



Factors Affecting Commitment in Organizing Behavior

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ABSTRACT

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Strong goals and desires are one of the meanings of commitment. These words are always demanded of individuals who are undergoing a relationship between individuals and agencies or organizations. Commitment is characterized by a form of positive loyalty, active in the work. Where these individuals are willing to give everything in order to realize the goals and continuity of the organization. When we commit ourselves in the heart, then every job carried out becomes lighter. Energy, totality, compactness and confidence to achieve a goal of mutual success will be created by itself. Commitment is a complete acknowledgment, as an attitude that originates in one's character. Commitment is not limited to words but a series of actions to realize a promise becomes a tangible proof, with a commitment we will get courage, high social stability and of course tolerance, so that we are able to survive in facing any difficult situation, because with our commitment is not easily provoked.

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1. Introduction

Commitment has an important role, especially in a person's performance at work, this is due to their commitment to be a reference and encouragement to make them more responsible for the obligations.

Organizations or companies when recruiting should elect candidates cenderung employees who will have a high commitment to the company, are intended to detect early gain potential workers so avoid things that can be detrimental to an organization or company. While the organization or company that pays little attention about the commitment of its employees then tend to their performance was not optimal.

Commitment contains elements of continuity. This means that a person is willing to do so not only at this time, but an ongoing and continuous basis and in the face of changing circumstances change. Commitment has a tangible object individual and institutional activity. A person can be committed against other individuals, may be committed to a certain activity digemarinya or able to commit to a particular institution, be it employment, organization or a particular community. A person who commits seemed to oblige themselves to remain faithful to the commitments object.

John C. Maxwell, a leadership expert, not like that. True commitment does not run that way. Commitment is not a feeling, a commitment is a character that enabled us to achieve all the objectives. While emotions always have ups and downs, but the commitment to stand as solid as a rock. That's his opinion that he wrote in his book *The 17 Essential Qualities of a Team Player*.

Actually, how do I know how committed we have? One way is, when presented in a fairly complicated problem, how do we strive for through? When we still fight that the parameters that our commitment to undertake these duties very strong, similar to what was proposed by Maxwell? Commitments should stand as solid as a rock.

A question that could be a material reflection, whether the circumstances that affect the selection, or pilihanlah that affect the state? So is the commitment. He was born as an option rather than as a state. If you've heard or read stories about the heroic adventurer Napoleon Bonaparte and Hernan Corte. Both have almost the same typical, by way of techniques to burn the ship. How does he mean? Every time they docked at an island, both Napoleon and Cortez burned their ships. The goal is that its forces only have the option to go ahead and fight. How do they think to give up and back off when the boat they used to sail is burning? The purpose of this study is to determine under what conditions that make people have a commitment to the organization (Kiesler & Salancik in Meyer & Allen, 1997).

2. Research Methods

Research on attitudinal commitment involves the measurement of the commitment (as an attitude or mindset), along with other variables that are considered as the cause, or the consequence of the commitment (Buchanan & Steers in Meyer & Allen, 1997).

The purpose of this study, first; aims to demonstrate that a strong commitment caused the behavior of members of the organization in accordance with the expected (from the perspective of organizations), as members of the organization are rarely to be absent and the shift to lower other organizations, and higher productivity. The second objective; show individual characteristics and circumstances what conditions affecting the development of organizational commitment is high. In behavioral commitment is deemed members can be committed to a particular behavior, rather than on an entity only. Attitude or behavior that develops is the consequence of a commitment to a behavior. For example, members of the organization that is committed to the organization, it may be developing a pattern of more positive view of the organization, consistent with his behavior to avoid cognitive dissonance or to develop a positive self-perception.



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This research method to determine the achievement of an intent to attempt the result of field data, then the method is done how to work to find out the object and the method is carried out with the approach of a qualitative study that researchers obtain descriptive data through direct research, direct observation, interactive and present the findings in accordance with the data obtained. (Nasution, 1989). Descriptive research that is recorded accurately symptoms (phenomenon is seen and heard through interviews, photos, video, documents, brochures and others. And the researchers also memkomparasikan to get problems and concluded. (Bungin, 2010). Data collection techniques, researchers take steps as follows:

- Researchers observe firsthand observation that the collected data where researchers conduct direct observation of the object to be studied. "(Surakmat, 2010).
- Interview. Methods of interviews conducted (interview) to obtain information
- Documentation. Things that used to obtain data documentation, the recording of books, papers, the newspaper and other news. (Arikunto, 1998: 145).

To analyze the data the researcher used descriptive method of analysis, which is a data analysis technique in which the authors read, learn, study, understand, and then outlining all the data obtained and made comprehensible analysis in accordance with the formulation and research purposes.

3. Results and Discussion

3.1. Commitment to an Employee

Martin and Nicholls (in Armstrong, 1991) states that there are three (3) pillars to form one's commitment to the organization, namely; 1. create a sense of ownership of the organization, to create the conditions people have to identify themselves within the organization, to believe that there is effective and useful work in the organization, to feel comfortable in it, to support the values, vision and mission of the organization in achieving its goals. One important factor in creating a sense of ownership of this is to increase the feeling of all members of the organization that the company (organization) is actually a "reserved" them. Ownership is not just in the form of stock ownership alone, but more in the form of increasing the confidence in all members of the organization that they really honestly perceived by management as part of the organization. Many ways can be done to it, invite them to engage members of the organization decided the creation and development of new products, engage decided a change of design work and so on. If they are members of the organization feel engaged and all ideas considered it appears the feeling that they are contributing to the achievement of results. Moreover, coupled with the belief that the results obtained by the organization will be back in their welfare as well. 2. Creating the motivation to work, it can be performed with more concentrated on managing factors intrinsic motivation and use various means designing job. Creating a subordinate employee morale can be a way to make the leadership qualities of growing willingness of managers and supervisors to take fully into account the motivation and commitment of subordinates by giving the delegation of responsibility and empowerment skills of subordinates. 3. Confidence in management, in this way able to be done when organizations really have demonstrated and maintain success. Successful management of subordinates showed that management knew exactly where this organization will be taken, knew exactly how to bring the organization achieve success, even to the ability to translate the plan into reality. In this context, employees will see how the hardness and strength of the company to be successful in achieving its objectives,

Commitments in a company or organization that is important and should be a commitment made at the time of the first employees to join a company or organization so that employees have a responsibility to do the job.

Porter. Employee commitment is the relative strength of the individual in identifying integrating themselves into parts of the organization. It can be characterized by three things:

- The acceptance of the values and goals of the organization.
- Readiness and willingness to strive earnestly on behalf of the organization.
- The desire to maintain membership in the organization.

Richard M. Teers (Teers.1985: 50) The commitment of the employees are:

- Sense of identification that is belief in the values of the organization.
- Engagement is a willingness to try my best in the interests of the organization concerned.
- Loyalty is a desire to remain a member of the organization.

That everything could be expressed by an employee of the organization.

Steers: employee commitment is a condition in which the employee is very interested in the goals, values, and goals of the organization. Employee commitment is more than just a formal membership, because it includes organizations like attitude and a willingness to seek a high level of effort for the benefit of the organization for the attainment of the goal.

So committed employees include elements of loyalty to the organization, involvement in work, and the identification of the values and goals of the organization. In addition, employee commitment implies as something more than just a passive but instead implies loyalty employee relationship with the company actively. Because employees who demonstrate a high commitment to have a desire to give more power and responsibility in contributing to the welfare and success of the organization. Van Dyne and Graham (2005, in Muchlas, 2008), the factors affecting organizational commitment are: personal, situational and position. Personal have certain personality traits that is thorough, ekrovert, positive outlook (optimistic), tend to over commit.

3.2. High Commitment An Entrepreneur

An entrepreneur is someone who should be able to take advantage of business opportunities to serve as business activities that aim to generate profits. In running the business there are several possibilities, possibilities that will occur as a loss (failure), even (no profit and no loss), and also profit.

Benefit from entrepreneurship is a primary aim of every entrepreneur. To achieve these objectives it is necessary passion, hard work, discipline, do not complain and do not easily despair. An entrepreneur must be able to understand the business being operated. He must have a commitment to the business, high commitment in question is all the time his mind is never separated from the business that we run.

The benefits of their commitment in the organization is as follows:



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- a. The workers will show high levels of participation to the organization
- b. Has a stronger desire to keep working on the organization and can continue to contribute to the achievement of objectives
- c. Fully involve themselves in the work to contribute to the achievement of organizational goals

Research results Quest (1995) about the organization's commitment to get results:

High commitment of members of the organization positively correlated with high motivation and improved performance; High commitment positively correlated with self-reliance and "Self Control"; High commitment correlated positively with loyalty to the organization; High commitment correlated with no involvement of members of the collective activities that reduce the quality and quantity of their contribution.

The importance of commitment in relation to the effectiveness organisasibeberapa research conducted by experts.

- a. Research conducted by Ivancevich and Matteson (2002: 206) based on the results of research conducted Chow and Holden (1997: 275-298) concluded that: "Research evidence indicates that the absence of commitment can reduce organizational effectiveness".
- b. Research conducted by Hom, Katerberg and Dunham (1987: 163-178) provide similar findings that, commitment to the organization have a negative relationship, both with work absenteeism and the level of discharge of employees.
- c. Research Mathieu and Zajac (1990: 171-199) as well as research De Cottis and Summers (1987: 445-470), both found that individual commitment to the organization have a positive relationship with the level of work performance.
- d. Mayer and Schoorman research results (1992: 671-684) against 330 employees of financial firms in the United States found a significant positive correlation between individual commitment to the organization with the level of performance and the level of job satisfaction.
- e. Results Chow (1994) against several companies in Japan concluded that, the high productivity of companies in Japan supported significantly by the high commitment of human resources.

Armstrong (1991), there are 10 components as a strategy for management to improve the members' commitment to the organization in achieving its objectives, namely:

- a. Define and disseminated mission and values of the organization;
- b. Spread the goals of the organization by increasing the understanding of each person will be the organization's strategy and encourage member organizations to participate in translating objectives into strategies;
- c. Inviting members of the organization to be involved in defining the issues and get involved in the solution until they feel the move is a "reserved" it;
- d. Give pattern transformational leadership is to give member organizations inspire ideas that lead to the future;
- e. Use any existing communication media to convey the right message about the mission, values, and stratgei organization;
- f. Give examples and training is the embodiment of management style of the organization in increasing the involvement and cooperation of its members;
- g. Develop processes and organizational climate that can improve the skills development in achieving the goal of higher achievement;
- h. Recommend to a member organization of profit (profit) organizations and profit achievement plan for the coming year omniscience;
- i. Use of existing training programs to improve a good impression of the employees, especially new employees to the organization;
- j. Use workshops or other types of training to invite everyone to discuss important issues facing organizations and give them the opportunity to contribute ideas. Even if you need to take action on the ideas - good ideas they are.

Commitment of employees in the organization does not just happen, but through a long process and gradual.

Steers (2008) suggests three factors that influence an employee's commitment, among others:

- a. Personal characteristics of workers including his tenure in the organization, and a variety of different needs and desires of each employee
- b. Nature of work, such as the identity of the task and the opportunity to interact with co-workers; and
- c. Work experience, such as the reliability of the organization in the past and how other workers to express and discuss their feelings about the organization

3.3. Aspects Commitments

a) Identification

Identification of the intangibles in the form of trust members to the organization. In order to foster the identification is done by modifying the goals of the organization / organization, so as to include some personal goals of the members or in other words also include the organization's needs and wants anggotan within the organization or organizational objectives. It will foster an atmosphere of mutual support among members of the organization. Further making members willingly donate labor, time and mind to the achievement of organizational goals.

b) Involvement

Members' involvement and participation in work activities is important to note because of the involvement of members causing them to cooperate, either by the leader or co-workers. How that can be used to induce a member involvement is to include them in a variety of decision-making opportunities that can foster confidence in the members of that what has been decided is a joint decision. Also the members feel that they are accepted as part of the organization, and a further consequence, they feel obliged to carry out together what they have decided, because of the sense of attachment to what they create. The results were felt that the level of attendance of members who have a high sense of involvement in general will always discipline in work.



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c) Loyalty

Loyalty to the organization's members have meaning kesediaan someone to perpetuate his relationship with the organization if necessary by sacrificing their personal interests without expecting anything. The desire of members to defend themselves work in the organization is to support the commitment of the members of the organizations in which they work. It is in trying to do when members feel their safety and satisfaction in the workplace.

Armstrong (1991) states that the definition has committed 3 (three) areas feelings or behaviors associated with a company where someone works:

- a. Belief, in this area a person perform acceptance that the organization of work or the organization's goals in it is a value that is believed to be true.
- b. The desire to work or strive in the organization as a contract of his life. In this context the people will give their time, opportunities for work and personal activities organized or sacrificed to the organization without expecting personal reward.
- c. The desire to survive and become part of the organization.

So the commitment is very important in an organization in order to support the achievement of the objectives of the organization and form of commitment itself is often identified with various forms of a particular action missal; commitment to duty, a commitment to a career, commitment to the organization on the other hand komitmenpun strongly influenced by cultural values that exist in a company

among below the factors of commitment, as follows:

- a. Consistent, Firm and Fair
- b. Lighthouses are: to provide illumination berkharismatik very good and useful.
- c. Concentrate on objectives and results, managed to create a more pleasant working atmosphere and exciting.

4. Discussion

Definition of an employee who has committed is someone who fulfills its promise to promote or develop the organization where he worked until successful or successful or until aspiration or goal is reached. To be a worker who has a commitment to run a business is not easy, need to exercise, built, developed and promoted. A person who has committed his or her behavior will become a model for others

Everyone who works in a company or organization, must have a commitment to work because if a company's employees do not have a commitment to work, then the purpose of the organization will not be achieved. But sometimes an organization less attention to the existing commitments to its employees, so the impact on the performance or loyalty. Commitment to each employee is very important because with a commitment to an employee can be more responsible towards work than employees who are not committed. Usually, employees who have a commitment, will work optimally so as to devote attention, thought, energy and time for the job as expected by the company.

Porter and Steers, employee commitment known as attitudes towards the organization. Employee commitment has two components, namely the attitude and the will to act. Employees who are committed will receive almost all the tasks and responsibilities of the job given to him. In addition to the high commitment of employees felt their loyalty and sense of belonging to the organization. While including the will to act is the willingness to work beyond what is expected. Employee commitment to the fate of the organization will participate, including the desire to remain in the organization, almost no reason to get out of the organization and intends to continue to join the organization where drinya work.

So someone who has a commitment to engage seriously in his work, loyal and positive affection towards the organization. Besides appearing to continue to strive towards goals of the organization in the long term. The importance of the commitment is to give birth loyalty and pledge to work to make progress. If an entrepreneur wants to implement a commitment to restraint must go through the following points:

- a. Fortitude
This means that the heart remains strong in the face of challenges in trying. To cope with various challenges is to continue to train themselves among others one by maintaining the stance that we need to be successful. The entrepreneur is expected to have perseverance and tenacity in trying. Progress and success should be obtained through the efforts of hard work, faith, struggle, sacrifice, and fortitude.
- b. Tenacity
That is not easily discouraged. High ideals will be a driving force and durability in the face of all odds and obstacles faced. Many people give up too quickly, surrendered since seen any signs of failure. They are not desperate are those who are resilient and that tenacity to achieve goals is a source of success.
- c. Discipline

discipline has meaning obedience to rules. By executing means to ensure discipline and smooth operation and tried.

So the importance of strong commitment for a worker, namely:

- 1) Getting maximum results with minimal resources.
- 2) Using resources more efficiently.
- 3) Improving success.
- 4) Increase the sense of confidence in
- 5) Boost for his personal work ethic and employees.

5. Conclusion

There are three dimensions of commitment in the organization, namely: affective, continuance, and normative. Thirdly it is more accurately expressed as components or dimensions of organizational commitment, rather than the types of organizational commitment. This is due to the relationship with the organization's member organizations reflect differences in degree three dimensions. 1). Affective Commitment, occurs when employees want to be part of the organization because of their emotional ties or feel have the same value to the organization, affective commitment with regard to the emotional



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connection member of the organization, identification with the organization, and the involvement of members with activities in the organization. Members of the organization with a high affective commitment will continue to be a member of the organization since it does have a desire for it 2). Continuance Commitment, ie the willingness of individuals to remain in the organization because it could not find another job or because of certain economic rewards. Continuance commitment with regard to awareness of the organization's members will suffer a loss if left the organization. Members of the organization with high continuance commitment will continue to be a member of the organization because they have a need to be a member of that organization. 3). Normative Commitment, arising from employee values. Employees survived to become members of the organization because there is an awareness that is committed to the organization is that it is supposed to do. Normative commitment describe the feeling of attachment to continue in the organization.

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