Work Commitment and Organizational Culture

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Abstract: Humans are resources that are assets in the organization. Humans have roles and functions that cannot be replaced by other resources even in technological improvements in science. Humans are an important factor in the development and progress of an organization. Because only humans have the ability to think critically, communicate, collaborate and be creative. These human capabilities are needed by the organization in analyzing positions, analyzing organizational needs, managing existing resources (Man, Money and Material), making plans and other functions. In addition to this, organizations also need people who are dedicated, have good performance and are able to bind themselves to the vision and mission of the organization for the achievement of the goals of the organization. Therefore, in realizing a quality organization, people who are also qualified and have a high work commitment are needed. The purpose of this study was to find out how the competence and commitment to work in the organization at the Regional VIII Education Office Branch Office, Mentawai Islands Regency. This research is a qualitative research in the form of a case study. Data collection in this study was carried out using participatory observation techniques, interviews and documentation. The data is processed by using source triangulation technique. The findings of this study state 1) Low work commitment due to low competence. 2) Work commitment results in low performance. 3) Low work commitment causes the organizational culture to become less good.

Keywords: Work Commitment, Organizational Culture, Education

Introduction

Commitment is a strong desire that arises from within a person's heart to remain involved in the organization (Gabriel, 2019). Conceptually, commitment is defined as the relative strength of the individual in identifying his involvement in the organization (Al-Jabari, 2019). Jewell and Siegall (1998), define work commitment as the degree of individual perception in viewing himself with his work in a particular work unit or work organization (Rahmatullah, 2022). Work commitment can also be interpreted as a combination of motivation and self-confidence to carry out work (Blaique, 2022). Motivation in this sense can be in the form of interest and enthusiasm, attention, effort, and various other expressions that reflect a strong desire to integrate with the work or organization (Calabrò, 2019).

According to Pilbeam and Marjorie an employee is said to have a commitment to his work if (Eddy, 2021):

1. Has a sense of ownership of his work, because he is aware that his work has meaning both for himself and for his organization.
2. Has a high level of involvement, both to his work and to the overall work in his organization.
3. Have strong confidence in his ability to complete and be responsible for his work.
4. Have a low rate of absenteeism and work or intentional tardiness.

From some of the concepts of work commitment described by the experts above, it can be concluded that work commitment is a factor in the attachment of an individual to his work in an organization that is strongly driven by a sense of responsibility for work and makes every effort to carry out that responsibility (Werdhiastutie, 2020). The sense of responsibility for the work that binds oneself in an organization is a factor that affects the work culture in an organization (Sunarsi, 2020).

Organizational culture is a concept as one of the keys to the success of an organization in achieving its goals. Organizational culture is a set of assumptions or belief systems, values and norms developed in an organization that is used as a behavioral guide for its members to overcome problems of external adaptation and internal integration (Mangkunegara, 2005:113).

The Education Office Branch is a Regional Apparatus Organization established based on the West Sumatra Governor's Regulation Number 42 of 2018 concerning the Establishment of the Organization and Work Procedures of the West Sumatra Province Education Office Branch. Then it was replaced with West Sumatra Governor Regulation Number 10 of 2020 concerning the Establishment of Organizations and Work Procedures for the West Sumatra Provincial Education Office Branch. The Regional VIII Branch of the Education Office has the task of assisting the Office in carrying out some of the official duties in the field of controlling High Schools, Vocational High Schools and Special Schools in the Mentawai Islands district, including:

1. Preparation of operational technical plans for the sub- affairs of controlling the implementation of education in High Schools, Vocational High Schools and Special Schools;
2. Implementation of coordination and technical operational control of the sub- affairs of the implementation of education in Senior High Schools, Vocational High Schools and Special Schools;
3. Implementation of evaluation and reporting of control of the implementation of sub-educational affairs at high schools, vocational high schools and special schools;
4. Administrative management of the Education Office Branch; and
5. Carrying out other tasks assigned by the Head of Service in accordance with their duties and functions.

Based on the gubernatorial regulation, in the context of accelerating public services, there are 16 delegations of authority from the Provincial Education Office to the Branch Office, should the volume of work that is not small is also directly proportional to the Human Resources who will work in it. But the fact is that since it was founded in 2019, the crucial problem of the Regional VIII Branch of the Mentawai Islands Regency which has not yet received a maximum solution at its third year is sufficient and competent Human Resources. Although the problem of shortage of personnel cannot be overcome optimally, at least the personnel in it must have good commitment and performance so that a good organizational culture is built (Sarhan, 2020). So that the nature of the establishment of the Branch Office for the acceleration of educational services is fulfilled.

In the Regional VIII Branch of the Education Office, the problems encountered and identified were low work commitment because competence was also low, low competence resulted in low performance and low performance resulted in poor organizational culture (Rahardja, 2018). One of the problem factors that occur in OPD is that Human Resource Management is not based on expertise competence so that the division of main tasks and functions is blurred, the bureaucratic hierarchy is not clear so that people do not work according to their main tasks, work accumulates on people who are considered capable so that they can be relied on to do work that is not their job (Simanjuntak, 2022). Being his responsibility, the accumulation of work causes work stress so that work motivation decreases and even tends to give up, because not working in accordance with the structure and system results in problems that interfere with the formation of a work culture in this organization (Paais, 2020). Some of these problems are aspects that need to be addressed immediately so as to create a good work commitment and build a good culture (Turner, 2019).

Method

This study uses a qualitative approach that departs from the problems that exist in an organization which is also known as a case study. The research was conducted at the Regional VIII Education Office Branch Office, Mentawai Islands Regency. Head of Branch, Head of Administrative Subdivision, Head of Section, Functional Position Group, General Functional, Other Honorary Personnel who are placed in cleanliness, and security are informants in this study. This research was conducted for 3 months from March to May 2022. Data was collected using interview techniques, participatory observation, and document collection. The research data were processed by data triangulation technique.

Results and Discussion

Low Work Commitment is Caused by Low Competence

The results of the study indicate the low work commitment of employees at the Regional VIII Education Office Branch due to the lack of competence possessed by the executor of the position and the executor of the task towards their respective TUPOKSI. After conducting interviews, observing and collecting document data, it was found that the personnel assigned were people who did not really understand education, how to manage education and overcome educational problems because their background was not from an educator or educational practitioner. Selection of the placement of officials who are responsible for managing and improving education services is more about political factors, collusion and nepotism factors, although this is not done openly. Changes in office holders can occur at any time and can place anyone.

People should be placed in the Branch of the Education Office that manages Education, as Head of the Education Administration Sub-section, Head of High School Section (Kasi SMA) Section Head for Vocational High Schools and Special Schools (Kasi SMK/SLB) are people who have been teachers, has been a Principal and/or has been a Superintendent of Educational Units so that he is a truly competent person in dealing with educational problems. This is why it is important to put the right people in the right place at the right time. In Law No. 5 of 2014 concerning ASN Article 1 paragraph 22 it is stated " The Merit System is a policy and ASN Management based on qualifications, competence, and performance in a fair and reasonable manner without distinction of political background, race, color, religion, origin. origin, gender, marital status, age, or disability". Placing someone who does not have the appropriate qualifications, is not competent and does not perform is clearly against this ASN law.

The solution to this problem is to select and place people who really have qualifications, competence and good performance, not based on other interests so that defects in managing the world of education can be avoided. To improve low work commitment to high work commitment due to lack of competence, the thing that must be done by the incumbent is assigning a truly competent person, placing him in the right place and at the right time to realize the Vision and Mission of the Regional VIII Education Office Branch. Mentawai Islands Regency.

Low Work Commitment Causes Low Organizational Performance

The results of the study indicate that the low work commitment of employees at the Regional VIII Education Office Branch causes organizational performance to be low. According to Nawawi (2006: 63) "Performance is said to be high if a work target can be completed at the right time or does not exceed the time limit provided". Performance becomes low if completed beyond the allotted time limit or not completed at all.

Due to the lack of competence in the TUPOTIONS carried out, the work done is not optimal and is completed in a long time. Human Resource Management is not based on expertise competence so that the division of main tasks and functions is blurred, the bureaucratic hierarchy is not clear so that people do not work according to their main functions, work accumulates on people who are considered capable so that they are relied on to do work that is not their responsibility, because the high volume of work causes turnaround time is longer.

This problem still culminates in the inability of employees of the Regional VIII Education Office Branch to carry out the Main Tasks and Functions so that they have low work commitments so that their performance is also low. According to Hasibuan (2006: 94) explains that "Performance is the result of work

achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time". If competence alone is not possessed, how is it possible to produce performance that meets standards in an organization. The solution to this problem is to find people who are competent in their fields. It is advisable to reshuffle employees so that organizational goals can be achieved.

Low Performance Causes an Unfavorable Organizational Culture

Organizational culture is a set of values and strategies, leadership styles, vision & mission as well as norms of trust and understanding that are held by members of the organization and are considered as truth for new members who become a guide for every element of the organization of a company to form attitudes and behavior. behavior. The result of the research shows that low performance causes the organizational culture to be less good. There was social jealousy because the work was not carried out based on its main task, the cleaning staff was given the task of designing letters and doing archival administration tasks so that they no longer made the task of cleaning the office their main task. Discipline decreases because supervision and control by authorized officials is weak, superiors do not provide good examples to subordinates and conflicts occur because of the inappropriate division of labor.

According to Robbins (in Tika, 2006:10) whose book is entitled "Organizational Culture and Improving Company Performance " one of the characteristics of work culture is integrity. Integration is the extent to which the organization/company can encourage organizational units to work in a coordinated manner. The cohesiveness of these units can encourage the quality and quantity of work produced. If examined based on the theory of integrity according to Robbins, it can be said that incompetent employees do not have integrity because they are not able to work in coordination.

From the results of the study, it was found that Human Resource Management was not based on skill competency so that the division of main tasks and functions was blurred, the bureaucratic hierarchy was not clear so that employees did not work according to their main functions, work piled up on people who were considered capable so that they could be relied on to do work that was not their responsibility. Employees who hand over their work to others and are not responsible for their work is a form of weak integrity of the employee.

The solution to this problem is that leaders must be able to manage existing Human Resources so that they want to work according to their main duties and functions so that organizational performance becomes better and organizational culture is also good.

Conclusion

From the description of Work Commitment and Organizational Culture at the Education Office Branch Region VIII Mentawai Islands, it can be concluded that low work commitment is caused by low competence, low work commitment causes low organizational performance, low performance causes poor organizational culture. To overcome this problem, the thing that must be done by policy makers is to select and place people who are truly qualified, competent and perform well. Perform employee reshuffles so that organizational goals can be achieved. Managing existing Human Resources so that they want to work in accordance with their main duties and functions so that organizational performance becomes better and organizational culture is also good.

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Article Information (Supplementary)

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