porter explains the importance of competitiveness because of the following three things: (1) encouraging productivity and increasing independent capability, (2) increasing economic capacity, both in the context of regional economies and the quantity of economic actors so that economic growth increases, (3) the belief that the mechanism the market creates more efficiency. The dimensions of a company's competitiveness as stated by Muhandi (2007: 40) consist of cost, quality, delivery time, and flexibility and uniqueness.

## METHODOLOGY

This type of research is a verification research with an explanatory survey method, which explains the effect of independent variables on the dependent variable. The information obtained from the research variables will be analyzed in the research design. Field research is carried out through surveys in the observation unit to obtain

relevant information related to the research variables. This study uses a quantitative method with a causal approach. This research is also included in the category of verification research, which is research that seeks to test the results of thoughts whose truth is temporary (hypotheses) based on empirical data. The data analysis technique used is SEM (Structural Equation Modeling) which is based on the evaluation of the interdependence relationship between variables with the first order confirmatory analysis technique. Methodologically, this research variable consists of independent variables, namely organizational culture and personality variables, the dependent variable is commitment to organization, and job satisfaction as intervening variables. The variables of job satisfaction and commitment to organization are multi-dimensional constructs, but operationally all these constructs are called variables. In summary, this research will explain: (a) The relationship between independent variables, (b) The effect of each independent variable on the intervening variable, (c) The effect of each independent variable on the dependent variable and (d) The effect of the intervening variable on the dependent variable. . The population in this research is the chairman of BUM Desa in Bogor Regency, each BUM Desa is 1 person. The number of BUM Desa in Bogor Regency is 195 Village BUM from 39 Districts in Bogor Regency. Based on the population size, the determination of the sample in this study, the authors used Proportionale Random Sampling by using the random sampling method together as effectively and efficiently as possible. Therefore, the first step is to determine the number of sampling in advance. The head of BUM Desa in Bogor Regency who will be sampled after that the second stage determines the number of respondents in BUM Desa in Bogor Regency. The number of samples taken in this study was determined using the Slovin formula, so that the researcher gave the same rights to each subject to have the opportunity (change) to be selected as the sample. According to Sugiyono (2009: 63) to

determine the number of samples, the Slovin formula is used with an error margin of 5% as follows:

$$n = \frac{N}{1 + N(e)^2}$$

n = Number of sample Bum Desa

N = sample population of village Bum

e = Error margin (0.05)

Based on this formula, the following sample sizes were obtained:

$$n = \frac{N}{1 + N(e)^2} = \frac{195}{1 + 195(0,05)^2} = \frac{195}{1 + 0,4875} = \frac{195}{1,4875} = 131$$

Thus, the number of village BUM leaders who will be sampled from a population of 195 Village BUM heads is 131 village BUM heads in Bogor Regency. The data used in this study consisted of primary and secondary data. Both data were collected by:

#### 1. Field Research

Field research was conducted to obtain primary data. The method used is a survey method, using a questionnaire. The questionnaire is a structured list of statements addressed to respondents, namely the heads of BUM Desa in Bogor Regency who have been designated as research objects.

#### 2. Literature Research

Literature research is needed to obtain secondary data, to complement existing primary data. Secondary data obtained by reviewing the literature that includes the theoretical basis, the results of previous research from various relevant sources.

#### 3. Questionnaires

The questionnaire is an information collection technique that allows researchers to study the attitudes, beliefs, behaviors and characteristics of some of the main people in the organization who can be affected by the proposed system or by existing systems. By using a questionnaire, the researcher tries to measure what is found in the interview, as well as to determine how broad or limited the sentiments expressed in an interview.

**DISCUSSION**

The data normality can be seen from the normality test. According to Hair (1998) in his book Imam Ghozali (2014: 37), normality is the most fundamental assumption in multivariate analysis, namely the form of a data distribution on a single metric variable in producing a normal distribution. The data has a normal distribution if the p-value is  $> 0.05$  at the level of  $\alpha = 0.05$ , if the p-value is  $< 0.05$ , the data is not normally distributed.

Table 1. Normality Test Results based on a Questionnaire

No	Indicator	P-Value	Remark
1	KO1	0,69	Normal
2	KO2	0,49	Normal
3	KO3	0,63	Normal
4	PP1	0,56	Normal
5	PP2	0,55	Normal
6	PP3	0,64	Normal
7	PP4	0,55	Normal
8	DYS1	0,48	Normal
9	DYS2	0,52	Normal
10	DYS3	0,67	Normal
11	DYS4	0,47	Normal
12	DYS5	0,61	Normal

The table above shows the results of the univariate normality test from the questionnaire data. In this study it is linear where the F value has a significance of  $\geq 0.05$ , the normality test is carried out using Lisrel 8.7 which shows the normality of all indicators univariately because it shows a p-value  $> 0.05$  at the level of  $\alpha = 0.05$ .

Table. 2. Cut-off guideline for interpretation of measurement model and structural model test results

Type of Testing	Criteria	Cut-off Value	Remark
<b>Measurement Model Analysis</b>			
1. Validity Test	<i>Standardized Loading (SFL)</i>	<i>Factor</i> $\geq 0.50$	Valid
	<i>t-value</i>	$\geq 1.96$	Valid
2. Fit Test	<i>p-value of <math>\chi^2</math></i>	$\leq 0.05$	<i>(good fit)</i>
Whole Model	RMSEA	$\leq 0.08$	<i>(good fit)</i>
<i>(Good-Ness of Fit)</i>	NNFI	$\geq 0.90$	<i>(good fit)</i>
	RFI	$\geq 0.90$	<i>(good fit)</i>
	CFI	$\geq 0.90$	<i>(good fit)</i>
	IFI	$\geq 0.90$	<i>(good fit)</i>
	<i>Standardized RMR</i>	$\leq 0.05$	<i>(good fit)</i>
	GFI	$\geq 0.90$	<i>(good fit)</i>
	AGFI	$\geq 0.90$	<i>(good fit)</i>
	3. Reliability Test	<i>Construct (CR)</i>	<i>Reliability</i> $\geq 0.70$
	<i>Variance (VE)</i>	<i>Extracted</i> $\geq 0.50$	Reliable
<b>Structural Model Analysis</b>			
1. Overall Fit Test	Same as above		
2. Analysis The ridge Causal	<i>t-value</i> and Equation Coefficients	Structural $\geq 1.96$ absolut value) = Signifikan	$R^2$ indicates that the latent variable is exogenous Explain the percentage of variance Against Endogenous latent variables
	Koefisien of Determination ( $R^2$ )		$R^2 < 0.2$ = weak $R^2$ Among 0.2 dan 0.5 = $R^2 > 0.5$ = strong (Sridharan et al., 2012)

Table 3. Analysis of the suitability (goodness of fit test) of the overall model

GOF	Cut off Value	Value of Research Results	Remark
Chi-square ( $\chi^2$ )	Preferably small from Df	26.01	fit
Df	$\leq 3$	51	fit
Chi-square ( $\chi^2$ )/df	(2:1 (Tabachnik and Fidell, 2007) and 3:1 (Kline, 2005))	0.51	good fit
Probability (P-value)	$\leq 0,05$	0.02	good fit
RMR	Good models have a small RMR (Tabachnik and Fidell, 2007), $\leq 0,05$ atau 0,08 (Hair 2007)	0.02	goodfit
RMSEA	$\leq 0,08$	0.06	goodfit
GFI	$\geq 0,90$	0.91	good fit
AGFI	$\geq 0,90$	0.86	good fit
CFI	$\geq 0,90$	0.98	good fit
NFI	$\geq 0,90$	0.96	good fit
NNFI	$\geq 0,90$	0.98	good fit
RFI	$\geq 0,90$	0.95	good fit
IFI	$\geq 0,90$	0.98	good fit

In order to find out whether a proposed measurement model is fit or not with the data, a measurement model suitability test is carried out. A measurement model can be called fit with data if the model can estimate the covariance matrix of the data. The fit size is indicated by the Chi-squared ( $\chi^2$ ) /  $df \leq 3$ . The processed data shows that the Chi-squared value ( $\chi^2$ ) /  $df = 0.51$ . This

means that the measurement model is fit (very good). Another determining factor is the measure of the goodness of fit test (GOF) such as the CFI value greater than 0.90, the P-count of the Chi-squared statistic produced by the model is greater or equal to 0.05 where the model is in a good category because the P-value the count is 0.02 and the RMSEA value is 0.06 less than 0.08

Figure 1. T-Count Equation Test Results

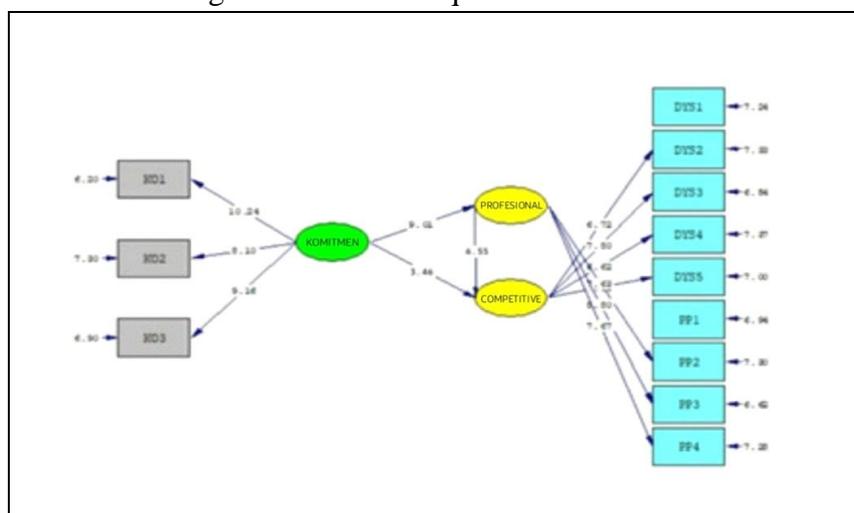
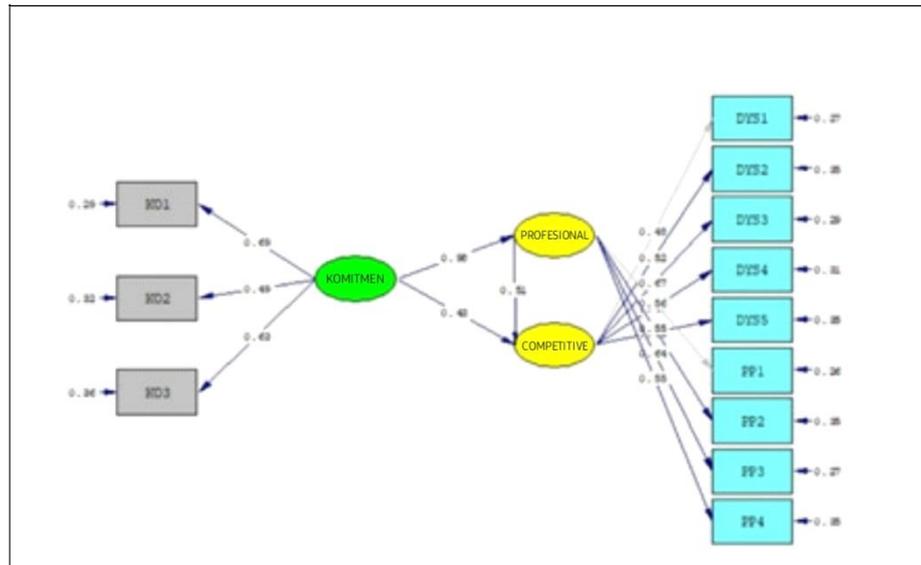


Figure 2. T-Value Equation Test Results (Regression Coefficient)



Tabel 4. Structural Trajectory

No	Structural Trajectory	Path Coefficient	t-count	t-criteria	Test results
1	KOMITMEN → PROFESIONAL	0,98	9,01	1,96	Signifikan
2	KOMITMEN → COMPETITIVE	0,53	3,46	1,96	Signifikan
3	PROFESIONAL → COMPETITIVE	0,71	6,55	1,96	Signifikan

Tabel 5. Table of Influence

INFLUENCE	DIRECT	INDIRECT	RESULTS	CONCLUSION
KOMITMEN – COMPETITIVE	$(0,98)^2 = 0,9604$	$0,53 + 0,71 = 1,2400$	D < ID	Mediating

Tabel 6. Structural Equations

PROFESIO = 0.98*KOMITMEN, Errorvar.= 0.048, R <sup>2</sup> = 0.95 (0.11)                      (0.074) 9.01                              0.65		
COMPETITIVE = 0.71*PROFESIO + 0.53*KOMITMEN, Errorvar.= 0.12, R <sup>2</sup> = 0.88 (0.94)              (0.94)                      (0.060) 6.55              3.46                              1.97		

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. Commitment has a direct effect on employee professionalism with a regression coefficient of 0.98 and t count  $9.01 > 1.96$ . The dimension that reflects commitment is the dimension of "affective commitment" with a Standard Loading Factor value of 0.69.
2. Commitment has a direct effect on competitiveness with a regression coefficient of 0.53 and t count  $3.46 > 1.96$ . The dimension that reflects competitiveness is the dimension of "delivery (delivery)" with a Standard Loading Factor value of 0.67.
3. Employee professionalism has a direct effect on competitiveness with a regression coefficient of 0.71 and t count of  $6.55 > 1.96$ . The dimension that reflects professionalism is the dimension of "efficiency" with a Standard Loading Factor value of 0.64.
4. Commitment has an indirect effect on competitiveness through employee professionalism with a regression coefficient of 0.06 and t count  $1.97 > 1.96$

### Recommendations

1. The Head of BUMDesa is advised to increase commitment to the organization by increasing affective commitment in the form of feelings of love for the BUMDesa organization that raises a willingness to stay and foster social relationships and respect the value of relationships with BUMDesa because they have become part of the BUMDesa organization.
2. The Head of BUMDesa is advised to increase professionalism by applying the efficiency dimension in the form of the ability of the BUMDesa chairman in carrying out his activities to obtain certain results by using input (the lowest possible input) to produce an output (maximum output), and also increasing the ability to get a job done right.
3. The Head of BUMDesa to increase competitiveness by increasing the dimension

of delivery in the form of increasing various indicators including timeliness of production, reduction of production waiting time, and timeliness of product delivery.

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