

## THE INFLUENCE OF ORGANIZATIONAL COMMITMENT TOWARDS THE PERFORMANCE OF EMPLOYEES (A STUDY IN THE AREA OF MINISTRY OF HOME AFFAIRS)

By: Heru Rochmansjah

### ABSTRACT

The government interested in introduce and apply management performance as one of the main to bureaucratic reform. Management of performance has been also occurred in unit, individual jobs, and select agencies. Bureaucratic reform have done and are going on all fronts the department of government agencies both at the national and regional to reach an objective of national development.

It has many efforts have been done to improve their performance government organizational, such as restructure organization, a change of strategi and rocedures work, issued new regulations and remove regulations long considered no more relevant that appropriate for the situation now, and improve the quality of human resources. On the situation this tajes firm organizational and the competence of employes of various level in an organization to enforce measures in accordance with its function and is expected to applied rewards and punishment (return and sanctions) in accordance with regulation that is.

Methods used is descriptive and verificative use Structural Equation Model (SEM) with procedures Maximum Likelihood Estimation (MLE). MLE is the approach the iterative which make mthe size sample small more likely to get the result that valid. To describe level a score of each variable used the determination of categories based on quarties.

Research findings demonstrate a commitmen organizational contributed or influence against performance of staff at the interior ministry.

*Keywords: organizational commitment, performance of employees*

### INTRODUCTION

According to one Deputy The Field of Human Resources Apparatus Ministry of State Apparatus Empowerment at a meeting coordination a few years ago, dis-

tribution of civil servants has not been in accordance with distribution duty the central government provincial/district. The condition of human resources the civil servants, often we hear opinion in the communities that government performance is not often seen professional and belum based the performance of (oriented output). For it, many observers of bureaucracy encourage the government put forward human resources management of gov-

ernment apparatus with human resources management based performance.

To establish a relationship between performance and salary, a few institutions such as BAPPENAS and KPK plan to start an initiative of the scheme a payment new arranged based on basic salary, position allowance, and payment for performance.

There are several phenomena to with the policy of bureaucracy reform that need attention: morality bureaucrats, system, and procedures and system of awards and sactions. Certainly in beyond it still many more high on the agenda to do, good in perspective and political as well as economic, technology, and others. In more detail, raised some phenomenon found as a result observation in field as follows.

First, organizational commitment of a couple is still not optimal, this can be looked at the smallest like the attendance of PNS of which there are still did not act discipline, this could are defined lack of employees desire to stay as a member of organization, lack of employees desire to do the best ability for organization success.

Second, the implementation of performance is done by human resources with the ability, competence, motivation, and interests. How organization respects and treats human resources that will affect attitudes and his behavior in running performance. Phenomenon that occurs in the field is still many performances of bureaucrats apparatus are still low which can be seen through low performance in the budget absorbtion and the outcomes wiich performance achieved less rational.

Next typical of main research is so that distinguish it with other research was previously emphasizes at issues employ-

ees bureaucracy especially who works in the area of Ministry of Home Affairs on organizational commitment, competence owned employees and implications of the performance of employees.

Based on the phenomena mentioned above, so that central theme in this research "Influence Organizational Commitment of The Perfomance of Employees" (A Study in The Area of Ministry of Home Affairs).

### Research Objectives

Basically the purpose to be achieved in this research to get results analysis influence organizational commitment towards the performance of employees at The Ministry of Home Affairs.

## LITERATURE STUDY

### Literature Study

Commitment is a loyal workers to core and a process continuous where workers are participate for repairs and the success of organization. Employees commitment towards organization distinguished by variable to be personal (the age, length of employment, and others and organization (of the design and the force leadership). A commitment to organization is multidimensional therefore there ara three components tu push growing commitment (Meyer & Amp; Allen, 1991; Meyer & Amp; Smith, 1993: 538). Three dimensions covering as follows.

Commitment affective (affective commitment the involvement emotion workers over organization. This commitment influenced and or developed, when involvement in organization proven be satisfactory. Organization provides an opportunity

to do the work with the better or producing the opportunity to get skill valuable.

An ongoing commitment (continuance commitment the involvement commitment based on the costs due to the workers from the organization. This commitment influenced and or developed at the time of individual investment. The investment will be lost or diminished value when individual turn of core.

Normative commitment (normative commitment the involvement a feeling of workers to tasks that is in organization. Commitment normative influenced and or developed as a result of internalization pressure normative to do some actions, receive advantage that raises feelings are obligation to be repaid.

In carrying out activity routine in the organizations employees are required to increase competence each that the results of the employees to achieved as maximum as possible. According to M. Lyle Spencer and M. Signe Spencer, Mitrani et, the was quoted as saying by Sayiful F. Prihadi (2004: 92-94) There are 5 (five) characteristic of competence, namely:

1. "Motives", are things that someone thought or want consistently that the act of incurring.
2. "Traits", is characteristic physical and respons consistently about the situation or information.
3. "Self-Concept", is an attitude and values owned by somebody.
4. "Knowledge", is the one owned by somebody for specific sectors. Knowledge is complex.
5. "Skill", is the ability to implement a particular task whether be an infrastructure one or mental.

According to (Spencer and Spencer) that was quoted as saying by Surya Dharma (2003: 111, self-concept (the concept of self), trait (the nature of) and motives competence more hidden, in the deeper and different in central point of behavioral somebody. Competence of knowledge and expertise (skill competences) tending to better (product and relative different in a surface as one characteristic of owned by human being).

Performance is appearance the work of someone in terms of either quantity or quality in an organization. Performance can be appearance in individuals and working group or personal. Appearance the work of not only restricted to personal occupying office functionally and structurally, but also in the overall the personal in organization.

Robbins (in Rivai, Ahmad Fawzi, Moh. Basri. 2005:15) there are three criteria to assess performance individually which are (a) the assignment of individual, (b) behavior of individu, (c) features of individu that are second measure effectiveness indicators more objective from the performance of a follower or unit, as known productivity, the target, sales figures, or performance of budget agency. Performance measuring based on perceptual subjective of the subordinate, boss, the role model or the other parties taken as an indicator of performance measurement in this research, that includes.

Individual duty. The performance of task referring to the ability of an individual with which he conducts activities that contribute to organization. This could contribute either directly (e.g. in this case of workers production), or indirectly (for ex-

ample, in the case of the manager or staff personnel). Three the basic assumption of pertaining to distinction between duty and performance contextual (Borman & AMP; Motowidlo, 1997; Motowidlo & AMP; Schmit, 1999) (in Sonnetag, Sabine, Michael Frese (2002:7): (1) activities relevant for the performance of a work assignment varied between performance contextual while that is relatively the same in the work; (2) the performance of a task related to the ability, while performance contextual relating to personality and motivation; (3) the performance of task more determined and played is behavior, while performance contextual more discretionary and extra the role.

Next Bernardin and Russel (2003) has given understanding performance as follows: "performance is defined as the use of record in outcomes produced on a specific job function or activity during time period". The mean from statement on performance is record of results obtained from functions particular jobs or activity during over time, according to Robbins (2003), there are three criteria to assess individual performance which are (a) in the individual duty, (b) behavior duty, (c) features individual. Performance evaluation based on perceptual subjective of the subordinate, boss, the role model or other parties taken as an indicator performance measurement. Based on the concept of above employees performance are the results of the perceived in subjective of individuals is in organization.

### Frame of Thinking

The Influence of Organizational Commitment Towards The Performance of

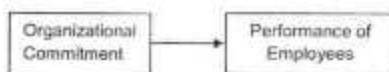
### Employees

A positive influence of organizational commitment towards the performance of employees demonstrated strong commitment allows a member of the organization has the attitudes and positive behavior. The positive attitudes and behavior based on perception that organization can be put useful value expected. This led members of an organization to work better and louder in order to achieve the organizational goals.

Through the commitment of a strong organization, a member organization has attitudes and positive behavior that encourages them to work better that means for organizational improvement in the performance. Attitudes and behavior that are positive especially constituted by acceptance member's view of organization. A member's organization view that the values and the purpose of the organization provides benefits expected by members of the organization.

According to the theory from Robbins and Judge (2007) define commitment as a situation which an individual favouring organization, aims, and willings to maintain member of organization. While Mathis and Jackson (in Sopiah: 155) define organizational commitment as a degree that employees trust and accept organization's goals and will stay or not to leave his organization.

Dotted turning of the framework of thinking mentioned, so paradigm of his research on the influence organisational commitment towards the performance of employees is to illustrated as appear to be the chart a groove through below.



Picture 2.1. Research Paradigm

### Hypothesis

Organizational commitment influences significantly on performance of employees at the Ministry of Home Affairs.

### OBJECTS AND METHOD

#### Method

In setting research design, there are several points that be the center of interest that are:

1. Determine the purpose to do investigation. In this case, investigation made with objective to describe and test hypothesis. At this level, the analysis is individual unit, in this case administrative employees in components be within Minsitry of Home Affairs.
2. Determine the type of observation. In this case related with the effort to build relationship between variable research. Sample design of the research is sample measuring (n) calculated to formula according to data analysis used to outlined in sub the population and sample research.
3. Associate with the provision of simulation outside basic variable.
4. The testing of hypothesis of research was done on the basis of wake up the theory/the concept of where the allegation that relations each variable have been identified by a framework conceptual clear.
5. Deals with measurement of research

and size variable. Outline research variable, concept of variable, dimensions, indicators, a scale of measurement, until number of items in questionnaire. The next steps is done by grouping for each alternative answer and each item questionnaire (e.g. for highest vehicles = 5 and smallest = 1). A scale used in research to weighting items the questionnaire use scale Likert with weights 1,2,3,4,5 statistically in ordinal scale.

6. Collection Data. Methods used in collecting of data lab is the interviews method and the spread of the questionnaire.
7. Analysis data. At this stage writer will conduct data analysis to find research hypthesis derived from problem formulation of research. Resulting output from analysis data meant a model which is being suitable and meet the standard of goodness in research model. In this analysis research, the testing of hypothesis used is model analysis of equation structural or structural equation modeling (SEM).

### THE RESULT OF STUDY AND DISCUSSION

Hypothesis tested is the influence of organizational commitment towards the performance of employees. Based on the results of data processing uses software Lisrel so the coefficients lines running on the testing of hypothesis fifth formulated as follows.

Structural equation from the influence of organizational commitment against the performance of employees

Endogenous Constructs	Exogenous Constructs		R-Square
	KMO	KPP	
KP	0,3475	0,5190	0,5196
	(5,1482)	(8,4052)	

formation: numbers in brackets is the value of statistics uji-t

KMO : Organizational Commitment

KP : Employees Performance

Together both independent variables (organizational commitment and the competence of employees) contributed or influence of 51,96% of performance of employees at the Ministry of Home Affairs. While the rest of 48,14% influenced by other factors out variable of organizational commitment and the competence of employees.

Big of the influence of each free variable (organizational commitment and the competence of employees towards performance of the employees can be calculated as follows.

The influence organizational commitment towards the performance of employees

1. The direct effect organizational commitment =  $(0,3475)^2 \times 100\% = 12,08\%$
2. Indirect effect through the commitment of organizational competence of employees =  $(0,3475) \times (0,5190) \times (0,5190) \times 100\% = 6,47\%$

The results of the study in influence of organizational commitment towards performance of employees in line with

what is said Meyer et al (2002) where commitment is a or entanglement psychological between individuals members and core characterized by the presence of confidence and acceptance of the purpose and values organization, desire to remain an member and desire to advance core in other words desire to improve the performance in support progress organizations and also in line with Ricard M. Steers (Sri Kuntjoro, 2002) who says organizational commitment as the identification (confidence in values organization) and loyalty they want to remain an a member of an (organization concerned) expressed by an employee to core. What this demonstrates in organizational commitment are the conditions which employees is very interested to the purpose, values, and the target of core. A commitment to organization by the achievement of a goal. The low commitment reflecting lack of responsibility by someone in carrying out his/her duty.

- The Influence of organizational commitment towards th performance of employees

#### Hyphotesis

$H_0: \beta_{1,1} = 0$	Organizational commitment in partial has not been affecting the performance of staff at Ministry of Home Affairs
$H_a: \beta_{1,1} \neq 0$	Organizational Commitment in partial impact on performance of employees at Ministry of Home Affairs

Path Koef.	$T_{hitung}$	$T_{tabel}$	$H_0$	$H_a$
0,3475	5,1482	1,96	rejected	accepted

Based on the results of testing can be seen the value of a variable t-counted organizational commitment (5,1482) greater than t-critis (1,96). Because the value of t-counted higher than t-critical, then at the rate of error 5% the company decided to refuse  $H_0$  and so that  $H_a$  accepted. So based on the results of testing in the levels of trust 95% concluded that organizational commitment partial evaluation of its effect on the performance of staff at the Ministry of Home Affairs. Directly organizational commitment contributed as much as 12,08% on the performance of employees at the Ministry of Home Affairs.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results of analysis and discussion of the research results, so a conclusion can be drawn as follows: increase organizational commitment and the competence of employees have an important role in the increase of employees performance especially if organizational commitment and performance of employees can be done in effort together to enhance performance of employees at the Ministry of Home Affairs.

### Recommendation

Based on the outline indicated in chapter formerly and the conclusion given be raised in some suggestions as follows:

#### 1. For Ministry of Home Affairs

To improve their performance in need organizational commitment better, so that relations both civil servant and organization will cause attitude who could be considered as the attachment

each other, which employees will be revere heartily and promise doing the duties have to hold in an obedient principle, determined nby a superior as an agent organization to achieve a particular aim and vice versa organization comited in paying attention to the contribution of civil servants and care for existence of those and employees welfare thus there will be reciprocal or balance process of employees treatment over organization and so are in contrast to treat employees at the Ministry of Home Affairs.

#### 2. For Academic

This kind of research is expected to be made in Ministries and Institutions in the central government and region therefore in expecting all of civil servants know the problems and other dimensions to determine its impacts to perform civil servants in Indonesia.

## REFERENCES

- AA Anwar Prabu Mangkunegara. 2005. *Manajemen Sumber Daya Perusahaan*, Bandung: Remaja Rosda Karya.
- Chughtai, Aamir Ali dan Sohail Zafar. 2006. "Antecedents and consequences of organizational commitment among pakistani university teachers". *Applied H.R.M. Research*. Melalui: <http://applyhrm.asp.rsdford.edu/Chughtai.pdf>.
- DataIRS.2005. *Ameta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior*. *Journal of Applied Psychology*, 90,1241-1255.

- Dessler, Gary. 2006. *Human Resources Management*. 10<sup>th</sup>. Edition. New Jersey Prentice Hall
- Ivancevich, John M., Konopaske, Robert., and Matteson, Michael T., 2005. *Organizational Behavior and Management*, Seventh Edition.
- Kementerian Dalam Negeri Republik Indonesia. 2012. Melalui: <http://www.dcpdagri.go.id/>
- Keputusan Kepala Badan Kepegawaian No. 46 A Tahun 2003 tentang Kompetensi Pegawai.
- Khaerul Umam. 2010. *Perilaku Organisasi: Pustaka Setia*
- Krietner, Robert and Kinichi, Angelo. 2003. *Organization Theory and the New Public Administration*. Boston: Allyn and Bacon Inc.
- Mathis, Robert L. & John H. Jackson, 2002, *Manajemen Sumber Daya Manusia* Jilid I dan II, Jakarta, Penerbit Salemba Empat.
- Mathis, Robert L dan John H Jackson. 2006. *Human Resource Management*, edisi 10. Salemba Empat, Jakarta.
- Meyer, J.P. & Stanley, D.J., Hersovitch, L.; Topolnysky, L. 2002. "Affective, Continuance, and Normatif Commitment to The Organization: a Meta Analysis od Antecedents, Correlates, and Consequences", *Journal of Vocational Behavior*, Vol.61 pp.20-25
- Muthuveloo, Rajendran dan Raduan Che Rose. 2005. "Typology of Organizational Commitment." *American Journal of Applied Science*, 2 (6): 1078-1081.
- Rivai, Veithzal. 2005. *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Raja Grafindo Persada. Jakarta.
- Robins, P Stephen dan Timothy A. 2008. *Perilaku Organisasi*. Buku 1, Jakarta: Salemba Empat. Hal.222-232.
- Saifuddin Azwar, 2000, *Reliabilitas dan Validitas*, Edisi ke 3, Pustaka Pelajar, Yogyakarta .
- Sondang P Siagian, 2007, *Manajemen Sumber Daya Manusia*, Edisi Pertama, Cetakan Keempatbelas, Penerbit Bumi Aksara, Jakarta.
- Sugiyono. 2002. *Statistik untuk penelitian dan aplikasinya dengan SPSS 10.00 for Windows*, Alfabeta, Bandung.
- Syaiful F. Prihadi. 2004. *Assesment Centre*, Gramedia Pustaka Utama, Jakarta.
- Werther, Willian B, dan Keith Davis, 2003, *Human Resources and Personnel Management*, 5th Edition, McGraw-Hill, Inc, New York.
- Widaningrum, Ambar and Park, Jin. 2011. *Governance Reform in Indonesia and Korea: A Comparative Perspective*. Yogyakarta: Gadjah Mada University. ISBN 979-420-740.