

Analysis of Organizational Commitment against Employee Performance with Organizational Culture Moderation (Study at Walisongo State Islamic University (UIN) Semarang)

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ABSTRACT

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This research that is done in University Agama Islam Walisongo Semarang. Data used by primary data taken with questionnaire with 82 respondents for sample research. The writer did the research by using purposive sampling, with some criteria. Those criteria are the respondents have to had level stratum -2 for level education and tree year minimum in a work periode. Analysis appliance weared by instrument test, the test reliability, and while the test models, test the Adj R2 (coefficient of determination), Test the hypothesizing used regression analysis, test the F Test (Goodness of Fit), and test the moderation using analysis path (path analysis). The results of the analysis in this study resulted in regersi determination coefficient of 0.423, or in other words, changes in performance can be influenced by effective commitment, continuance commitment, normative commitment and organizational culture of 43.3%. The results of this study indicate that affective commitment does not affect the employee performance, ccontinuance commitment has the influence a significant effect on employee performance, normative commitment does not effect on employee performance, organizational culture did not moderate the influence of affective organizational commitment to employee performance, organizational culture did't moderate the influence of continuance organizational commitment to employee performance and organizational culture moderates the effect of normative commitment on employee performance

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1. INTRODUCTION

Performance is the result of activities that can be achieved by a person or group of people in carrying out work tasks properly, meaning that it reaches work standards that have been set before or can even exceed the standards set by the organization in a certain period (Handoko; 2000: 135). Performance has an important meaning for employees, the existence of a performance appraisal means that employees get attention from superiors, besides that it will increase employee morale because with performance appraisals, employees who excel can be promoted, developed and rewarded for achievement, otherwise employees who do not excel will be demoted.

Gibson (2006) defines performance as the result of a job related to organizational goals such as quality, efficiency, and work effectiveness criteria. One of the most important components of tertiary institutions is employees, so employee performance measurement must be carried out continuously, so that it can be ensured that the achievement of organizational goals can be more effective and efficient. Evaluation and monitoring of employee performance on a regular basis aims to determine the achievement of success and performance of employees from time to time. The baseline study of employee performance is very important because from the baseline study it can be measured to what extent the progress of employee performance at the State Islamic University (UIN) Walisongo Semarang can be measured.

Based on Government Regulation Number 46 of 2011 concerning the Assessment of Civil Servants' Work Performance and Regulation of the State Civil Service Agency Number 1 of 2013 concerning Provisions for the Implementation of the Work Performance Assessment of Civil Servants, it includes elements (1). Employee Work Target (SKP) includes aspects; quality, quantity, time, cost, with a weighted value of 60% (2). Work behavior includes aspects; service orientation, integrity, commitment, discipline, cooperation and leadership with a weighted value of 40% (3). Carry out the duties of the leadership or appraisal officer related to the duties of the position (4). Demonstrate creativity that is beneficial for the organization in carrying out the duties of the position.

Performance for the organization is not a coincidence, but an organizational asset which is essentially a result of the work requirements that must be met by employees. The performance of the employees of the Walisongo State Islamic University (UIN) Semarang is largely determined by the performance of the employees who are the spearhead in building better performance. Employee performance so far is felt to be not optimal, this can be seen from the results of employee performance not reaching the maximum value, namely a very good rating scale, this indicates that employee performance so far has not had a significant impact on the structural ranks, while in the practical ranks of academic civil society still very minimal.

According to Allan & Meyer in Robbins & Judge (2009) commitment is an individual's attitude or condition in considering personal values and goals in accordance with the values and goals of the organization, as well as the extent of the desire to maintain membership in the organization. David (2005: 29) organizational culture is a belief or organizational values that are understood, inspired and practiced by the organization, so that the pattern gives its own meaning and becomes the basis for behavior in the organization. Without a good organizational culture, employees may not be able to work well too, in other terms a good organizational culture can provide a sense of comfort and ownership towards the organization. On the other hand, the role of organizational culture can also be an obstacle in developing organizational commitment and employee performance. Based on the general view above, the researcher wants to see how the role of organizational culture in moderating organizational commitment (affective, continuance and normative) on employee performance at the State Islamic University (UIN) Walisongo Semarang

2. RESEARCH METHOD

This research belongs to the type of explanatory study (explanatory research), namely the type of research to understand the phenomenon or problem to be studied to determine the nature of the pattern of research phenomena (Nur Indriantoro: 2002: 87)

The population in this study has several characteristics, including those who have a minimum service period of three years, the status of Civil Servants (PNS), structural positions within UIN Walisongo. The number of samples from the population is 82 respondents. This study used a questionnaire to collect research data. The questionnaire was compiled using a Likert scale with 5 response scales. The employee performance questionnaire was prepared using a theoretical reference from Gibson (2006). The reliability of the measuring instrument in this study was calculated using the alpha cronchbach technique with the help of SPSS 16.00 for windows.

3. RESULTS AND DISCUSSIONS

After testing the validity and reliability, the next step is to formalize the regression equation. As formulated in the previous test, the model test is an analysis that is often used in predicting how much influence the independent variable has on the dependent variable.

The model summary above shows that an Adjusted R Square of 0.423 is obtained, meaning that 42.3% of changes in employee performance variables can be explained by affective, continuance and normative variables in the model, while the remaining 57.7% is explained outside the model. The results of the ANOVA test or F test show that the ANOVA test or F test results in an F count of 20,801 with a probability of 0.000. Because the probability is much smaller than 0.05, the affective, continuance and normative variables together have an effect on employee performance, so it can be concluded that the model used meets the requirements of Goodness of Fit.

It can be concluded that the correlation between affective and sig 0.954 > 0.05 means that affective does not have a significant effect on employee performance, meaning that the higher the affective, the lower the resulting employee performance. Continuance with sig 0,000 < 0, 05, it means that continuance has a significant effect on employee performance, meaning that the higher the continuance, the higher the employee performance will be. Normative with sig 0.267 > 0.05, it means that the normative variable has no significant effect on employee performance, meaning that the higher the normative, the lower the resulting employee performance. Affective moderation test results with organizational culture with a value of sig 0, 225 > 0, 05, meaning that the affective influence on employee performance is weakened by the presence of organizational culture. Continuance with organizational culture with a value of sig 0.075 > 0.05, meaning that the influence of continuance on employee performance is weakened by organizational culture and normative with organizational culture with a value of sig 0.027 > 0.05, meaning that the normative influence on employee performance is strengthened with the organizational culture.

Based on the statistical analysis that has been done previously, the correlation coefficient between affective on employee performance has no effect on employee performance at the Walisongo State Islamic University (UIN) Semarang with a significance level of 0, 930 > 0, 05. This means that an increase in affective has no effect on employee performance. So these results are in accordance with previous research conducted by Binbaum (1998), Tri Sugiarti (2001), Astuti (2002), Ratno Purnomo (2007), Aldilla Sari Yuningsih (2009) and Windy Aprelia Murty (2012) which said that the three types of commitment organization has no effect on performance, meaning that affective has no effect on employee performance.

Continuance has a significant effect on employee performance at the Walisongo State Islamic University (UIN) Semarang with a significance level of 0, 000 < 0, 05. This means that an increase in the continuance variable has a significant effect on employee performance. So these results are in accordance with previous research conducted by Cropanzo, Mathieu and Zaajac, Wonous, Prabowo (2004), Dewi Kurnia Wati (2011) which said that continuance had a significant effect on employee performance, and Dahesihsari (2002), Wiwik Handayani (2008). and Julita & Wan Refaei (2010) said that continuance has a positive and significant effect on employee performance.

Normative has no effect on employee performance at Walisongo State Islamic University (UIN) Semarang with a significance level of 0, 267 > 0, 05. This means that normative has no effect on employee performance. So the research results are in accordance with previous research conducted by Binbaum (1998), Tri Sugiarti (2001), Astuti (2002) Ayu Bianda Pramadani (2012) said that normative commitment had no effect on employee performance.

Organizational culture in moderating the affective effect on employee performance is very weak with a significance level of 0.225 > 0.05, this indicates that the organizational culture variable weakens the affective variable on employee performance. This means that the higher organizational culture does not increase the effective influence on employee performance within the Walisongo State Islamic University (UIN) Semarang. These results are consistent with previous research conducted by Armanu Thoyib (2005) and Ety Indriyani (2007) which said that organizational culture weakens the type of affective commitment to employee performance.

Organizational culture cannot moderate the influence of continuance factors on employee performance. This means that the existence of organizational culture can weaken the continuance variable on employee performance. So it can be concluded that organizational culture is not able to moderate the effect of continuance on employee performance. These results are in accordance with research conducted by Lourensia Valen (2012) which says that organizational culture factors are not able to moderate the effect of continuance on employee performance.

Organizational culture in moderating the normative influence on employee performance has a significance level of $0.027 < 0.05$, this indicates that organizational culture moderates the normative influence on employee performance. This means that the higher the organizational culture, the stronger the normative influence on employee performance at the Walisongo State Islamic University (UIN) Semarang.

4. CONCLUSION

Based on the data analysis that has been done, it can be concluded that there is no influence between affective commitment on the performance of the employees of the Walisongo State Islamic University (UIN) Semarang. Has a significant effect on the performance of the employees of the Walisongo State Islamic University (UIN) Semarang. Normative has no effect on employee performance at the State Islamic University (UIN) Walisongo Semarang. Organizational culture is not able to moderate the affective effect on employee performance at the Walisongo State Islamic University (UIN) Semarang. Organizational culture does not moderate the effect of continuance on employee performance at the Walisongo State Islamic University (UIN) Semarang. Organizational culture can moderate the normative influence on employee performance at the Walisongo State Islamic University (UIN) Semarang.

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