

Organizational Commitment and Career System's Influence on Samapta Directorate of Metro Jaya Police Officers' Performance

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Abstract

The research is to learn the impact of the organizational commitment and career systems on the performance of the Bintara Polri Subditdalmas Direktorat Samapta Polda Metro Jaya (Non-Commissioned Officer of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police). The objectives of the research are to find out how the organizational commitment and career system simultaneously and partially will affect the performance of the Bintara Polri Subditdalmas Direktorat Samapta Polda Metro Jaya. This research uses quantitative methods by applying descriptive research and causality. Sampling in this study was conducted using a probability sampling method with 88 respondents. The data analysis technique in this research is descriptive analysis and multiple linear regression analysis. The results showed that the employee's performance fell into the very good category. Organizational commitment is in a good category, and the career system is in a good category. Based on the results of simultaneous hypothesis testing, it is known that organizational commitment and career system have a significant effect on the performance of the Bintara Polri Subditdalmas Direktorat Samapta Polda Metro Jaya. Meanwhile, based on partial hypothesis testing, organizational commitment and career system also have a significant effect on the performance of the Bintara Polri Subditdalmas Direktorat Samapta Polda Metro Jaya.

Keywords

Human Resources, Organizational Commitment, Career System, Performance

1. Introduction

In general, the police are tasked with maintaining the safety and comfort of the community, but violations of the rules committed by police officers are still possible. Of course, the violations committed will affect the performance assessment of members later. According to Prawirosentono in Edison, et al (2016: 195) performance is the result of work that can be achieved by a person or group of people in an organization, by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law and according to norms and ethics. Therefore, to avoid things that are not desirable, it takes a strong commitment within Polri members to the organization. To maintain this commitment, Polri provides several benefits to its members that will not be obtained by anyone outside the Polri institution, one of which is an increase in salary and rank within a predetermined period. According to Robbins & Judge (2017) commitment is the degree to which a person works to identify an organization, its goals, and expectations to remain a member. Organizational commitment is defined as a condition in which an employee favors a particular organization and its goals and desires to maintain membership in the organization.

The increase in salary and rank within a predetermined period is related to the career system adopted by the Polri institution. The career system applied by the organization must start from the career concept of the organization itself. Handoko (2012) proposes several career concepts, the first being a career as a sequence of promotion/transfer

(transfer) to a position that has more responsibility than before. Second, a career as a marker of jobs that form a pattern of progress, third, career as a person's work history.

Polri has its career system within its institution. The career systems are hierarchy, seniority, and pea order system. In the police organization, the hierarchical system aims to keep orders from above being carried out properly and also as a control system. Hierarchy is directly proportional to career, marked by rank. In the KBBI, hierarchy is defined as a sequence of levels or levels of position (rank of position), and seniority is defined as a state of being higher in rank, experience, and age; priority status or level obtained from age or length of work. While the peanut massage system here is the internal police system, where the eligibility of the holder of a position is regulated and judge by the rank one has. The following figure 1 is the career journey of the National Police Officer:

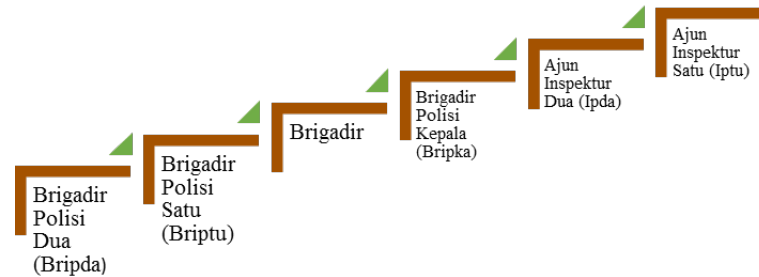


Figure 1 Non-Commissioned Officer Career Scheme
Source: Data Processed by the Author (2020)

The use of the career system can also have an unfavorable effect on performance. With the certainty of increasing wages and positions, this can be used as an excuse for not doing work optimally. Given that the object of research works in the service sector, this can affect the image of the organization in the eyes of the public. Based on this, the authors decided to research on “THE IMPACT OF THE ORGANIZATIONAL COMMITMENT AND CAREER SYSTEMS ON THE PERFORMANCE OF THE BINTARA POLRI SUBDITDALMAS DIREKTORAT SAMAPTA POLDA METRO JAYA (NON-COMMISSIONED OFFICER OF THE SUB-DIRECTORATE OF MASS CONTROL OF SAMAPTA DIRECTORATE OF METRO JAYA REGIONAL POLICE)”.

The purpose of this research is to find out and analyze: a. Commitment to the organization of the NCO of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police, b. Career system for the NCO of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police, c. Performance of the NCO of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police, d. The influence of organizational commitment and career system, either partially or simultaneously, on the performance of the NCO of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police. The formulation of the problem in this study are:

- How is the Commitment to the organization of the NCO of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police?
- How is the Career system for the NCO of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police?
- How is the Performance of the NCO of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police?
- How is the influence of organizational commitment and career system, either partially or simultaneously, on the performance of the NCO of the Sub-Directorate of Mass Control of Samapta Directorate of Metro Jaya Regional Police?

2. Literature Review

a. Human Resource Management

Hasibuan (2017) believes that human resource management is the science and art of managing employee relationships and roles so that they can actively and effectively help achieve the goals of the company, employees, and society. According to Sedarmayanti, (2017) human resource management is the process of utilizing available human resources in planning, moving, and controlling work, and this work becomes a force so that humans can achieve their goals as well as possible, effectively and efficiently. And according to Ratnasari, (2019:11) human

resource management is policies, practices, and systems that influence employee behavior, attitudes, and employee performance.

From some of the definitions above, the authors conclude that human resource management is the process of managing human resources owned by a company or organization, to achieve common goals effectively and efficiently.

b. Performance

According to Mangkunegara (2017: 67), the term performance comes from the word Job Performance or Actual Performance. Afandi (2018) considers performance as the result of work achieved by a person or group of people in a company to achieve organizational goals legally with their respective authorities and responsibilities, by law and ethics. Based on the understanding of performance according to the experts above, the author defines performance as a result or work performance, the contribution made by a person or group of people to the company organization where a person or group of people works.

Kasmir (2018) suggests that performance evaluation is an orderly system to review and evaluate individual performance. Performance appraisal is a guideline that is expected to show employees' work performance regularly so that they can provide employees with salaries and career development that are following the work. Factors that affect employee performance according to Priansa (2018:270) are individual variables, psychological variables, and organizational variables. Individual variables include abilities and skills both physically and mentally, background such as family; social level; and experience, Demographics regarding age; origin; and gender. Psychological variables include perceptions, attitudes, learning personality, and motivation. Organizational variables include resources, leadership, rewards, structure, and job design.

The indicators related to performance factors and performance standards that have been determined, which compose and apply equally to all members of the National Police are mentioned in Police Regulation Number 2 of 2018 concerning Performance Assessment of Members of the Indonesian National Police with a Performance Management System, namely leadership, service orientation, communication, emotional control, integrity, empathy, commitment to the organization, initiative, discipline, and cooperation. Dimensions that can be used as performance benchmarks according to John Miner in Edison, et al (2016: 195) are quality (covering the level of error, ugliness, accuracy), quantity (covering the results that have been done), the use of time at work (covering the level of absenteeism, tardiness), effective working time / lost work hours), and teamwork.

c. Organizational Commitment

According to Robbins & Judge (2017) commitment is the degree to which a person works to identify an organization, its goals, and expectations to remain a member. Organizational commitment is defined as a situation in which an employee favors a particular organization and its goals and desires to maintain membership in the organization. In other words, organizational commitment is an attitude that reflects employee loyalty to the organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and prosperity. Based on some of the definitions above, organizational commitment can be said to be a form of psychological bond between a company or organization institution and its members, where members show loyalty and a positive response to the institution and want to remain a member of the institution.

Three components or dimensions of organizational commitment according to Meyer and Allen in Solinger et al (2008) are affective commitment, continuance commitment, and normative commitment. Affective commitment is related to employee's emotional attachment, employee identification, and employee involvement in the organization, continuance commitment is related to awareness of the costs associated with leaving the organization, normative commitment is a moral dimension based on feelings of obligation and responsibility to the employing organization.

d. Career Systems

Rakhmawanto (2010) states that a career for an individual is a pattern of work life or as a job/profession, while for a career organization it is a level that is followed by people in their work life. Priyono (2010) argues that there are three dimensions of the career system, namely career clarity and development, promotion and remuneration systems, and job security dimensions. Career and development clarity includes the level of clarity of the employee's career path, the level of clarity of the employee's future, the level of routine training programs for employees, the level of providing training for new employees, and training programs to support promotions. the promotion and remuneration system consists of the superior's response to the career aspirations of the subordinates, the level of employee opportunity for promotion, the level of providing various training programs,

the level of subjectivity in performance appraisal, performance appraisal based on quantitative targets, and perceptions of the employee bonus system. The dimensions of job security include responses to the desire to keep working, the level of ease of termination of employment, the level of guarantee to be able to work, and the choice of termination of employment due to economic pressures.

e. Correlation of Organizational Commitment and Performance

As a form of reflection of the attitude and emotional intimacy of employees as well as employee concern for the organization to achieve success and sustainable organizational development, commitment is considered as one of the employee attitudes that gets the attention of researchers. Sapitri and Suryalena (2016) include in their research several things that are the result of organizational commitment, namely turnover, absenteeism/absence rate, employee performance. Turnover is the level of exchange or turnover, which in this context is the exchange of labor or employees, where employees with low commitment will easily have the intention to leave the organization. Organizational commitment also affects employee absenteeism at work, employees who have a high commitment to the organization tend to show negative attitudes towards absenteeism. In other words, employees with high organizational commitment will perform better.

f. Correlation of Career Systems and Performance

Handoko (2012:132) explains that there are four components in the implementation of the career system, namely career planning, career paths, career goals, and career development. To achieve the planned career, one must show good work and performance while carrying out the task. Performance according to Hasibuan (2017:94) is a combination of three important factors, namely the ability and interest of a worker, the ability and acceptance of the explanation of task delegation, and the role and level of motivation of a worker. The higher the three factors above, the greater the performance of the employee concerned. The results of research conducted by Kriswanti (2017) also show that career development has a positive and significant effect on employee performance through job satisfaction. We can see the research framework in figure 2.

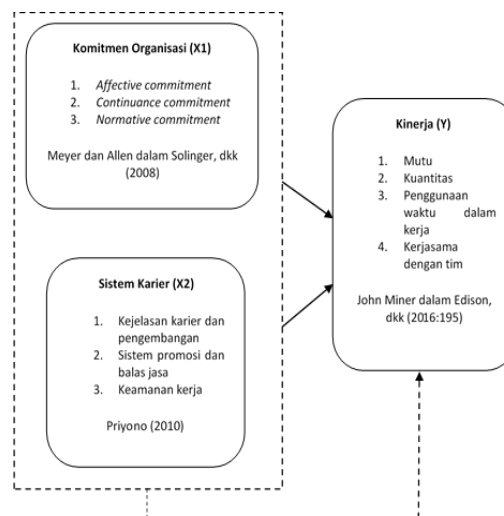


Figure 2 Framework

Source: Data Processed by the Author (2020)

g. Research Hypothesis

The hypothesis is a temporary answer to the formulation of the research problem, Sugiyono (2018:159). It is said to be temporary because the answers given are only based on relevant theories and a small sample, not yet based on empirical facts obtained through data collection. The hypothesis in this study based on the framework that has been made is “ORGANIZATIONAL COMMITMENT AND CAREER SYSTEMS HAVE A SIGNIFICANT IMPACT PARTIALLY AND SIMULTANEOUSLY TO THE PERFORMANCE OF THE NON COMMISSIONED OFFICER OF THE SUB-DIRECTORATE OF MASS CONTROL OF SAMAPTA DIRECTORATE OF METRO JAYA REGIONAL POLICE”.

3. Methodology and Result

This study uses quantitative methods with causality descriptive research. Sampling was done by probability sampling method with the number of respondents as many as 88 people. The data analysis technique used is descriptive analysis, and questionnaire analysis using classical assumption tests, multiple linear regression, and hypothesis testing.

a. Descriptive Analysis

Table 1 following are the results of the descriptive analysis of the three variables on 88 respondents:

TABLE 1
DESCRIPTIVE ANALYSIS

Variable	Analysis (%)	Exp.
Performance (Y)	86,09	Excellence
Organizational Commitment (X ₁)	82	Good
Career Systems (X ₂)	76,19	Good

Source: Data Processed by the Author (2021)

Based on table 1 above, it can be seen that the performance variable gets a value of 86.09% and is included in the Excellence category. The organizational commitment variable got a score of 82% and was included in the Good category, the Career System variable got a score of 76.19% and was included in the Good category.

b. Classical Assumption Tests

1. Normality Test

Based on the results of the normality test carried out using SPSS ver.25 software, the following table 2 are the results of the normality test obtained:

TABLE 2
ONE-SAMPLE KOLMOGOROV SMIRNOV TEST

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		88
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	,38201692
Most Extreme Differences	Absolute	,083
	Positive	,063
	Negative	-,083
Test Statistic		,083
Asymp. Sig. (2-tailed)		,183 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: Data Processed by the Author (2021)

Kolmogorov-Smirnov test shows that the value of asymp. Sig. (2-tailed) is 0.183. This value is greater than 0.05 so it can be concluded that the data used is normally distributed or feasible to use.

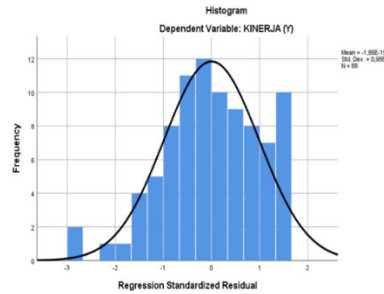


Figure 3 Histogram

Source: Data Processed by the Author (2021)

From the figure 3 above, it is known that the histogram graph has a normal distribution. This can be seen from the graph that forms a bell pattern or does not tilt to the right or left.

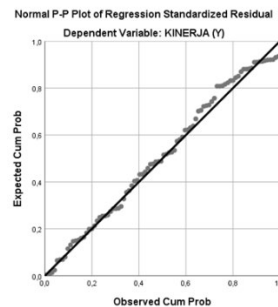


Figure 4 Normal P-Plot of Regression Standardized Residual

Source: Data Processed by the Author (2021)

Based on the normal P-Plot graphic in figure 4 above, it can be seen that the data spreads around the diagonal line and follows the direction of the diagonal line, so it can be concluded that the regression model has met the assumption of normality.

2. Multicollinearity Test

The following are the results of the multicollinearity test:

TABLE 3
MULTIKOLINEARITY TEST

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	,567	,227		2,500	,014		
	ORGANIZATIONAL COMMITMENT (X1)	,356	,065	,441	5,449	,000	,794	1,260
	CARRER SYSTEMS (X2)	,362	,067	,435	5,368	,000	,794	1,260

a. Dependent Variable: PERFORMANCE (Y)

Source: Data Processed by the Author (2021)

From the table 3 above, it is known that all variables have a Tolerance value greater than 0.1 and a VIF value less than 10. Therefore, it can be seen that in this regression model there is no multicollinearity.

3. Heteroscedasticity Test

The following are the results of the heteroscedasticity test:

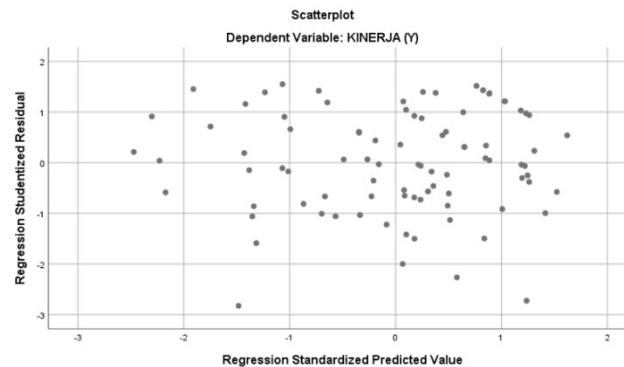


Figure 5 Scatterplot Diagram

Source: Data Processed by the Author (2021)

From the scatterplot diagram above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis so it can be concluded that the data used has met the requirements of the classical heteroscedasticity assumption test.

c. Multiple Linear Regression Analysis

Based on the results of the multicollinearity test in table 3 above, a multiple linear regression model can be made as follows:

$$Y = 0,567 + 0,356X1 + 0,362X2$$

- A constant of 0.567 means that if the organizational commitment variable and career systems have a constant value, the performance variable is 0.567.
- The regression coefficient for organizational commitment variable is positive 0.356, which means that every increase in organizational commitment variable by one unit will increase performance by 0.356 assuming other variables are constant.
- The career system variable regression coefficient is positive 0.362, which means that every increase in the career system variable by one unit will increase performance by 0.362 assuming other variables are constant.

d. Hypothesis Test

1. Partial Hypothesis Test (T-Test)

Based on table 3 above, the value of T-table for $n = 88$ ($df = n - k - 1 = 88 - 3 - 1 = 84$) with a value of $\alpha = 0.05$ (5%) is 1.663. From the data above, the following results can be obtained:

- The results of the T-test of the organizational commitment variable show a significant value of $0.000 < 0.05$ so that the hypothesis is accepted and the regression coefficient results in a positive direction with a value of 0.356 which means that Organizational Commitment has a significant positive effect on the performance of the non-commissioned officer of the Sub-Directorate of mass control of Samapta Directorate of Metro Jaya Regional Police.
- The results of the T-test of the career systems variable show a significant value of $0.000 < 0.05$ so that the hypothesis is accepted and the regression coefficient results in a positive direction with a value of 0.362 which means that Career Systems has a significant positive effect on the performance of the non-commissioned officer of the Sub-Directorate of mass control of Samapta Directorate of Metro Jaya Regional Police.

2. Simultaneous Hypothesis Test (F-Test)

The F test formula has a risk percentage provision of 5%, so that if $F_{count} \geq F_{table}$, the multiple correlation coefficient is significant. This statement means that the results can be applied to the entire population.

TABLE 4
SIMULTANEOUS HYPOTHESIS TEST (F-TEST)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16,007	2	8,003	53,580	,000
	Residual	12,697	85	,149		
	Total	28,703	87			
a. Dependent Variable: PERFORMANCE (Y)						
b. Predictors: (Constant), CAREER SYSTEMS (X2), ORGANIZATIONAL COMMITMENT (X1)						

Source: Data Processed by the Author (2021)

From the table 4, we obtained a significant value of 0.000 less than 0.05 and it is known that the value of F_{count} 53,580 greater than F_{table} 3,10. Based on this, it is known that H_0 is rejected and H_a is accepted so that it can be concluded that the Organizational Commitment (X1) and Career System (X2) variables simultaneously have a significant effect on the Performance (Y) of the non-commissioned officer of the Sub-Directorate of mass control of Samapta Directorate of Metro Jaya Regional Police.

d. Coefficient of Determination

Below is the result of the coefficient of determination:

TABLE 5
COEFFICIENT OF DETERMINATION

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,747 ^a	,558	,547	0,38649	1,968
a. Predictors: (Constant), CAREER SYSTEMS (X2), ORGANIZATIONAL COMMITMENT (X1)					
b. Dependent Variable: PERFORMANCE (Y)					

Source: Data Processed by the Author (2021)

The table 5 above shows that the R value is 0.747 and the R Square is 0.558. This figure is used to see the partial effect of Organizational Commitment and Career System on Performance. The way to calculate R Square using the coefficient of determination is by using the following formula:

$$KD = R = r^2 \times 100\% \\ (0,747)^2 \times 100 \% \\ = 55,80\%$$

This figure shows a coefficient of determination of 55.80%. This shows that the influence of the Independent Variable consisting of Organizational Commitment and Career System on the Dependent Variable, namely Performance, is 55.80%, while the remaining 44.20% is influenced by other factors not examined in this study.

3. Conclusion

Based on the results of research and discussions that have been studied, the following finding are obtained:

- The result of the descriptive analysis of the performance of the non-commissioned officer of the Sub-Directorate of mass control of Samapta Directorate of Metro Jaya Regional Police are excellent.
- The result of the descriptive analysis of the organizational commitment of the non-commissioned officer of the Sub-Directorate of mass control of Samapta Directorate of Metro Jaya Regional Police are good.
- The result of the career systems of the non-commissioned officer of the Sub-Directorate of mass control of Samapta Directorate of Metro Jaya Regional Police are good.
- Simultaneously, organizational commitment and career systems have a significant effect to the performance of the non-commissioned officer of the Sub-Directorate of mass control of Samapta Directorate of Metro Jaya Regional Police.
- Partially, organizational commitment and career systems have a significant effect to the performance of the non-commissioned officer of the Sub-Directorate of mass control of Samapta Directorate of Metro Jaya Regional Police.

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Biography

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