

EMPLOYEES' ORGANIZATIONAL COMMITMENT OF PROVINCIAL EDUCATION BOARD OF PROLIFERATION OF REGENCIES/CITIES IN RIAU PROVINCE

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Abstract

The purpose of this research is to knowing positif direct influence organizational culture, motivation toward organizational commitment and organizational culture toward motivation. The research approach kuantitatif method using survey and then analyzed by using with path analisis, to collage some data with quesioneer. From this research we can know positif direct influence: (1).organizational culture toward organizational commitment, $\rho_{31} = 0,232$, $r_{31} = 0,612$. (2) motivation toward commitment organizational, $\rho_{32} = 0,330$, $r_{32} = 0,478$. (3) organizational culture toward motivation, $\rho_{21} = 0,616$, $r_{21} = 0,827$. Implication result of this research is means to increase Organizational Commitment of District Education Employees Organizational / City Expansion in Riau Province can rise with strengthen organizational culture and motivation.

Key-words: Organizational Culture, Motivation, Organizational Commitment

INTRODUCTION

Based on observation and initial information gained by the researcher, there is an indication of employees' organizational commitment of Provincial Education Board of proliferation of regencies/cities in Riau Province is still not as expected, as indicated from the employees acceptance toward values and organizational goal is not so well-built. The personal objective of employees should meet organization goal, not in vice versa where the organizational goal is adjusted to employees' personal wishes, and so the employees have not yet performed the best in achieving the organization goal. The utilizing of working hours and energy for realizing the organization goal have still not been carried out maximal; chatting among employees during working hours is an example of working postponement.

Employees' consistency in working is still not firm enough, although they come to the office regularly or as a routine, many of them are not starting to execute jobs at the first time but rather to wait working instruction from their superiors without a thought of how to build innovation in order to help forward the organization. At odd moment, giving public services are effortless or complex. The tendency of going to work focuses more on taking attendance although in fact, the attendance itself is a tool to control employees' presence at the office, and it becomes their main purpose to get work, for instance, leaving office out only for having breakfast. As a matter of fact, standards, procedures, working system and employment relationship have been properly managed. Nevertheless, these are not executed consistently.

Good quality of relationship with the organization has not been bonded up strongly and permanently, as showed from the employees' main duties and functions which are still not comprehensible. It is hard to find employee who is able to identify his/her personal goal meets with the organizational goal. Loyalty toward organization and pleasure in working are still not so proud because some of the employees do not abide to the office hours as they should be; asking permission frequently and out of the office before working hours ended. During the working hours, there are still be found employees who out of the office for uncertain affairs and use break time longer than its permitted hours. Sometimes, during the working hours, there are few of employees who gathering and chatting which cause the public services postponed and the outcome is beyond expectation. The concern toward organizational goal is being overcome by personal goal.

The indication of employees' organizational commitment that becomes low is caused by many variables. The research is limited on the relationship between organizational culture and motivation.

Robin and Judge (2009:113) define organizational commitment as *"the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization"*. In brief, Robin and Judge have a notion that organization commitment is a state where an employee takes side on an organization and its goal as well as no intention for leaving out the organization.

The opinion of Robbins is in line with Mc Shane-Von Glinow (2008:119) that *'organizational commitment refers to the employee's emotional attachment, identification with and involvement in a particular organization'*. This premise is reinforced by Robert Kreitner and Angelo Kinicki (2007:188) states that *"organizational commitment is extent to which an individual identifies with an organization and its goals"*. Organizational commitment is an acceptance or support of someone toward the organizational goal and objective. Newstrom's opinion (2007:207) emphasizes that *"commitment organizational is degree to which an employee identifies with the organizational and wants to continue actively participating in it"*.

Based on the above opinions, organizational commitment is a support or organization members take part on organization values and objective.

A strong organizational commitment of employees should be maintained or preserved in every organization. An individual of organization members who has strong or high organizational commitment will seek for maximal work, as stated by Newstrom and Davis (2007:289), *"organizational commitment, organization employee loyalty, is degree to which and employee identifies with the organization and want to continue actively participating individu it"*. Colquit, et.al (2009:68-69) says that there are 3(three) types of organizational commitment; *Affective commitment, defined as a desire to remain a member of an organization due to an emotional attach-ment to, and involve-ment with, that organization. Continuance commitment, defined as a desire to remain a member of an organization because of awareness of the cost associated with leaving it. Normative commitment, defined as a desire to remain a member of an organization due to a feeling of obligation"*.

A sustainable commitment refers to arisen potential cost if an individual leaves the organization. Nevertheless, McShane and Von Glinow (2008:371) opinion is

something should be noticed that “... on going conflict also increases stress and turnover whilee redu-cing organiational commitment and job satisfaction”. If conflict occurs in an organization, it will increase pressure and members of organization who go in and out from one organization to another could decrease organization commitment as well as job satisfaction of organization members.

A normative commitment refers to an obligated desire to take side as the member of organization, particularly, due to norms consideration and values which demand the commitment itself.

Ideally, each member of organization should have organizational commitment which is braided whole and complimented from the three components of commitment. From the description above, it can be said conceptually that, organizational commitment is the bonding of an individual toward the organization relates to responsibility or pledge, which cover indicator of acceptance to the organization goal, consistency in achieving the organization goal, and maintaining good relationship with the organization.

Organization culture is not static, but rather to change and develop in accordance to the changing of human civilization and not limited to certain culture values on its development. As stated by George (2005:543), *“An organization can purposefully develop some kinds of cultural values to control the way its members behave. One important class of values that falls into this category stems from organizational ethics, the moral values, beliefs, and rules that establish appropriate way for an organization and its members to deal with each other and people outside the organization. Ethical values rest on principles stressing the importance of treating everyone fairly and equally.”*

Therefore, essentially; values, organization ethics, moral values, beliefs and rules happen in an organization be the base of controlling employees’ behaviors in interacting among organization members and people outside the organization.

In detail, according to Robbins (1998:585-586), organization culture in nature covers *“innovation and risk taking. The degree to which employees are uncouraget to be innovative and take risks, aattention to detail, the degree to which employee sare expected to exhibit precision, analysis, and attention to detail, ooutcome orientation. The degree to which management focuses on results or out comes rather than on the techniques and processes used to achieve those outcomes, people orentation. The degree to which management decisions take into consideration the effect of outcomes on people within the organization. team orientation the degree to wich work activities are organized around teams rather than individuals, aggressiveness. the degree to which people are aggressive and competitive rather than easy going sstability the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.*

Robbins explains that the essence of organizational culture is the basis of employees in order to do innovation within organization and to take risk upon decision. Organizational culture should create people to be more active and competitive instead of relaxed, aphetic and pessimistic in working.

According to George (2005:535), organizational culture is *“organizational culture is the set of shared values, beliefs, and norms that influence the way employees*

think, feel, and behave toward each other and toward people outside the organization". Furthermore, Kolb (1995:128) says, "Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid, and therefore to be taught to new members as the correct way to perceive, think and feel in relation to those problems "

According to Brown A, as quoted by Sagala (2008:112) says, *"culture...is a pattern of beliefs and expectations shared by the organization's member. These beliefs and expectations produce norms that power-fully shape the behavior of individuals and groups in the organization"*. Brown explains organizational culture as unique configuration from norms, values, beliefs, how to behave and so forth which become character or someone's behavior, individually or in group, so that various organization matters can be settled down well. Organizational culture as Siagian (2002:27) says, *"kesepakatan bersama tentang nilai yang dianut bersama dalam kehidupan organisasi dan mengikat semua orang-orang dalam organisasi yang bersangkutan"*. Organizational culture, based on Siagian's opinion is an agreed-value which bind up people in an organization, seized the members differences of the organization as a whole union through peremptory values.

Organizational culture should be dynamic, should change and expand. It means leaving irrelevant culture or adopting new relevant culture and brings benefits to the organization.

In term of the changing of organizational culture, Slocum (2009:467) says that organizational culture can be changed by changing *"what managers and teams pay attention to, how crises are handled, criteria for recruiting new members criteria for allocating rewards, criteria for promotion within the organization, organizations rites, ceremonies, and stories"*.

Slocum's opinion is related to the effort of changing organizational culture. Organizational culture is able to become a booster for the advancement of an organization. Furthermore, F. Landa Jocano (in Ahmad Sobirin, 2007:152) states that in general, organizational culture has idealistic and behavioral elements. Idealistic element is the ideology of an organization which is not easy to be changed, reclusive and generally, unwritten. Individual values, vision and mission of the organization founders become the basis and determine the organization way and policy. Behavioral element is observable in daily basis of the organization, such as behavior and customs happened in the organization.

From the above quotations, the development of a good organizational culture is mostly related to and started from the organization members themselves, by building up cooperation, communication and helping each other among organization members. The necessity of organization culture is needed here, as stated by Osborne and Peter Senge (1998:273-275), say organizational culture becomes "governing idea", that is to unite people feeling for guiding their behavior and decision. Governing idea brings important impact to the organization; to help uniting their energy toward shared goals, to give spirit of the organization because it contains the employees' dream, a need to meaningful achievement, and to help the organization by replacing bureaucracy control with employee self-control.

Based on the above description, organizational culture is a value system and belief which is adhered and preserved within organization, by value system indicator in interaction, value system in problem solving, value system in creating innovation and value system in viewing jobs.

Slocum (2009:127) defines motivation as *"represents an employee's desire and commitment to perform and is evidenced by his performance"*. Similar statement comes from McClelland et. al (1975:75) *"A motive is the learned result of pairing cues with affect or the conditions which produced affect. We might attempt first to distinguish one motive from another in terms of the type of cues which give rise to the affect"*.

McClelland explains that motivation is the learning result of incentive or affected-signal or condition resulted from incentive which influences someone's action. This statement emphasizes more on the external drive or external incentive inside someone in doing something. Slocum sees motivation as working performance which is driven within someone.

Robbins (2000:209) shares similar opinion about motivation, *"motivation as the proces that account for an individual's intensity, direction, and persistence of effort toward attaining a goal"*. While Newstrom (2007:101) views, *"motivation as the set of internal and external force that cause an employe to chose a course of action and anage in certai behaviors"*. Motivation is readiness to choose the right method for doing something, driven by internal as well as external factors.

It is hard to identify precisely how someone's motivation is because it is a complex phenomenon. As stated by Vecchio (2006:72), *"motives cannot be directly observed; they can only be inferred from the behavior of others. This difficulty can easily lead to errors in interpretation. In addition, motives are dynamic, or constantly changing. The changes result from the rise and fall of a motive's importance as it is variously satisfied or unsatisfied"*.

Motivation has strategic and important meaning in an organization life. Colquitt (2009:203) says, *"Motivation has strong positive effect on job performance, people who experience higher levels of motivational tend to have higher levels of task performace"*. Motivation has strong positive effect toward someone's job performance; the strength of motivation will drive someone to work enthusiastically, persisted with his/her job.

Based on Maslaw's needs hierarchical theory, Herzberg develops two-factor theory which states job satisfaction is always related to the job content and job dissatisfaction is always caused by the relationship of the job itself with surrounding aspects connected to the job context. Elements that are capable to increase job enthusiasm are called as motivator factor, and things which create dissatisfaction are called hygiene factor.

Hygiene factor is the basic needs; such as feeling secure and social needs. Working factors that fulfill the hygiene needs like comfortable working atmosphere, good counseling, and harmonious relationship among personalities in working group, adequate compensation and fairness, workplace security and pleasure and so forth. Motivation occurs due to challenge, needs and good opportunity to achieve success in job.

Motivating employees to work cannot be separated from McGregor X and Y theory. The X theory says that mostly, people tend to be ordered and do not feel

interested on responsibility, wish for security above all. Following this principle, it is believed that those people ought to be motivated by money, salary, honorary fee and treated by sanction in accordance to law. To build this X theory, supervising and controlling are needed. The Y theory says that in nature, people are not lazy and trustable unlike x theory says. Y theory assumes that people are not necessary to be monitored and controlled while working,

Based upon the above explanation, motivation in this research means, a drive which comes from someone's internal or external factors in order to achieve the organizational goal, with indicators of persistency and perseverance or passion of someone in achieving goal, by not avoiding challenges and emphasize quality and desire to get acknowledgement in achieving the organizational goal.

The writer has an interest in analyzing it scientifically, systematically and the outcome is expected to bring benefit as suggestion for competent parties in order to build ideal policy.

The objective of the study is to acknowledge direct influence of organizational culture toward organizational commitment, motivation toward organizational commitment and organizational culture toward motivation.

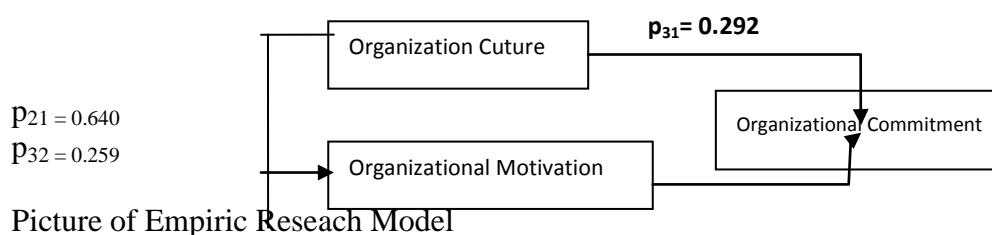
Method of the Study

The method of the research is quantitative approach by using path analysis technique. The research target population is all Provincial Education Board civil servants of proliferation of regencies/cities in Riau Province, that is Kuantan Singingi Regency, Pelalawan, Rokan Hulu, Rokan Hilir, Siak, Meranti and city of Dumai.

Considering how vast the population range is, the writer uses random sampling. First stage in random sampling is to determine randomly of two Provincial Education Boards also a City with 155 civil servants. Furthermore, of 155 civil servants, sample is taken by using Solovin formula with 5% error of 75 civil servants. Research sample is taken from 30 civil servants for testing of the research after sample is determined. The data is collected by using questioners.

The Result of the Study

After conducting hypotheses experiment, the results of the study are: (1) there is a positive direct impact of the organizational culture toward employees' organizational commitment, with $p_{31} = 0,292$, $t_{\text{count}} = 2,544$ and real degree $\alpha = 0,05$ is 1993. (2) There is a positive direct impact of motivation toward employees' organizational commitment with $p_{32} = 0,295$, $t_{\text{count}} = 2,544$ and real degree $\alpha = 0,05$ is 1993. (3) There is a positive direct impact of organizational culture toward employees' motivation $p_{32} = 0,640$, $t_{\text{count}} = 7,110$ and real degree $\alpha = 0,05$ is 1993. From the result of the study can be drawn empiric model:



DISCUSSION

In accordance with the result of hypothesis tryout, it is known that the proposed hypothesis is proven. In general, at Provincial Education Board of proliferation of regencies/cities in Riau Province, there is an influence of organizational culture and commitment toward organizational commitment.

Based on empiric verification, it shows that organizational culture and motivation are two important variables and have direct impact on organizational commitment. This is in line with Kusdi's statement (2011:108) that "...*organisasi yang memiliki kultur yang kuat dipercaya memiliki keuntungan lebih berupa adanya pekerja-pekerja yang termotivasi tinggi dan berkomitmen kepada tujuan-tujuan organisasi*". It is believed that a strong organizational culture brings more advantages such as highly-motivated employees and commitment toward the organizational goals.

High motivation will create employees' enthusiasm in achieving the organizational goal, not avoiding challenges, emphasize quality as well as desire to obtain acknowledgement in reaching out the organizational goal. Colquit (2009:202) says, "...*the relationship between motivation and organizational commitment seems straight forward*".

Organizational culture is one of variables which influence motivation. This statement is analogously with Nelson, Debra L James Campbell Quick. (2004: 71), that "...*Organizational culture is the "social glue" that bonds people together and makes them feel part of the organizational experience. Employees are motivated to internalize the organization's dominant culture because this helps fulfill their need for social identity*". Grounded on Nurjanah (2008), Kartiningsih (2007), Nustrom (1993) researches that showed organizational culture is able to amplify the organizational commitment.

CONCLUSION

Based on the result of the study and discussion, there is a positive direct influence of organizational culture and motivation toward organizational commitment, the influence of organizational culture toward civil servants motivation of Provincial Education Board of proliferation of regencies/cities in Riau Province. It means organizational culture and strong motivation affects to highly-organizational commitment of employee

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