



# THE INFLUENCE OF ORGANIZATIONAL COMMITMENT ON PERFORMANCE OF EMPLOYEES AT PT PERUSAHAAN GAS NEGARA (PERSERO) REGION OF NORTH SUMATRA

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## ABSTRACT

The purpose of this research is to find out whether there is influence between partially commitment on performance of employees at PT Perusahaan Gas Negara (Persero) region of North Sumatra. The approach was conducted in this research is the associative approach. The population in this study are all permanent employees at PT Perusahaan Gas Negara (Persero) region of North Sumatra. While the sample meets the criteria in the withdrawal of samples for research is 48 people from all divisions.

Independent variables used in this study consisted of affective commitment, commitment kontiniu and normative commitments, while the dependent variable is the performance of employees. Data analysis technique used is multiple regression, classic assumption test, t-test, f-test, the coefficient of determination and in sports by using SPSS (Statistic package for the Social Sciens).

The results obtained show that there is no affective commitment of significant influence on performance of employees. It can be seen from t-test  $t_{table} < 0.640 < 2.011$ , and t-test are in receipt of the  $H_0$  so  $H_0$  accepted ( $H_a$  declined). commitment Kontiniu indicates there is a significant influence on performance of employees can be seen from t-test  $> t_{table}$  i.e.  $4.772 > 2.011$ , and t-test are in denial  $H_0$  ( $H_a$  accepted). Normative commitment there is no significant influence on performance of employees. It can be seen from t-test  $< t_{table}$  i.e.  $0.741 < 2.011$ , and  $< t_{test}$  is in receipt of the  $H_0$  so  $H_0$  accepted ( $H_a$  was rejected)

**Keywords: organizational commitment, Employee Performance**

## INTRODUCTION

Human resource procurement is a process for obtaining the employee in the amount, quality, and the placement as needed to achieve company goals. Qualified human resources



will join in advancing the Organization as a container to improve performance. According to Hanggraeni (2012, p. 105) stated performance is a result of work accomplished person in carrying out the duties charged to him based on skills, experience, commitment and time.

One factor in the increase in performance is the commitment of the Organization, as expressed by Robert (2006, p. 249) that: "the commitment is the attitude of the performance of employees on the Organization in ongoing process where members expressing his concern for the Organization and success of the Organization as well as the sustainable progress ". Low commitment will occur if the circumstances of the Organization have not been supportive of employees in undertakings that are charged to the employee in accordance with responsibilities and authority of each employee (Rosanti, 2004 p.7).

Organizational commitment in General can be interpreted as an attachment to the organization where the employee at the employee's work. The commitments required by the organization in order to be a competent human resources in an organization can be awake and well maintained. The company always wanted the goal achievement without much experience constraints, including the goal of reaching profit, winning the competition, meet customer satisfaction and others (Suma'mur, 2009 p. 52). But the achievement of the objectives of this problem is not as simple a management primed. Some of the reasons why the Organization should perform a variety of efforts to increase the degree of organizational commitment in employees. First, the higher organizational commitment of employees of the higher effort issued employee in doing his job. Second, the higher the employee's commitment to the longer he wanted to remain in the Organization and also the higher productivity. Employee commitment to the organization is high, then it can support the achievement of the objectives of the company.

According to Agus (2001 p. 16) issue employees who show up at the company has a low commitment can bring negative impact on companies such as decreased productivity, quality of work, satisfaction, not heed regulations, attendance as well as turn over employees, otherwise the existence of high organizational commitment will provide a positive influence, that cause job satisfaction, morale, accomplishment and wants a good working to remain work in the company. The presence of high organizational commitment, employees will be involved to complete all tasks and responsibilities. Build organizational commitment to become more useful, because it can make the company as a fun place to work.

## **THE CORNERSTONE OF THE THEORY**

### **1. Performance**

Performance is the real behavior shown everyone as achievements of work produced by employees in accordance to his role within the company (Syahrizal, 2011 p. 23). Performance is a very important company in an effort to reach the goal. Randall (1999, p. 67) "performance (achievements) is the result of work in the quality and quantity is achieved by an officer in carrying out his duties in accordance with the responsibilities given to him.

William (1982, p. 121) defines "performance as the results of the job function/activity of a person or group in an organization that is affected by a variety of factors to achieve the objectives of the organization within a specific time period.



Robert (2006, p. 113) explains that that also affect the performance of the employee to the work is the level of effort that was poured out, and support organizations that he received. With respect to any other management function, activities of human resource management should be developed, evaluated, and modified if necessary so that they can give a contribution on the performance of competitive organizations and individuals at the places of work (Dian, 2012 p. 10).

So, it can be concluded that the performance of the employee's work or accomplishments are the results of the work (output) good quality as well as quantity is within the period of time in the Union HUMAN RESOURCES carry out its work in accordance with the responsibilities given to him. To achieve good performance, the most dominant element is the human resources, although planning has been arranged well and neatly but if people or personnel who implement are not qualified and do not have a high-performance, then the plan has been drawn up would be futile.

### Factors That Affect The Performance Of Employees

According to John (2002, p. 67) factors that affect performance are as follows:

a. Factors Ability (ability)

Psychologically ability consists of potential ability (IQ) and the ability of reality. This means that the leadership of the employees who have above average (IQ 110-120), when the superior IQ, very superior, gifted and genius with an adequate education to his post and skills in everyday work then it will be easier it reaches a maximum.

b. Factors of motivation (Motivation)

Motivation refers to the attitude of the leadership and employees against any employee against her surroundings work situation. Those who acted against the situations it works will show the high work motivation and vice versa. Work situation include among others working relationships, work, work atmosphere, policy leaders and working conditions.

### Employee Performance Indicators

Employee performance indicators according to the opinion of the Hanggraeni (2012, p. 75), namely:

a. The quality of work

Consists of a precision, thoroughness, skill, cleanliness.

b. Quantity of work

Consists of the output and the completion of the work with extra.

c. Reliability work

Consists of following the instructions, initiatives, prudence, craft.

d. Work Attitude

Consists of attitudes towards the company, the other employees and work in cooperation.

### 2. Organizational Commitment



One of the definition organizational commitment are described by John (2002, p. 155) Organizational Commitment is the degree to which employees believe and accept the goals of the Organization and will remain or will not leave the organization.

According to Robert (2006, p. 59) "organizational commitment is characteristic of the relationship of the organization with member organizations and individuals against a decision has implications for continuing membership in the Association."

Meanwhile, according to Randall (1999, p. 155) organizational commitment is a crucial dimension of behavior that can be used to assess the propensity of employees to survive as a member of the organization.

According to the opinion of the above it was concluded that commitment is a combination of attitude and behavior related to a sense of identify with the objectives of the Organization, the organization involved with the taste and flavor of the faithful organisation. A person who chooses a high commitment will diminish his desire to quit or accept another job (Arumsari, 2011 p. 15).

### **Factors That Affect Organizational Commitment**

John (2002, p. 164) suggests there are 5 factors that influence on organizational commitment, namely: "(1) the culture of openness (2) job satisfaction (3) personal opportunity to thrive, (4) the direction of the Organization and (5) awards work to suit your needs".

### **Indicators Of Organizational Commitment**

According to Herry (2008, p. 49) the commitment of the Organization (Organizational Commitment) is a psychological bond of employee in the Organization and its work, and great (2012, p. 29) classified the multi dimension of organizational commitment into three component model , and the third dimension will be used in this research as an indicator of which are:

#### **a. Affective Commitment**

Affective commitment, is an emotional approach of individuals in involvement with the Organization, so that the individual will feel connected with the Organization, relating to emotional, identification and engagement employees in an organization. Affective commitment indicators appropriate den gan the following statement:

- a) Happy spent the rest of his career with a job
- b) Boast jobs with different people beyond his job
- c) The problem of employment is also its own problems
- d) Not easy being tied up with other work
- e) Part and parcel on the job
- f) Are tied emotionally to the work
- g) Work has a very big meaning
- h) Had a strong Feeling towards the work

#### **b. Continuance Commitment**

Continuance commitment, is a passion shared by individuals, is based on the perception of employees about the losses that would be encountered if he left the Organization, so that the individual feels the need to be connected with the organization. An indicator of the commitment of the continuance in accordance with the following statement:

- a) afraid of what might happen if quit job
- b) Weight leaving current job



- c) Many things in life will be disrupted if leaving current job
- d) Deleterious if left jobs at this time
- e) Little choice reasons leaving work
- f) Still work with work is the need at the same time desire
- g) Serious consequences of leaving work is the lack of alternative opportunities
- h) Left the job will require great sacrifice

### c. Normative commitment

Normative commitment (Normative commitment), was an employee of feelings of obligation he had to give to organizations, and such action is the right thing to do. Indicators of normative commitment in accordance with the following statement:

- a) Helps job goal achievement
- b) Easily and quickly agree with the policies about work
- c) Happy to accept the assignment given in carrying out the work

## RESEARCH METHODS

This research approach is quantitative, according to associative research Juliandi (2013, p. 123) associative quantitative is collect, classify, analyze and interpret the data that is associated with a variable researched and compared the technical knowledge (primary data) and the actual state of affairs in the company to then take the conclusion. The population in this study are all employees of PT Perusahaan Gas Negara (Persero) region of North Sumatra amounted to 92 people.

According to Sugiyono (2012, p. 116) samples is part of the number and characteristics of which are owned by the population. In this case, researchers using propotional random sampling, namely the taking of sample members randomly conducted population regardless of strata that are in that population.

Determination of the number of samples taken from the operational and maintenance Division, Logistics Division, General Administration Division & Financial resources totalling 48 & employees

Analytical techniques used in this research is the analysis of quantitative data, that is, test and analyze data with calculations of the numbers and then draw conclusions from these tests with multiple regression but in practice processing of research data is not being processed manually, but using the SPSS statistical software.

## DISCUSSION

### 1. Multiple Regression

From calculations by using a computer program using the SPSS version 16.0 in multiple linear regression equations can for three predictor (affective commitment, continuance commitment and the normative commitment) are:

$$Y = X + 0.099 \ 11.942 \ 1 + 1.393 \ 2 \ 0.345 \ X \ 3 + X + e$$

These equations are meaningless if the commitment increased 100% Affective (1) then the performance of employees will be increased by 9.8% and if improved 100% continuance commitment (1) then the performance of employees will be increased by 139.3%

and normative commitment enhanced 100% (1) packed performance of employees will be increased by 34.5% of the regression equation above, the most dominant variables that affect 139.3% continuance commitment variable.

## 2. Hypothesis Testing

### a. Partial Test (t-test)

Table: I

#### t-Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.942	5.464		2.185	.034
	Affective commitment	.099	.155	.064	.640	.526
	Continuance commitment	1.393	.292	.695	4.772	.000
	Normative commitment	.345	.465	.103	.741	.462

a. Dependent Variable: Performance of the employees

Based on the test results in the partial influence of affective commitment against the performance of the employees obtained t-test of 0.640 while t-table of 2,011 and has significant numbers of  $0526 > 0.05$ . Mean  $H_0$  is accepted ( $H_a$  denied), partially test the influence of continuance on performance commitments obtained t-test of 4.772 while t-table of significant figures and has  $2.011$  of  $0000 < 0.05$ . Mean  $H_0$  is rejected ( $H_a$  accepted), and the test results in the partial influence of continuance on performance commitments obtained t-test of temporary t-table 0.741 of significant figures and has  $2.011$  of  $0.462 > 0.05$ . Mean  $H_0$  is accepted ( $H_a$  was rejected).

### b. Simultaneous Test (test F)

Table: II

#### F Test

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	446.705	3	148.902	27.808	.000 <sup>a</sup>
	Residual	235.607	44	5.355		
	Total	682.312	47			

a. Predictors: (Constant), affective, continuance and normative commitment

b. Dependent Variable: Performance of the employees

Based on the test results on the table F-test II above there is value F-test  $27,808 > F_{table} 2,798$  then seen with significant probability value  $0.000 > 0.05$ , then  $H_0$  denied and ( $H_a$  received), while the value of the F-table based on  $dk = n - k - 1 = 45$  with a significant level of 5% was 2,798. From the results of the calculation above shows the SPSS there are significant positive influence on the simultaneous commitment of affective commitment, continuance, and normative commitment on performance of employees at PT Perusahaan Gas Negara (Persero) region of North Sumatra.

### 3. The coefficient of Determination

Table III

Coefficient Of Determination

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.809 <sup>a</sup>	.655	.631	2.31402

a. Predictors: (Constant), affective, continuance, and normative commitment

b. Dependent Variable: Performance of the employees

Based on table III results overall regression analysis indicate R Square of 0.655 which means that the variables affective commitment, continuance commitment and normative commitment may explain the variable performance of 65.5%, indicating about 65.5% of the variable Y (performance) is influenced by the affective commitment ( $X_1$ ), continuance commitment ( $X_2$ ) and normative commitment ( $X_3$ ), the rest of 34.5% are affected by other variables not examined.

## CONCLUSIONS AND SUGGESTIONS

### A. Conclusions

From the results of the analysis that has been discussed before, then the author can take his conclusions as follows:

1. There are no significant effects in affective commitment between partial towards performance, where  $H_0$  is accepted ( $H_a$  denied) that means significant affective commitment has no effect on performance of employees at PT Perusahaan Gas Negara (Persero) Region North Sumatra.
2. There is a significant positive influence partially between continuance on performance commitments, where  $H_0$  is rejected ( $H_a$  accepted) means a continuance commitment effect significantly to the performance of the employees at PT Perusahaan Gas Negara (Persero) Region North Sumatra.
3. There are no significant effects partially between normative commitments on performance, where  $H_0$  is accepted ( $H_a$  rejected) the normative commitment means



no significant effect on performance of employees at PT Perusahaan Gas Negara (Persero) Region North Sumatra

## B. Suggestions

Based on the above conclusions on affective commitment, continuance commitment and normative commitments on performance of employees at PT Perusahaan Gas Negara (Persero) region of North Sumatra, then the author gives advice to companies as follows:

1. The existence of a high organizational commitment, employees will be involved to complete all tasks and responsibilities. Therefore we recommend that the company imposes a duty in accordance with the ability possessed by the employee so that the employee's appropriate performance targets and can finish the task on time.
2. Parties to the company paying more attention to factors that can affect performance.

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