

The role of affective commitment, competence, and organizational culture on employee performance windows

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ABSTRACT: Professional public service is a responsibility shared between the government and the community. The purpose of this study is to determine the effect of competence and organizational culture on affective commitment and its impact on employee performance. Interviews and questionnaires were shared and conducted with the employees of the Regional Revenue Service Branch of the Province of Bandung 1 Pajajaran. As many as 50 civil servants were included as objectives of the study, i.e., path analysis. The results of path analysis showed that there is an influence of competence and organizational culture on affective commitment. This is because the competencies possessed by a person can easily be adapted to the organizational culture of a company and can make employees feel comfortable at home, tend to increase their affective commitment, as well as affective commitment tends to be directed to employee loyalty and leading to increase in their performance.

1 INTRODUCTION

The implementation of public services is one of the important functions of government in addition to distribution, regulation, and protection. The main duty of the government as a public organization is to provide services to the community, so government officials have an obligation and responsibility toward providing public services properly. The implementation of professional public services is a shared responsibility between the government and the community, because receiving satisfactory service is the right of the community that must be fulfilled by the government.

It is a common secret that bureaucracy in Indonesia is often seen as not optimal due to internal and external obstacles. (Martini 2011) There are at least six factors that indicate toward not so optimal roles and functions of bureaucracy in providing services to the community, namely: (1) The absence of competition in the working model of bureaucracy; (2) sources of income that do not come from the efforts of the organization itself; (3) absence of performance measures; (4) absence of incentive; (5) absence of administrative challenges to bureaucratic officials personally; (6) absence of active leadership.

For improving the quality of public services, every public organization must improve the performance of its employees. Improving employee performance will directly improve the performance of the organization, which will ultimately improve the image of the public organization in particular as well as the government in general (Mahmudi 2005). Performance is a multidimensional boarding house that includes many factors affecting it. The factors affecting these are: (1) Personal/individual factors, which include knowledge, skills, abilities, confidence, motivation, and commitment possessed by each individual; (2) leadership factors, including quality in providing encouragement, spirit, direction, and support provided by managers and team leaders; (3) team, including the quality of support and spirit provided by teammates, trust in fellow team members,

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the competence and closeness of team members; (4) system factors, including work systems, work facilities, or infrastructure provided by organizations, organizational processes, and organizational culture; (5) contextual (situational) factors, including external and internal environmental pressures and changes.

Table 1. Target of service performance indicators and percentage of service performance realization at CPPD Office of Bandung City Area I Pajajaran.

No	Indicators	Respondents	Target	Means	Realization (%)
1	Service Procedures	150	3500	3.253	82.94%
2	Terms of Service	150	3500	3.307	84.49%
3	Clarity	150	3500	3.307	84.49%
4	Discipline	150	3500	3.393	86.94%
5	Responsibility	150	3500	3.320	84.86%
6	Ability	150	3500	3.393	86.94%
7	Service Speed	150	3500	3.413	97.51%
8	Justice	150	3500	3.280	83.71%
9	Courtesy and Hospitality	150	3500	3.327	85.71%
10	Fairness of Service Charges	150	3500	3.273	83.51%
11	Service Fee Certainty	150	3500	3.587	102.48%
12.	Service Schedule Certainty	150	3500	3.500	100%
13	Environmental Comfort	150	3500	3.753	107.23%
14	Service Security	150	3500	3.500	100%

Human resource development is sought to create working conditions that meet the “4 rights”, namely: Right Person, Right Place, Right Place, and On Time (The Right Man on the Right Job, Right Place, and Right Time). Such conditions are only possible when every human being in the organization achieves high quality and competitiveness. In other words, human resources can develop their work productivity to the maximum.

The Regional Revenue Service Branch (CPPD) of Bandung City Region I Pajajaran is part of the Regional Revenue Agency (BAPENDA) of West Java Province, which has the main task of carrying out some of the functions of the agency in the field of regional income as well as other functions carried out, including: (1) Organizing the preparation of the work program of the Regional Revenue Office of Bandung City I Pajajaran; (2) conducting the assessment of technical instructions for regional income; (3) conducting public services in the field of regional income.

A person’s performance can be seen from the competency he possesses; therefore, every employee is expected to have competencies related to tasks and responsibilities to produce maximum performance (Sutrisno 2010). Competence is knowledge, skills, and abilities mastered by a person who has become a part of him, to best perform cognitive, affective, and psychomotor behaviors. If competence is defined same as ability, then it can be interpreted as understanding the purpose of work, knowledge in carrying out tips in carrying out the right, and good work, and understanding how important discipline in the organization is for all the rules to run properly.

Employee performance has not reached the target, possibly due to the culture of the organization. Because of the culture in CPPD Bandung City Area I Pajajaran not only from the Provincial Government apparatus but some partners are side by side, namely from the Police (POLRI), Jasa Raharja (Insurance), and Bank (BJB), so that the culture that previously came from the previous institution or organization is carried at the CPPD office of Bandung City Area I Pajajaran to enhance employee unity with respect to the culture in one organization, that is, in one neighborhood CPPD office Bandung City Area I Pajajaran.

The achievement of the organization's objectives to have a positive impact on the taxpayer community, in addition to qualified competencies, a strong and good organizational culture must also be supported by employees/apparatuses who have commitments bound by the organization (Angelo 2014). To commit is an agreement to do something for yourself, others, groups, or organizations. Commitment here means that the commitment toward the target and entity. For example, someone can commit to a job, company, career, or various associations professionally.

Affective commitment means the emotionality of employees, employee identification, and employee involvement in the company (Meyer 1993). Employees who have a strong affective commitment continue to work for the company because they want to. Affective commitment has a close emotional attachment to the organization. This means that the individual has the motivation and desire to contribute meaningfully to the organization. The usual affective commitment is closely related to how often members are absent/present in the organization. Concerning the CPPD Pajajaran service office, if one of the service members is not present it will hinder the activities that take place if no one replaces him.

The problem that exists in CPPD Bandung City Area 1 Pajajaran is an organizational problem that cannot be solved by the employee/employees who have proven that there are still problems such as lack of understanding and repeating same mistakes. So, this is a reference that the organization in CPPD Bandung City Area 1 Pajajaran still has problems. The lack of service still persists because the employees in CPPD Bandung City Area I Pajajaran are not maximal in achieving performance with good results; therefore, this study explores the competency factor in less-qualified individual, the culture of the organization that cannot be understood by every partner, or lack of affective commitment in every individual. Moreover, the author is interested to do more research on competence, Organizational Culture, Affective Commitment, and Employee Performance in the CPPD Office of Bandung City Region I Pajajaran.

2 METHOD

A quantitative approach was adopted for this research. Descriptive analysis using the analysis of the lines was used to examine the employees of the Regional Revenue Service Branch (CPPD) of Bandung 1 Pajajaran, with as many as 50 civil service servants and administrative civil servants, as many as 40 employees as the main milestone of service that always serve the taxpayer community, and 10 employees as administrative personnel reported from the results of the service. To uncover the problems of research conducted, interview studies with parties directly related to the problem were studied. Whereas the discussion of the results of the study make use of the data from the questionnaire.

2.1 *Variables*

Competence is an ability to carry out or perform a job or task based on skills and knowledge, supported by the attitude of work demanded by the work. Questionnaires of competency dimensions include: (1) Knowledge; (2) skills; (3) individual concepts and values; (4) personal characteristics; (5) motive (Wibowo 2001).

Organizational culture is a unique system owned by an organization that sets it apart from other organizations. The questionnaire dimensions of organizational culture include: (1) Involvement; (2) consistency; (3) adaptability; (4) mission (Robbins 2008).

Affective commitment is a commitment that is closely related to the emotions, identification, and involvement of employees in a company. The questionnaire dimensions of affective commitment include: (1) Attachment; (2) emotions; (3) identification; (4) participation (Dunham 1994).

Employee performance is the result of production at specific work functions or activities over a certain period. The questionnaire dimensions of employee performance include: (1) SKP and (2) work behavior (Andi 2003).

2.2 Data analysis

The analysis of the data in this study is taken from the results of questionnaires distributed with reference to the theory that has been put forward. Testing of the instrument has been conducted on these research questionnaires, which concludes with all variables declared valid and reliable. The data from the poll will be analyzed using path analysis. The results of the path analysis are illustrated in Figure 1.

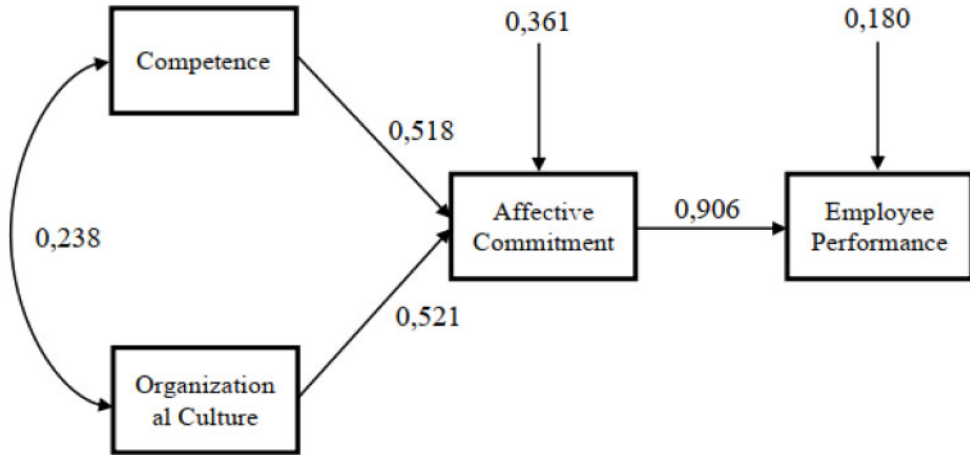


Figure 1. Research design.

3 RESULTS AND DISCUSSION

Based on Figure 1, it can be said that each variable that is the competence and culture of the organization affects affective commitment both partially and simultaneously and affective competency affects the performance of employees in the CPPD Office of Bandung City Province I Pajajaran. The coefficient of correlation between free variables is 0.238. The competency coefficient standard of affective commitment is 0.518. The organization's cultural coefficient standard of affective commitment is 0.521. The effect of another variable (e1) is 0.361. Value R affective commitment to employee performance is 0.906. The effect of another variable (e2) is 0.180.

Based on the calculation of regression, it can be seen that the value of the significance of the influence of competence and culture of the organization on affective commitment is 0.001. The effect of competence and organizational culture on affective commitment, from the above analysis, obtained a significance value of $0.001 < 0.05$. Hence, it can be concluded that there is significant influence of competence and organizational culture on affective commitment. Therefore, the alternative hypothesis is accepted.

The effect of affective commitment on employee performance, from the above analysis obtained the value of affective commitment significance of $0.000 < 0.05$. Hence, it can be concluded that there is no significant effect of affective commitment on employee performance. Therefore, hypothesis zero is accepted.

Based on the regression calculation, it is known that the influence of competence and culture of the organization on affective commitment is 0.638, or in the percentage of 63.8%. The percentage of competence and culture of the organization is large enough to influence the affective commitment of this because both will create a balance that can create a person's affective commitment, and the competence that one has will more easily adapt to the organizational culture of a company

and can make its employees feel comfortable or at home likely to increase their affective commitment (Nickels 2009). The relationship between competence and organizational is that “Workers (employees) who have competencies will be more adaptable to the culture of the organization will then be able to influence its effect commitments.”

Based on the regression calculation, it is known that the effect of affective commitment on employee performance is 0.820, or 82%. The percentage of affective commitments has a significant influence on employee performance; affective commitment tends to be directed toward employee loyalty and enhances his/her performance. Employees who have an affective commitment to the organization of course the employee have a sense of responsibility and awareness of the performance that he or she is doing but the thing is if the employee does not have an affective commitment and awareness then the result of achieving performance not necessarily will be good and fit for purpose.

The behavior of employees following the good work culture in the organization will have an impact on the increasing performance of employees and make employees feel at home in the organization and can optimize their performance with the results expected by the organization. Thus, the work culture becomes one of the important criteria in determining the growth and success of an organization. A strategic (central) plan that has been successfully drawn up by a special team and directed by the leadership will not be smooth in its implementation if it is not supported by a commitment to basic values and beliefs. As for building a high commitment, it is necessary to support a positive culture or work culture.

4 CONCLUSION

The effect of competence and organizational culture on affective commitment is a significant influence on competence and organizational culture on affective commitment. The effect of affective commitment on employee performance is significant. Affective commitment gives an intervening effect on the influence of competence and culture of the organization on employee performance. Therefore, a highly affective commitment affects performance and work culture in return for being able to change and maintain a good culture and to maintain a relationship of affective commitment and performance whose results are partially and simultaneously influential.

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