Organizational factors and organizational commitment among Malaysian naval personnel

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ABSTRACT

Employee commitment to the organization is influenced by management support. Management support is to ensure a better work culture in an organization because management plays an important role in terms of physical and emotional employees. This paper explores the organizational factors, namely leadership styles, promotions, workloads, and workplace facilities in regards to organizational commitment among navy personnel in a naval base. A self-administered questionnaires have been deployed among navy personnel in getting their responses on leadership styles, promotions, workloads, workplace facilities, and organizational commitment. The implication of the study can be seen that naval personnel will give the commitment to the organization if the leader's leadership styles, workload, and facilities in the workplace are given and provided. The results show a significant relationship between leadership styles, workplace facilities, and workloads with organizational commitment; but promotion opportunities show insignificant with organizational commitment. Interestingly, naval personnel states that workloads have no impact on their organizational commitment. On the other hand, naval personnel also states that leadership styles, workloads, and workplace facilities have impacts on their organizational commitment.

Contribution/ Originality: This paper explores the organizational factors, namely leadership styles, promotions, workloads, and workplace facilities in regards to organizational commitment among navy personnel in a naval base.

1. INTRODUCTION

The success and failure of an organization are the success and failure of the individual because they are the backbone of an organization (Abiddin & Ismail, 2010). Employees also feel the close relationship between the organization and the individual, employees who show loyalty to the organization will feel threatened if the organization receives threats from outside. They stated that the terms of loyalty for an employee to his organization is a feeling of love and pride in being an employee for his organization and employees who have a sense of loyalty to his organization.

Employee commitment to the organization is influenced by management support. Management support is intended to ensure a better work culture in an organization because management plays an important role in terms of physical and emotional employees. Furthermore, employee attitudes can also be influenced by the culture in the organization in which they work. In addition, employee commitment is also influenced by the comfort of the working individual (Sohor & Ismail, 2014).

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At the same time, to achieve a healthy goal, vision, and work culture in an organization, employees need to have a high level of commitment to themselves. This is because achievement in an organization is contributed through high commitment among employees and getting support from employers. To ensure that work operations in an organization are not disrupted, a quality workforce plays a very important role. The organization should also be well managed to ensure that the quality of an employee is always at the optimum level (Sohor & Ismail, 2014).

Promotion opportunities implemented by organizations can measure the level of job satisfaction and employee commitment to the organization, by performing promotion opportunities according to the process that can motivate employees can provide a better quality of work in an organization. Problems among employees can be attributed to this workload because an extremely high workload will cause the employee to carry out the work assigned to them imperfectly. Heads of departments can see and study a balanced division of labor among employees to be excellent employees in an organization. Workplace facilities are perceived as crucial by organizations, as they play a significant role in employee satisfaction. When these needs are met effectively, employees feel that their well-being is being prioritized by the organization.

Mansor (2010) in their study on soldiers stated that soldiers also face problems in terms of the psychology of this job because a career as a soldier is full of challenges and threats. Careers as a soldier face more of this high pressure because they are responsible for maintaining the peace and security of the country. A career as soldiers required high and consistent mental and physical endurance, therefore a soldier becomes more stressed in carrying out their duties. Moreover, soldiers needed knowledge and skills that match the demands of their challenging job. A soldiers' career puts a lot of stress and gives a negative trait in their work environment.

The study was conducted to ensure the commitment of employees to the organization among the implementing group is at an optimal level, in addition, this study was also conducted to identify organizational factors to improve the quality of work of employees in the implementation group in the naval base. Organizational factors that will be prioritized in this study are the aspects of leader leadership styles, promotion opportunities, workload, and facilities in the workplace. Next, this study was conducted to identify the internal factors of the organization with organizational commitment among the implementing group of naval personnel. The implementing group is fully involved in operations in navy departments such as services, finance, career training, administration, and so on. A high level of commitment is needed among the implementation team to ensure that the mission and vision of the naval base are achieved.

Interestingly, this study on naval personnel has not been many studies. The study contributes to the body of knowledge on organizational factors and organizational commitment among naval personnel in the country. Moreover, naval personnel need a high commitment to protecting the country's territorial waters from external threats such as piracy at sea, encroachment by foreign fishermen, smuggling, and manifesting presence at the border to avoid overlapping border claims with neighboring countries. Thus, the objective of this study is to identify the relationship between organizational internal factors, namely leadership styles, promotions, workloads, and workplace facilities on organizational commitment among navy personnel in a naval base.

2. LITERATURE REVIEW

2.1. Organizational Commitment

In an organization, the attitude and behavior to work hard, retention, and loyalty is the commitment given by an employee to the organization. Acceptance and belief in goals in an organization are involvement and participation in employment, emotional bonding, and identification with the organization can help in improving efficiency and effectiveness in an employment organization (Abiddin & Ismail, 2010). A person's willingness in completing a given task, an intrinsic state to sacrifice together, contributing to the effort born of an attitude of adherence to principles in the job.

In the public sector, the problem that is often encountered is the tendency of an employee or quality human resources to work in other sectors which offer better rewards for an employee according to Marsidi and Latip (2007). Employees moving to a better organization is something that has long happened in the public sector, this shows that the rewards, benefits, and privileges offered by the private sector are more attractive to an employee than the offers given by the public sector. The efforts of the public sector in retaining employees in an organization is an asset whose value is constantly growing over time and is an important factor for an organization (Marsidi & Latip, 2007).

Commitment is an important factor that is a measure in determining success in an organization (Abiddin & Ismail, 2010). Many studies have been conducted on commitment over the past few decades, the title of this commitment has attracted the interest of some researchers in conducting studies on it. Marsidi and Latip (2007) stated that commitment is a relationship between employees and the organization commitment also refers to various criteria, situations, and behaviors of employees towards the organization. Commitment can also be defined as the desire of an employee to be together in an organization which is a psychological bond between employees and an organization (Sohor & Ismail, 2014).

Employees with high commitment will produce better work results such as increased productivity, job satisfaction, less skipping rate, stability of work environment, and so on if the organization appreciates the commitment shown by its employees (Marsidi & Latip, 2007). They also added that employees who have a high commitment to the organization they serve are more likely to give something more in terms of their innovation and creativity which will contribute to higher capabilities in their organization. Abiddin and Ismail (2010) stated that commitment to the organization is the acceptance of the goals and values of the organization they join, the acceptance of these goals is like the acceptance of goals for the employees themselves. Employees who place a high commitment to their organization also need to be willing to make sacrifices and increase their efforts in achieving goals and for the good of the organization in which they join. Employees in an organization should also think of the problems faced by their organization as their problems.

Employees are important assets in an organization to ensure that the productivity of the organization reaches a set level, to achieve a level that has been set by an organization it is indirectly driven by employees in the organization itself (Habli, Ali, & Mustafa, 2017). They stated production quality of an employee can be defined as the number of goods or services provided by an employee in a given time. They concluded that there is a significant relationship between job satisfaction with productivity and the quality of work done by a person.

Marsidi and Latip (2007) stated that employee commitment can also be seen as a necessity for development in both public and private organizations. The importance of awareness in the planning, allocation, and use of human resources is a factor that greatly influences employee commitment in public and private organizations. They added that the management and development of employees and human resources is a major pillar in determining the ability of an organization to remain successful. Furthermore, Botella-Carrubi, Gil-Gomez, Oltra-Badenes, and Jabaloyes-Vivas (2021) discovered that professional development and benefits had a positive impact on the components of organizational commitment among automotive employees.

2.2. Leadership Styles

Azman (2012) stated that leadership styles, motivation, commitment, and job satisfaction among employees are related to each other and affect the growth of the organization because leadership and employees are important assets in an organization. Leaders who can influence an employee to perform a job that has been set by the organization can influence the achievement of goals and objectives in an organization. The driving force in an organization in improving the efficiency and attitude of cooperation among the members of the organization is led by a leader who will bring employees and the organization to move forward (Azman, 2012). Leaders play a role in issues related to motivating employees led, individual behavior, and communication, among the example the main task of leaders, is to encourage people led to achieving job satisfaction to the maximum. High leadership leaders should provide internal

motivation among the employees they lead by providing information about the tasks that have been assigned to them is very important to the organization and society (Azman, 2012).

Employers have full rights over the employees they appoint as their employees because they pay the employee's salary, while the supervisor or chief derives commitment from the employee through emphasis (Abiddin & Ismail, 2010). All instructions issued by the employer must be carried out by the employee because the employer is autonomous over the employee himself. Worker power has also expanded and widened due to an increase in knowledge and experience about the rules and rights of an employee, the existence of workers' associations, technological change, and groups of skilled and semi-skilled workers showing commitment from an employee does not come easily (Abiddin & Ismail, 2010). Administration and management of the organization in the form of exchange of power through a pyramid system that is the direction from the top are reduced by the level of power to subordinate employees according to the level are not much practiced and replaced by a new administration with joint involvement, meetings, and there is tolerance between employers and employees to produce and generate commitment agreement and employee loyalty (Abiddin & Ismail, 2010). In this way it has been able to increase the commitment of employees and employees who can give full commitment can perform the task entrusted better with sincerity in their work and duties.

The influence of the leader on the commitment of an employee is important because human relationship-oriented supervision can help in increasing work commitment as this relationship can meet the non-economic needs of an employee (Abiddin & Ismail, 2010). Leaders who encourage employees to work more committed is one of the important factors in influencing the commitment of an employee in an organization. Leaders in an organization can influence the way individual works because the leader is directly involved in evaluating job performance based on the commitment shown by the employees in carrying out their duties (Abiddin & Ismail, 2010). Some employees get little support and assistance from supervision, this is because a leader has too many duties and responsibilities that they have to perform which are included in evaluation and supervision. Due to the lack of time and focus of a leader on employees, the influence of the leader on employees is less when compared to colleagues, employees need a closer individual relationship with the leader (Abiddin & Ismail, 2010).

The leader can give his influence and will cause his followers to achieve goals in an organization and the leadership of a leader can be considered effective (Azman, 2012). Leadership is a type of behavior that aims to influence other individuals so that they are willing and voluntarily perform the tasks desired by an individual who leads. A leader is an individual who can encourage another individual employee to obey willingly without any coercion or pressure from a leader.

Moreover, it was discovered that leadership styles significantly affect employee performance (Ichsan, Nasution, Sinaga, & Marwan, 2021). Leadership styles were affected by job satisfaction based on a study by Saputra and Mahaputra (2022) on employees in an Indonesian organization.

2.3. Promotions

Chin, Wafa, and Hassan (2017) stated that promotion system is one of the important human resource management activities in an organization because the promotion system has a relationship with job satisfaction among employees who give commit to carrying out their jobs. Employees expect their promotion and position to a higher level in the future. Promotion in an organization plays an important role in the organizational hierarchy and indirectly motivates their employees to give more commitment in carrying out their daily tasks.

The promotion of a position provides an increase in the responsibilities, status, and retirement package of an employee which will help in increasing the satisfaction and commitment of an employee to the organization (Chin et al., 2017). They stated the speed of promotion in an organization, but in an organization, the problem often encountered in the practice of promotion in the organization is injustice. Justice is important in the promotion system; justice means that the promotion carried out should be transparent.

According to Folger and Konovsky (1989), employees working in the United States found that fairness in the awarding of promotions has a relationship with the level of employee satisfaction within an organization. Promotion policies and policies will always be evaluated by employees in an organization to ensure that the promotion system is fair and transparent to avoid dissatisfaction among employees in an organization. In addition, employees will also compare the promotion system inside and outside the organization, therefore promotion in the organization is one of the factors that will be studied in this study.

Yahya, Johari, Adnan, Isa, and Daud (2008) stated that job security and training in career development, as well as rewards provided by the organization, are contributors to high commitment among employees in an organization. An employee's commitment can also increase if there are improvements in management support, career development, training, and rewards provided. Daud (2011) said that employees who receive more pay high will give more commitment committed and high compared to low-income workers within the organization.

Rank is a symbolic of an organization's trust in employees and is an opportunity for subordinates to hold higher positions, become managers or lead a group. Promotion in an organization must be fair and equitable, because of this employee need policies and procedures of a promotion system that is fair, equitable, transparent and there is no element of bias in an employment organization (Chin et al., 2017). When an employee in an organization finds that the promotion system is unfairly practiced in an organization this will lead to dissatisfaction an employee and lead to a lack of commitment to the organization (Chin et al., 2017).

In social exchange theory, employees tend to compare promotions among themselves within an organization, these comparisons usually include academic qualifications and positions of fellow employees (Chin et al., 2017). In addition to comparisons within the organization, these comparisons are also made outside the organization, namely among the employees. They stated that as long as the implementation of the promotion system and policy is fair and equitable, employees working in the organization are likely to remain serving in the organization even if the employer is unable to provide their remuneration with high salaries.

Rising career achievement is a sign of achievement in a meaningful career for staff, promotion opportunities provide satisfaction to employees in the public or private sector (Chin et al., 2017). The increase and speed of promotion can have a positive effect on employees and employers in the relationship between them for which this philosophy is found in the theory of social exchange (Chin et al., 2017). Promotion speed and job satisfaction have a significant relationship. Meanwhile, Bode, Rogan, and Singh (2021) discovered that consulting firm employees had a significantly significantly lower promotion rates for male participants relative to female participants, female non-participants, and male non-participants.

2.4. Workloads

The workload can be formed from the work environment where the work environment can be threatening to the individual (Ali, Bakar, & Jaafar, 2016). This form of workload can occur when an employee is unable to meet the demands and requirements of their work environment in an organization. The workload is often associated with stress where this stress often occurs in a person's life which is very closely related to an individual's lifestyle practices, behaviors, family problems, development in urbanization, and cultural shock in rapid modernization in a place. Excessive workload will put constant stress on an individual which will have a negative impact i.e., show prolonged depression and employees also fail to make good decisions, easily feel anxious, scared, and irritable such effects will jeopardize job performance and their productivity in an organization. Various problems will exist if the workload that provides work stress cannot be well controlled by an individual.

Work stress can occur when the workload is not commensurate with the abilities, resources, and desires of employees which will affect the psychology and physiology of human beings in their lives (Ali et al., 2016). The excessive workload can cause prolonged stress and will harm an individual's mental disorders as well as a negative impact on their physical health. They stated that the task of a teacher is a job that has a lot of workloads which puts

very high pressure on the teacher. Without any social support, employees will experience prolonged and negative stress on themselves, an employee experiencing work stress will feel passive, refuse to participate in activities organized by the organization, lack initiative, incompetent, careless, indifferent, and indifferent to the task given and also insensitive to tasks, colleagues and work environment. Thus to increase employee commitment toward the organization, management should take early and prudent steps to pay attention to the workload given to their employees so that the employees do not feel stressed with excessive workload (Ali et al., 2016). Moreover, Dwi-S and Ali (2022) discovered that workload affected work effectiveness and performance among employees in employees in an Indonesian organizations.

2.5. Workplace Facilities

Organizations and employees need each other, the organization needs the thinking, energy, skills, and expertise of an individual to ensure that their organization is always growing and strong (Abiddin & Ismail, 2010). Employees are dependent on their jobs because of the benefits of facilities provided by the organization, interest in the job they are jealous of is one of the environmental factors in the workplace that can affect employee commitment to an organization. The contribution and work commitment given by employees in an organization depend on the satisfaction of an individual with the services provided by an organization. The failure of organizations to provide good treatment to their employees and treat employees as human beings can result in low morale of an employee, unsatisfactory work results, and no feedback from an employee. Policies in an organization and decisions made by leaders in the organization are also related to the commitment of employees to their organization (Abiddin & Ismail, 2010).

An organization will fail in increasing the commitment of their employees if the organization cannot balance the expectations they expect of employees with the expectations their employees expect from their success in an organization (Abiddin & Ismail, 2010). This failure will harm employees 'interest and commitment to their organization. Employees want an organization to practice flexible and non -bureaucratic management with flexibility being fundamental in experiencing organizational management such as flexible working hours and more transparent policies. Furthermore, if an employee is given an important and challenging task to them, their feelings state that they are important and valued by the organization and the contribution they give is important and they are valued by the organization making them more committed to carrying out the assigned task and to the organization (Abiddin & Ismail, 2010). Self-esteem is an individual who is also the foundation for an employee in an organization and contributes to their organization. Employees who feel all the tiredness and contributions they give are appreciated by the organization will increase their self-esteem and without a doubt. Meanwhile, Boge, Temeljorov Salaj, Bakken, Granli, and Mandrup (2019) suggested that facility managers and others responsible for office and workplace design are advised to take the employees' tasks and work patterns into consideration when designing workplaces and providing offices and workstations to their end-users.

2.6. Relationship between Leadership Styles towards Organizational Commitment

Bookeri Bookeri and Osmadi (2013) stated that a positive relationship between management support, career development, job security, training, and development as well as rewards given by an organization on an employee's commitment to the organization can increase the employee's commitment to the organization. Organizations should pay attention to important aspects to increase the commitment of their employees to the organization. They also stated that organizational support can affect employee commitment to their organization because good support from the organization either emotionally or physically can create a better work culture in an organization. Employee attitudes can be influenced by culture in an organization according to a study conducted.

Meanwhile, Abiddin and Ismail (2010) discovered that relationship between the work environment and commitment in an organization. They also stated that commitment is an important factor in determining the success

and effectiveness of an organization. Studies that are often conducted by many researchers are concerned with aspects of the work environment with employee commitment to an organization that has to do with the motivation of an employee in carrying out their duties. Abiddin and Ismail (2010) showed that high commitment is given by employees who work harder in an organization. Commitment can be divided into two types, namely commitment to the organization and commitment to the job. Organizational commitment is the acceptance of organizational goals and values such as goals for oneself as well as the employees themselves. Employees need to work harder and make sacrifices in achieving goals and benefits in an organization (Abiddin & Ismail, 2010).

Leadership and employees are important assets for an organization according to Azman (2012). Leadership styles, motivation, commitment, and job satisfaction are related to each other which will affect the organization. The ability of a leader to influence an individual in performing a job in an organization has an impact on the achievements and goals of an organization. A good leadership styles is a process that will move people and organizations led to move forward by improving efficiency and cooperation between employees and organizations (Azman, 2012). Thus, the hypothesis is developed as H_1: There is a significant relationship between a leader's leadership styles and commitment to the organization.

2.7. Relationship between Promotions and Organizational Commitment

Chin et al. (2017) stated that the intentions and behaviors of an employee is leaving an organization can be divided into four parts namely thinking to leave the organization, planning to stay or leave the organization, and looking for alternative careers and desire to leave the current career. The main cause of intention and behavior to leave this organization is due to lack of satisfaction in doing their job. Granting benefits or promotions can affect an individual's level of job satisfaction and decision to stay with the organization. Chin et al. (2017) stated that the implementation of a fair promotion system and policy will encourage employees to be more committed to carrying out their duties and will encourage them to work longer in an organization. Although organizations are not able to provide high remuneration to them a fair and transparent promotion system can increase the confidence and commitment of an employee in an organization. Thus, the hypothesis is developed as H_2: There is a significant relationship between promotions and commitment to the organization.

2.8. Relationship between Workload and Organizational Commitment

Ali et al. (2016) stated that the workload that often occurs in life can cause work stress which will lead to the decline of an employee in giving a high commitment to their job. The study of work stress due to excessive workload is very important because this will help in understanding the work environment of an individual in an organization. They also stated that the stress faced by an employee is a very serious issue in an organization because if employees continue to receive stress it will cause a decline in the performance of an individual in carrying out their duties. Ali et al. (2016) the workload has a positive and significant relationship with organizational commitment. They stated that studies on workload are important and need to be done to ensure that contemporary impacts on individuals can be addressed and employee commitment to the organization can be enhanced (Ali et al., 2016).

Daud (2011) showed that job insecurity is related to a variety of related attitudes and behaviors including job satisfaction and commitment to their organization. An individual who experiences job insecurity can psychologically distance himself from the organization. Employees who feel the organization is less dependent and show less commitment to employees can cause employees to act according to the interests of each individual, with the lack of facilities and benefits provided by an organization to its employees causing employees to be less committed to carrying out their duties. Thus, the hypothesis is developed as H_3: There is a significant relationship between workloads and organizational commitment.

2.9. Relationship between Workplace Facilities and Organizational Commitment

Marsidi and Latip (2007) showed that organizational factors have a relationship with commitment. The relationship between organizational factors and commitment is a positive relationship that means that the higher the organizational factors in an employee the higher his commitment to the organization in the workplace. The organizational factors studied in this study are salary, promotion, superior officers, management, subordinate staff, and the field of work assigned by the organization to its employees.

Furthermore, Daud (2011) stated that the relationship between job security or workplace facilities with a commitment to the organization is significant, the stronger and firmer the workplace facilities the higher the commitment given by employees to their organization. Thus, the hypothesis is developed as H₄: There is a significant relationship between workplace facilities and commitment to the organization.

2.10. Research Framework

Figure 1 depicts the research framework of the study is derived from the relationship between organizational factors, namely leadership styles, promotions, workloads, and workplace facilities in relation to organizational commitment.
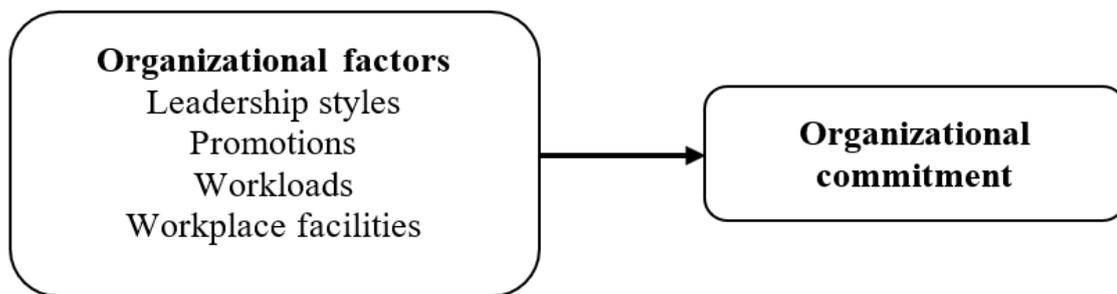

Figure 1. Research framework.

3. METHODOLOGY

The population and respondents of the study are the naval personnel in a naval based that consisted of 900 people from various ranks. A self-administered questionnaires were distributed among naval personnel in getting their responses. Table 1 depicts the research tools for the study which were adapted and adopted from various scholars. Firstly, Section A, leadership styles of organizational factors were consisted of fifteen questions with a Cronbach's Alpha of 0.92 (Yusof, 1999). Secondly, Section B, promotions of organizational factors were consisted of seven questions with a Cronbach's Alpha of 0.81 (Smith, Kendall, & Hulin, 1969). Thirdly, Section C, workloads were consisted of ten questions with a Cronbach's Alpha of 0.75 (Arup, 1998). Fourthly, Section D, workplace facilities were consisted of eleven questions with a Cronbach's Alpha of 0.85 (Arup, 1998). Finally, Section E, organizational commitment consisted of fifteen questions with a Cronbach's Alpha of 0.85 (Mowday, Steers, & Porter, 1979).

Table 1. Research tools.

No	Variables	Number of questions	Source	Cronbach alpha
1.	Leadership styles	15	Yusof (1999)	0.92
2.	Promotions	7	Smith et al. (1969)	0.81
3.	Workloads	10	Arup (1998)	0.75
4.	Workplace facilities	11	Arup (1998)	0.85
5.	Organizational commitment	15	Mowday et al. (1979)	0.85

4. DATA ANALYSIS

4.1. Demographic Analysis

Table 2 summarized the demographic information of naval personnel in the study. Demographically, the naval personnel are consisted of almost male (n=97; 80.8%) as compared to female (n=23; 19.2%). Based on ethnicity, majority of the naval personnel were Malays (n=112; 93.3%) as compared to Indians (n=8; 6.7%). Marital status, married respondents were 57 naval personnel (47.5%) compared to single respondents were 59 naval personnel (49.2%). Meanwhile, divorced respondents consisted of 4 naval personnel (3.3%). Age-wise, more than half of the naval personnel were between 20 to 29 years old (n=63; 52.5%); followed by 30 to 39 years old (n=38; 31.7%) and aged 40 to 49 (n=19; 15.8%). Academically, more than half of naval personnel were having a higher education credentials (n=70; 58.4%) as compared to a lower education credentials (n=50; 41.6%).

Table 2. Demographic analysis.

Demographic	Items	N	%
Gender	Male	97	80.8
	Female	23	19.2
Ethnicity	Malay	112	93.3
	India	8	6.7
Status	Single	59	49.2
	Married	57	47.5
	Divorced	4	3.3
Age (Years-old)	20 to 29	63	52.5
	30 to 39	38	31.7
	40 to 49	19	15.8
Education	Lower education	50	41.6
	Higher education	70	58.4

4.2. Reliability Analysis

Table 3 depicts reliability analysis of the study. Leadership styles consisted of 15 items. Unfortunately, 3 items were dropped and giving a Cronbach's Alpha of 0.70. The leadership styles have 12 items for further analysis. Secondly, promotions consisted of 7 items. Unfortunately, 3 items were dropped and giving a Cronbach's Alpha of 0.76. The promotions have 4 items for further analysis. Thirdly, workloads consisted of 10 items with a Cronbach's Alpha of 0.91. All items were used for further analysis. Fourthly, workplace facilities consisted of 11 items. Unfortunately, 6 items were dropped and giving a Cronbach's Alpha of 0.71. The workplace facilities have 5 items for further analysis. Finally, organizational commitment consisted of 15 items. Unfortunately, 4 items were dropped and giving a Cronbach's Alpha of 0.70. The organizational commitment has 11 items for further analysis.

Table 3. Reliability analysis.

Item	Total items	Items dropped	Items used	Cronbach's alpha
Leadership styles	15	3	12	0.70
Promotions	7	3	4	0.76
Workloads	10	Nil	10	0.91
Workplace facilities	11	6	5	0.71
Organizational commitment	15	4	11	0.70

4.3. Correlations Analysis

Table 4 depicts the correlations analysis between the organizational factors, namely leadership styles, promotions, workloads, and workplace facilities toward organizational commitment. Overall, the analysis discovered no correlations between organizational factors and organizational commitment. The study discovered that only workplace facilities had a significant correlation at a strong relationship (r=0.74; Sig. 0.01) toward organizational commitment. Meanwhile, no correlations were discovered between organizational factors, namely leadership styles, promotions, and workloads toward organizational commitment.

Table 4. Correlations analysis.

	Variables	1	2	3	4	5	6
1	Leadership styles	1	0.887**	0.893**	-0.766	0.912**	-0.699
2	Promotions		1	0.932**	-0.764	0.962**	-0.749
3	Workloads			1	-0.784	0.962**	-0.847
4	Workplace facilities				1	-0.661	0.737**
5	Organizational factors					1	-0.758
6	Organizational commitment						1

Note: ** Correlation is significant at the 0.01 level (2-tailed).

4.4. Simple Regression Analysis

Table 5 depicts the simple regression analysis, the naval personnel indicated that their R^2 was 57% on organizational commitment which was explained by organizational factors (β=-0.76, p<0.000). The simple regression analysis indicated that 43% of the variance for organizational commitment was explained by other unknown additional variables that have not been explored. Furthermore, the regression model (F=158.90, p<0.000) was proven to be a significant model due to the F ratio being significant in predicting organizational factors among naval personnel. In conclusion, the organizational factors were significant in predicting organizational commitment among naval personnel. Thus, hypotheses H_1 was supported in explaining the naval personnel on their organizational factors toward organizational commitment.

Table 5. Simple regression analysis.

Organizational factors	Organizational commitment	
	β	Sig.
	-0.758	0.000
R^2	0.758	
Adj. R^2	0.574	
F change	158.895	
Sig. F change	0.000	

4.5. Multiple Regression Analysis

Table 6 depicts the multiple regression analysis, the employees indicated that their R^2 was 76% on job satisfaction which was explained by leadership styles (β=0.30, p<0.01), workloads (β=-1.15, p<0.000), and workplace facilities (β=0.26, p<0.000). Unfortunately, promotions had no impact on organizational commitment among naval personnel (β=2.57, p>0.01). Furthermore, the multiple regression model (F=93.23, p<0.000) was proven to be a significant model due to the F ratio being significant in predicting organizational commitment among naval personnel. In conclusion, the organizational factors, namely leadership styles, workloads, and workplace facilities were significant in predicting organizational commitment among naval personnel. Thus, hypotheses H_1, H_3, and H_4 were supported in explaining the naval personnel on their organizational factors, namely leadership styles, workloads, and workplace facilities toward organizational commitment. Unfortunately, hypothesis H_2 was not supported in explaining the naval personnel's promotions toward organizational commitment.

Table 6. Multiple regression analysis.

Organizational factors	Organizational commitment	
	β	Sig.
Leadership styles	0.296	0.007
Promotions	0.257	0.056
Workloads	-1.146	0.000
Workplace facilities	0.262	0.001
R^2	0.874	
Adj. R^2	0.764	
F change	93.225	
Sig. F change	0.000	

In conclusion, Table 7 depicts the hypotheses result on naval personnel.

Table 7. Hypotheses result.

Hypothesis		Results
H₁	There is a significant impact between leadership styles toward organizational commitment among naval personnel	Supported
H₂	There is a significant impact between promotions toward organizational commitment among naval personnel	Not supported
H₃	There is a significant impact between workloads toward organizational commitment among naval personnel	Supported
H₄	There is a significant impact between workplace facilities toward organizational commitment among naval personnel	Supported

5. DISCUSSIONS AND CONCLUSION

5.1. Discussion on Leadership Styles and Organizational Commitment

The results of the study and the results of the analysis show that there is a significant relationship between organizational factors of leader leadership styles with a commitment to the organization. This analysis shows that the organizational factors of the leader's leadership styles can influence the commitment to the organization for the people of naval base. Pearson correlation results prove that the organizational factor of leader leadership styles has a significant weak negative relationship with a commitment to the organization at the value level ($r = -0.188$, $p < 0.01$) and has a value of β which is -0.511 and at the value at -3.939 which is a significant 0.01 ($\beta = 0.53$, $p < 0.01$).

The results of this hypothesis support a previous study conducted by Abiddin and Ismail (2010). The influence of the leader on the commitment of an employee is important because human relationship-oriented supervision can help in increasing work commitment as this relationship can meet the non-economic needs of an employee. Leaders who encourage employees to work more committed is one of the important factors in influencing the commitment of an employee in an organization. The leader can give his influence and will cause his followers to achieve goals in an organization and the leadership of a leader can be considered effective (Azman, 2012). Leadership is a type of behavior that aims to influence other individuals so that they are willing and voluntarily perform the tasks desired by an individual who leads. A leader is an individual who can encourage another individual employee to obey willingly without any coercion or pressure from a leader.

5.2. Discussion on Promotions and Organizational Commitment

The results of the analysis of the study on organizational factors of promotion opportunities showed that there was a weak and significant negative relationship at the level of 0.01 with a commitment to the organization ($r = -0.182$, $p < 0.01$). The values of β and t for the organizational factor variables of promotion opportunity obtained through multiple regression were ($\beta = 0.324$, $t = 1.874$, $p > 0.05$). The results obtained show that this variable exceeds the significance level of 0.05, the results show that promotion opportunities do not significantly affect the commitment to the organization among the staff of naval base. The results of this analysis reject the results of previous studies (Chin et al., 2017).

This hypothesis is rejected because the opportunity for promotion in naval base is not an incentive for staff to serve more committed to the organization. This is due to the promotion system in naval base is based on the abilities and contributions of staff in naval base to the organization. Therefore, the hypothesis for this variable was rejected because it was insignificant to the recorded results. Chin et al. (2017) concluded that improvement and speed of promotion can have a positive effect on employees and employers in the relationship between them which this philosophy is found in social exchange theory. Promotion speed and job satisfaction have a significant relationship according to Chin et al. (2017). However, for this study, the hypothesis was rejected because it is not significant due to demographic factors and the area studied by previous researchers is different from this study.

5.3. Discussion on Workloads and Organizational Commitment

The results of Pearson correlation analysis showed that workload organizational factors had no relationship with a commitment to the organization because the significance level for this variable exceeded 0.05 ($r = 0.051$, $p > 0.05$). While the values of β and t obtained for this variable are ($\beta = 1.364$, $t = 8.265$, $p < 0.01$) the results show that workload has a significant relationship with a commitment to the organization at the level of 0.01. These results show that the workload can affect the commitment to the organization among the people of naval base.

As a result of this analysis, the hypothesis is accepted because the workload is a driver of commitment to the organization. A previous study by Ali et al. (2016) is acceptable. Work stress can occur when the workload is not commensurate with the abilities, resources, and desires of employees which will affect the psychology and physiology of human beings in their lives. The excessive workload can cause prolonged stress and harm an individual's mental disorders as well as a negative impact on their physical health (Ali et al., 2016).

5.4. Discussion on Workplace Facilities and Organizational Commitment

The results of this study showed that the organizational factors of facilities in the workplace there is a weak positive relationship with a commitment to the organization ($r = 0.269$, $p < 0.01$) at a significant level of 0.01. While for the values of ß and t for this variable it shows a value (ß = 0.745, $t = 5.222$, $p < 0.01$) at a significant level of 0.01. This shows that facilities in the workplace significantly affect the commitment to the organization among the staff of naval base.

The results of this analysis indicate that organizational factors of facilities in the workplace can influence the commitment to the organization for this study. Therefore, the hypothesis is accepted. A previous study conducted by Abiddin and Ismail (2010) on workplace facilities is acceptable. The contribution and work commitment given by employees in an organization depend on the satisfaction of an individual with the services provided by an organization (Abiddin & Ismail, 2010). The failure of organizations to provide good treatment to their employees and treat employees as human beings can result in low morale of an employee, unsatisfactory work results, and no feedback from an employee.

5.5. Study Implications

The results clearly show that the leader's leadership styles, workload, and facilities in the workplace can influence the commitment to the organization among the people of naval base. Meanwhile, promotion opportunities cannot affect the commitment to the organization among the staff of naval base. To ensure that every employee can increase their level of excellence, commitment in carrying out the task must be present in every employee who serves. Management should pay attention to the level of excellence and if there is a shortage in the services of the party should encourage their staff to remain committed to carrying out their duties.

This study can also be used as a reference for the management of naval base to ensure that every member who serves in naval base is committed to carrying out the tasks assigned. In addition, this study can also be used for private employees to ensure that the commitment of each employee increases in their organization. In addition to using the organizational factors studied in this study, the next researcher can convert other organizational factors for future studies.

The main issue in management is the commitment to the organization among employees, apart from helping in increasing employee commitment to the organization, it can also help management in understanding the wants and needs of employees in their organization. Factors that need to be considered are organizational factors to ensure that employees are always committed and will inspire employees in an organization.

The objectives and goals of an organization can be achieved if the leadership styles are appropriate for the organization. This can help in ensuring that employees work well and are more committed to carrying out their duties. In addition, the workload given to employees should be commensurate with their ability to ensure that they

are more committed to carrying out the tasks entrusted to them. Next, the facilities in the workplace should also be emphasized because every employee should feel valued in carrying out their duties, with the availability of good facilities in the workplace can help in ensuring employees are always committed to carrying out their duties.

5.6. Conclusion

The implication of the study can be seen that naval personnel will give the commitment to the organization if the leader's leadership styles, workload, and facilities in the workplace are given and provided. While the organizational factors of promotion opportunities do not affect the naval personnel in their level of commitment to the organization. Ease in the workplace is the highest factor compared to the leader's leadership styles and workload in increasing the level of commitment to the organization. It can be seen that employees are more interested and more committed if the facilities in the workplace are provided commensurate with the effort and hard work given by them. Employees want to be valued by employers because they work sincerely and not just to earn a monthly income.

The study also concludes that facilities in the workplace can influence the commitment to the organization among the naval personnel. If they feel valued by being given facilities while they workplace, organizations will be able to increase the commitment to the organization. Every personnel will feel valued if the facilities are provided in the workplace as it impacts the work process to be implemented. They will be more committed and focused in carrying out their duties, especially during naval operations. Therefore, to ensure that an organization continues to excel, personnel also need to be given appreciation so that both get satisfaction in carrying out the tasks entrusted.

Apart from that, the leadership styles of the leader, as well as the workload, also has a positive impact on increasing the commitment to the organization. Having a good and positive leader leadership style can help in enhancing excellence in the organization. In addition, the excessive workload will cause the commitment to the organization to decrease, therefore the workload must be appropriate to the abilities of an employee in an organization.

For future research, the study suggests that potential researchers to include other military personnel, namely the air force and army. The inclusion of these military personnel will provide a better understanding and generalization on the impact of organizational factors, namely leadership styles, promotions, workload, and workplace facilities toward their organizational commitment.

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