

ORGANIZATIONAL COMMITMENT AND ITS IMPACT ON PERFORMANCE

Dedi Iskamto

Faculty of Economics and Business, Telkom University, Indonesia
deditaba@telkomuniversity.ac.id

Abstract

This research aims to determine the influence of organizational commitment on the performance of civil servants at the Pekanbaru City Manpower Service. Data processing in this research uses descriptive analysis methods and quantitative analysis using the SPSS program. Based on the results of this research, it can be concluded that organizational commitment has a significant and positive effect on the performance of civil servants at the Pekanbaru City Manpower Service. Based on research, it is known that there is a significant influence of organizational commitment variables on employee performance. The direction of influence is positive. This means that the better the organizational commitment, the greater the employee performance. The coefficient of determination (R^2) is 0.456. This means that the relationship between the independent variable (organizational commitment) and the dependent variable (employee performance) is 45.6%. Meanwhile, the remaining 54.4% was influenced by other variables not included in this research.

Keywords: Organizational Commitment, Performance

1. INTRODUCTION

Human resources as an object of development have a very important role in achieving development goals. In an organization or agency, employees as human resources have a role as operational drivers in achieving organizational goals which are expressed in the form of performance. The performance of an organization is determined by the performance of the employees within it. Likewise, in regional government, performance is determined by the work results achieved by regional government employees. Therefore, improving quality is very necessary so that all employees have attitudes and behavior that are based on devotion, honesty, responsibility, discipline, justice and authority. (Iskamto, 2012; Qasim et al., 2022).

Performance is basically what employees do or don't do. Employee performance influences how much they contribute to the organization. Each job has specific job criteria, or job dimensions that identify the most important elements of a job. Organizations or agencies need to know the various weaknesses and strengths of employees as a basis for correcting weaknesses and strengthening strengths in order to increase employee productivity and development so that employee performance in each agency must be optimized in order to achieve the agency's goals. For this reason, it is necessary to carry out periodic performance assessments that are oriented towards the past or future. Performance in an organization is the answer to the success or failure of the organizational goals that have been set (Iskamto, 2023a, 2023b).

High commitment influences the discipline and performance of employees in an organization because organizational commitment is a psychological condition of employees towards an organization which is characterized by belief in values and goals, a sincere will and a desire to remain in the organization. In other words, commitment forms an employee's attitude of loyalty to their organization. An attitude of loyalty will tend to form an attitude of employee compliance with existing regulations and will also be able to motivate employees' desire to participate in developing the organization and realizing organizational goals by showing all their abilities in carrying out their work as best as possible. (Adu & Nawangsari, 2022; Htet, 2021; Hutapea & Nurhayati, 2022).

Performance is very important to achieve success in organizational goals, there are several factors that can influence employee performance according to Mathis & Jackson (Alfi Hasan Fauzan, 2015) "Organizational commitment consists of employee commitment to the company and company commitment to employees". "Organizational commitment is the degree to which employees believe in and accept the organization's goals, and are willing to stay with the organization."(Abdullahi et al., 2021; Srimulatsih, 2022).The progress and success of an organization really depends on the performance of individuals in the organization, where these employees are able to work hard, are proactive, loyal and have high discipline and are responsible for their duties and work which in the end can achieve optimal performance so that it has a positive impact on organizational performance.

2. LITERATURE REVIEW

2.3. Performance

A person's performance can be measured through the work results achieved by employees and the efficiency of work implementation. Aspects resulting from this work include the tasks carried out, the average results that can be carried out, seriousness in carrying out the tasks, and the quality of work that can be carried out, while aspects of the efficiency of work implementation are guided by work methods, organizational work plans, utilization of working time and use of available tools(Iskamto, 2022; Iskamto et al., 2021). According to Agusra et al., (2021) Performance is the work result that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. According to Gibson, Ivancevich, Donnelly and Konopaske (2012: 374) state that performance is the result of work related to organizational goals such as quality, efficiency and other criteria of effectiveness. According to Mangkunegara (2012:9) employee performance is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Rivai (2009:309) performance is real behavior displayed by each person as a work achievement produced by a person in accordance with their role in the company.

2.4 Organizational Commitment

The success of organizational management is determined by the success in managing human resources. How committed employees are to the organization where they work really determines whether the organization achieves its goals. In the world of work, employee commitment to the organization is very important, because if the workforce is committed to the organization, they will probably be more productive, to the point that some organizations dare to include an element of commitment as one of the requirements for holding the position/position offered in job vacancy advertisements. . According to Luthans (2006:249) Organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which organizational members express their attention to the organization and its success and sustainable progress.

According to Ivancevich, Konopaske and Matteson in Wibowo (2014: 427) states that commitment is a feeling of identification, involvement and loyalty expressed by workers towards the company. Thus, commitment involves three characteristics: a) feelings of identification with organizational goals, b) feelings of involvement in organizational tasks, and c) feelings of loyalty to the organization.

According to Mathis and Jackson in Sopiah (2008: 155) organizational commitment is the degree to which employees believe and accept the organization's goals and will stay or not leave the organization.

Commitment according to Kreitner and Kinicki in Wibowo (2014: 428) is an agreement to do something for oneself, another individual, group or organization. Meanwhile, organizational commitment reflects the level of circumstances in which individuals identify themselves with the organization and are bound to its goals.

In the Decree of the Minister for Administrative Reform of the Republic of Indonesia No.25/KEP/M.PAN/2002, commitment is defined as steadfastness, firm determination and a promise to do or realize something that is believed in.

In the world of work, commitment plays an important role in determining the success of an organization. The success of an organization is determined by the extent to which its employees remain loyal and participate in developing and advancing the organization through attitudes, behavior and carrying out their responsibilities in accordance with the rules of the organization. High commitment can build good performance. Therefore, commitment is often used as a basic element of organizational assessment to determine positions/titles for its employees.

2.5 Effect of Commitment Organization on Employee Performance

Employee commitment will not grow by itself, there is a very significant relationship between organizational commitment, both high and low, which will have an impact on: a). Employees, for example regarding the development of employee performance and careers in the organization; b). Organizations, leaders who are highly committed to the organization will lead to high organizational performance, reduced absenteeism levels, employee loyalty and so on.

Organizational commitment greatly influences organizational performance. High organizational commitment will be proud to be a member of the organization and will work with high performance for the organization. According to Stephen P. Robbins and Timothy A. Judge (2013: 543) in their book reveal that: "there is a strong relationship between organizational commitment and employee performance". Highly committed employees will have high performance and loyalty to the company. On the other hand, employees tend to have low commitment, low performance and less loyalty to the company.

3. RESEARCH METHODOLOGY

The sampling technique is carried out using saturated samples. Saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small, less than 100 people, or research that wants to make generalizations with very small errors. Another term for a saturated sample is a census where all members of the population are sampled (Sugiyono, 2014: 68). Thus, based on the theory above, the samples in this research were all civil servants at the Pekanbaru City Manpower Service, totaling 46 respondents using a saturated sample or census. This research uses descriptive and quantitative analysis. According to Suharsimi Arikunto (2010: 282), descriptive is comparing the actual reality with theories related to the problem in order to draw conclusions and tabulate them in the form of frequency distribution tables. According to Sugiyono (2009: 8), quantitative is research based on data that can be calculated to produce solid estimates.

4. RESEARCH RESULTS AND DISCUSSION

4.1 Description of Respondents

Based on the results of research conducted on 46 respondents who were used as samples, namely all employees of the Pekanbaru City Manpower Service. There are 4 characteristics of respondents included in this research, namely respondent identity based on gender, age, years of service and level of education. All identities questioned in the questionnaire are characteristics deemed appropriate to support this research. In detail, this identity is as follows

Table 1. Number of Respondents Based on Gender.

Data	Amount	Percentage (%)
Man	26	56.52
Woman	20	43.48
Age		
<31 years old	1	2.17
31- 40 years old	16	34.78
41- 50 years old	7	15.22

>50 years	22	47.83
6-10 Years	8	17.39
> 10 years	5	10.87

From table 1 above, it can be seen that there were 10 respondents with SMA/SMK equivalent education levels (21.74%), 4 respondents with diploma level education (8.70%) and 25 respondents with Strata 1 education levels (54%). 35% and respondents with a master's level of education.

4.2 Validity Test

The validity test is a measure that shows the validity or validity of the questionnaire statement items answered by the respondent. The criteria used to determine validity is by comparing r_{count} and r_{table} where if $r_{count} > r_{table}$ then the statement item is valid, but if $r_{count} < r_{table}$ then the statement item is invalid. r_{table} value obtained from the r test table at a significant level of 95%.

The following is the r_{count} and r_{table} for the organizational commitment variable (X) of Pekanbaru City Manpower Department employees in table 5.27 below.

Table 2. Variable Validity Test

Statement Items	r_{count}	r_{table}	Information
Organizational commitment 1	0.529	0.2907	Valid
Organizational commitment 2	0.551	0.2907	Valid
Organizational commitment 3	0.656	0.2907	Valid
Organizational commitment 4	0.661	0.2907	Valid
Organizational commitment 5	0.659	0.2907	Valid
Organizational commitment 6	0.580	0.2907	Valid
Organizational commitment 7	0.465	0.2907	Valid
Organizational commitment 8	0.559	0.2907	Valid
Organizational commitment 9	0.322	0.2907	Valid
Organizational commitment 10	0.423	0.2907	Valid
Organizational commitment 11	0.617	0.2907	Valid
Organizational commitment 12	0.580	0.2907	Valid

From table 2 above it can be seen that all statement items used to measure indicators on the organizational commitment variable (X) have r_{table} for a sample of 46 respondents in df N-2 with a significance level of 95% (0.05) or $r_{(0.05, 46-2)}$ namely 0.2907 which means the $r_{value_{count}} > r_{table}$, this shows that all the items of the indicator statement for the organizational commitment variable (X) are valid.

Next r_{count} and r_{table} for the employee performance variable (Y) for employees of the Pekanbaru City Manpower Service in table 5.28 below.

From table 3 it can be seen that all statement items used to measure indicators on the employee performance variable (Y) have r_{table} for a sample of 46 respondents in df N-2 with a significance level of 95% (0.05) or $r_{(0.05, 46-2)}$ namely 0.2907 which means the $r_{value_{count}} > r_{table}$, this shows that all the employee performance variable (Y) indicator statement items are valid.

Table 3. Variable Validity Test

Statement Items	r_{count}	r_{table}	Information
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Employee Performance 1	0.501	0.2907	Valid
Employee Performance 2	0.657	0.2907	Valid
Employee Performance 3	0.497	0.2907	Valid
Employee Performance 4	0.476	0.2907	Valid
Employee Performance 5	0.683	0.2907	Valid
Employee Performance 6	0.544	0.2907	Valid
Employee Performance 7	0.583	0.2907	Valid
Employee Performance 8	0.652	0.2907	Valid

Reliability Test

Reliability is a measure that shows whether the questionnaire statement items answered by respondents can be trusted or reliable. To determine whether a statement item is reliable or not, it can be seen from the comparison of the Cronbach Alpha value with the specified value of 0.6, where if Cronbach Alpha > 0.60 means the statement item is reliable or reliable.

In this research, the results of reliability testing for each statement item are seen in table 5.29 below:

Table 4. Variable Reliability Test Results

Variable	Cronbach's Alpha	Reliable Value	Information
Organizational commitment (X)	0.789	0.60	Reliable
Employee Performance (Y)	0.711	0.60	Reliable

From table 4 above, both variables have quite large alpha coefficients, namely above 0.6, namely for the organizational commitment variable (X) = 0.789 and the employee performance variable (Y) = 0.711 so it can be said that all the measurement concepts for each variable from the questionnaire are reliable. which means that the questionnaire used in this research is a reliable questionnaire.

Hypothesis testing

t test

The t test is a test to determine the effect of variable X or independent on variable Y or dependent where to find out by comparing the t value_{table} with the t value_{count}. Where if t_{count} > t value_{table} then variable X influences variable Y and vice versa if t_{count} < t value_{table} then variable X has no effect on variable Y.

Next for the t value_{table} in this study, it was obtained from the t table where at a significance level of 95% and the number of respondents was 46, the t value was obtained_{table} of $t_{(95\%, n-2)} = t_{(0.05, 46-2)} = 2.01537$. Meanwhile, the t value_{count} can be seen in table 5.31 below.

Table 5. t value

		Coefficients ^a		
Model		Standardized Coefficients Beta	t	Sig.
1	(Constant)		2,292	,027
	Organizational Commitment	,675	6,074	,000

a. Dependent Variable: Employee Performance

From table 5, it can be seen that testing the hypothesis using the t test shows that there is t_{count} of 6.074 means $t_{count}=6,074 > t_{table}= 2.01537$, which means that organizational commitment has a significant effect on the performance of Pekanbaru City Manpower Department employees. This means that the research results are the same as the research hypothesis. Because $t_{count} > t_{table}$ then H_0 is rejected. This means that there is an influence of organizational commitment on employee performance. With the meaning of the word Hypothesis (H_a) accepted. A positive t value indicates that the organizational commitment variable has a direct relationship with the performance of Pekanbaru City Manpower Department employees

Coefficient of Determination (R^2)

The coefficient of determination is a statistical value that can be used to determine the influence of variable X on variable Y which can be seen in the R-Square value which is 100%. In this research, the R-Square value can be seen in table 5.32 below.

Table 6. R-Square Value

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,675 ^a	,456	,444	2.61328

a. Predictors: (Constant), Organizational Commitment

b. Dependent Variable: Employee Performance

From story 6. The determinant coefficient (R-Square) value is 0.456. This means that the influence of the organizational commitment variable on the employee performance variable is $0.456 \times 100\% = 45.6\%$ while the remainder is $(100\% - 45.6\%) = 54.4\%$ influenced by other variables outside this organizational commitment variable.

DISCUSSION

In a dynamic and competitive business world, human resource management is crucial to achieving competitive advantage and organizational sustainability. One factor that is thought to have a significant impact on employee performance is the level of organizational commitment (Adam et al., 2020; Adu & Nawangsari, 2022; Morgan & Hunt, 1994). Organizational commitment reflects the level of employee attachment, loyalty and identification with the values, goals and culture of the organization where they work. Several studies have revealed that organizational commitment can make a positive contribution to employee performance. Meyer and Allen (1991) identified three dimensions of organizational commitment, namely affective, continuous, and normative, which create an emotional bond, ongoing involvement, and moral obligation to the organization. These findings provide a basis for understanding how the level of organizational commitment can shape and influence employee performance (Iskamto et al., 2021; Yulihardi et al., 2022). It is important to explore the relationship between organizational commitment and employee performance so that organizations can optimize their human potential. Therefore, this research will explore the extent to which organizational commitment influences various aspects of employee performance, including job satisfaction, motivation, productivity, and employee retention. Through an in-depth

understanding of the correlation between organizational commitment and employee performance, it is hoped that this research can provide valuable insights for human resource management practitioners and organizational leaders.(Akmal & Azliyanti, 2023). The implications of this research finding can be used as a basis for formulating policies, strategies and management practices that are more effective in creating a productive and motivating work environment.

CONCLUSION

From the description that the author put forward in the previous chapters, the author draws several conclusions, including: The coefficient of determination (R Square) is 0.456 or 45.6%. So it can be concluded that the organizational commitment variable contributes to changes in the employee performance variable by 45.6%. while the remaining 54.4% (100% - 45.6%) was influenced by other factors not examined in this study. The calculated t value is 6.074. Meanwhile, the critical value according to the table with a significance level of 5% using the t table formula ($\alpha / 2$; $n - k$) $k = 2$ and $n = 46 - 2 = 44$ is 2.01537, because $t \text{ count} > t \text{ table}$ then H_0 is rejected. This means that there is an influence of organizational commitment on employee performance. With the meaning of the word Hypothesis (H_a) accepted. A positive t value indicates that the organizational commitment variable has a direct relationship with the performance of Pekanbaru City Manpower Department employees.

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