

The Importance of Organizational Commitments and Performance in Corporate Universities

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Abstract. Corporate universities have a vital role in learning, training, and improving the knowledge that directly supports business units' performance. This study aims to observe the influence of Corporate University on an organizational commitment that impacts organizational performance. We tested our model to 100 corporate university employees in West Java, Indonesia. For ensuring the accuracy of our observation, we interviewed the managing officers of related corporate universities for conducting our analysis. Our results indicate that the role of the corporate University in organizational commitment significantly affects organizational performance. Furthermore, this research shows us that corporate university performance has a positive influence towards organizational commitment, and in the end will bring a positive influence to organizational performance. The better a corporate university performs, the employees' commitment will be more conducive and trigger ideal organizational synergy. In the end, we expect this study to contribute to the vast collections of organizational learning literature.

Keywords: Corporate University, Organizational Commitment, Organizational Performance

Introduction

The development of education business in the world today continually changes, which makes the existence of corporate university different from the traditional university concept in general (Smythe et al., 2016). Corporate University plays a full role in the results of learning, training, and knowledge that directly support business units' performance so that their performance develops and continues to grow above the development of the industry average (Pradana & Amir, 2016). The teaching system is made in the curriculum based on best practices in the company (Magolda & Delman, 2016).

Corporate University is one of the company's strategic tools that serve to integrate all "learning resources, processes and people" in the company that enables the best performance to be achieved by continuously improving people's knowledge, skills and behavior in the business ecosystem environment, and building a place and atmosphere of learning within a company so that the creation of a learning culture becomes

the main requirement of every person who works in the company (Smythe et al., 2016). The main activity of a corporate university is conducting training and learning, as well as holding exams and other related assessments (Barrow, 2018). However, a corporate university's function is actually much broader (Pradana and Amir, 2016).

To fulfill its establishment goals, a corporate university must understand the business strategy of its parent organization (Smythe et al., 2016). Furthermore, corporate universities must be able to identify what capabilities are needed by employees of their parent organizations to carry out the organization's business strategy (Magolda & Delman, 2016). Another task of a corporate university is to design and implement training and education to equip employees with the required competencies (Wang & Zatzick, 2018).

The purpose of this study is to investigate three objectives. The first one is the influence of a corporate university on organizational/company commitment and its impact on

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Organizational/Company Performance; the second is to elaborate on how much influence the corporate university has on organizational commitment; the last is to measure the influence of organizational commitment on the performance of the organization/company.

A corporate university is an educational organization that is seen as a strategic tool designed to assist their parent organizations in achieving their mission (Pradana and Amir, 2016). It aims to carry out activities that develop learning, knowledge, and wisdom of organizations and individuals (Barrow, 2018). Here are the differences between corporate universities and other educational entities, as explained by Barrow: "The difference between a corporate university and a training institution is that training institutions are tactical or operational, whereas a corporate university is positioned at a strategic level." (Barrow, 2018).

There have not been many types of research or publications related to corporate university implementation, especially in the government sector (Petrakis, 2015). The research results are more in the form of a simple brief study conducted by internal ministries/government institutions learning about the 'corporate university' concept (Pradana & Amir, 2016; Barrow, 2018). This research aims to study corporate university strategies' implementation leading to performance; hence, it is different from previous studies that take objects in the industrial sector (companies) or conventional universities.

The considerations of the Indonesian Ministry of Education to allow the establishment of the corporate universities owned by the bureaucratic sector in Indonesia becomes interesting to study (Pradana & Amir, 2016). Few research elaborates its effectiveness before a corporate university is adopted by other ministries/institutions currently implementing it (Noblet et al., 2011). The success factor of a corporate university relies much on the profile and new competencies of organizational leaders, which are influenced by partnerships with vendors and outside organizations, the utilization of resources, the amount of training needed, and the education model that is integrated with the work environment (Fernhaber & Patel, 2012); Tzokas et al., 2015). This concept is in line with the results of Cappiello and Pedrini (2017) that developed an appropriate performance evaluation framework for

corporate university to correctly identify the appropriateness of its role and contribution to organizational goals and the demands of the external environment to meet specific job competency needs through training of employees and managers.

According to Pangarso, et al. (2017), training is essential to the company to facilitate employees' learning about work-related competencies. This competency contains knowledge, skills, or training that is very important for the success of the job, according to Franco et al. (2014). Training programs for employees are for the knowledge, skills, and training needed for employees' daily work (Roper et al., 2017). Participation is shown by everyone's attendance including in the planning and implementation as well as responsibilities under the level of obligations (Saragih et al., 2018). Employees' participation in learning programs held in an organization aims to improve employee performance and productivity (Pradana et al., 2020).

Individuals are always relating to criteria or situations and consider their competence and complex knowledge (Camisón & Villar-López, 2014). The performance will increase if the employees share insights, experiences, and related knowledge (Lozano, 2014). According to Abbott et al. (2019), the definition of competence is the process of determining the different aspects of company performance. On the other hand, personality is attached to company performance as a result of actualized work to run a place or carry out work duties (Pradana et al., 2020).

High commitment to organizations shows that the organization's position is high. Zhang et al. (2015) and Stucki (2016) argue that organizational commitment is the nature of relationship between an individual and his organization by accepting organizational values and goals, having the desire to do for the organization, and having a strong desire to stay with his organization. While according to Stucki (2016), commitment is a psychological condition that describes the relationship between individuals and organizations and has implications in working within the organization (Magolda & Delman, 2016).

According to Gilang et al. (2019) and Carolyne et al. (2020), commitment is the nature of the relationship between individuals and an individual with an organization that allows a person to have high commitment

by showing a strong desire to remain an employee of the organization concerned, a willingness to try their best for the benefit of the organization, and a strong belief in and acceptance of values and goals of the organization. Therefore, the main essence of individual commitment (work commitment or organizational commitment) to the organization is referring to a person's attitude based on the values owned and manifested through behavior (as a result of the influence of internal and external factors) on the organization. This commitment is shown by the individual through his involvement in the organization, in particular he believes in the goals and values of the organization, seeks to help the organization's efforts to achieve its goals.

Liu et al. (2013) define work commitment as a relative strength of individual identification and involvement with work organizations. Moreover, Tzokas et al. (2015) view work commitment as a value orientation to work which shows that individuals think highly of their work, work gives life satisfaction, and work gives individuals status.

Performance is sometimes interpreted as the quality and quantity of work achieved by employees who carry out the duties in accordance with the responsibilities given to them (Fakhri et al., 2014). Some other studies see performance as a real result performed by everyone involved in the working environment in accordance with the company (Saragih et al., 2018). Factors that influence performance according to (Mathis & Jackson, 2011), namely factors from 1) Individual variables which include abilities and skills, mental and physical, background (family, social level), and demographics (age, sex); 2) Organizational variables which include resources, leadership, rewards, organizational structure, job design; 3) Psychological variables which include risk perception, attitude, personality, learning, motivation.

Furthermore, performance measurement is an effort to map the strategy into actions to achieve certain targets, not only the final target that needs to be measured and become a measure of company performance, but also related to competencies and processes that have been implemented (Gilang et al., 2019). In addition, the management can also use performance measurements to evaluate the past period and taking action that is considered necessary to improve it (Pradana et al., 2020).

Benchmark performance of public organizations is related to success measures that can be achieved by the organization (Tzokas et al., 2015). Public sector performance is multidimensional, meaning there is no single indicator that can be used to show performance comprehensively (Liu et al., 2013). Unlike the private sector, since the nature of output produced by public sector is more intangible, then financial measures alone are not enough to measure public sector performance (Pradana et al., 2019). Therefore, it is necessary to develop non-financial performance measures (Camisón & Villar-López, 2014). Performance measures are intended to help the government focus on work unit programs' goals and objectives (Franco et al., 2014). This situation will ultimately increase the economic, efficiency, and effectiveness of public sector organizations (Gilang et al., 2019).

During this time, traditional performance measurement companies only prioritize finance; this is less able to provide the information needed to measure and manage all company competencies (Kim et al., 2016). Financial measures only explain various past events. Investment in long-term capabilities and customer relationships are not important factors in achieving success (Pradana et al., 2019)). The measurement of company performance is no longer considered good if it is only seen from the financial side, which is considered unable to reflect the complexity and value inherent in the company, because it does not pay attention to other things outside of finance, namely, the customer and employee sides which are important factors for the organization (Petrakis et al., 2015).

As a concept in the context of ethics, performance accountability is often equated with the term responsibility (Purnama et al., 2020). As a concept of performance-related governance discussion, the authority is obliged to free to demand responsibility to those necessary so that power and authority can specify the justification (Thoyibatun, 2018). The existing research study found that organizational performance is also a reflection of management and any related parties who get an abundance of authority and responsibility (Petrakis et al., 2015; Purnama et al., 2020). Therefore, performance accountability is related to responsibility and managed by the organization.

This study aims to observe how much the influence of Corporate University has on

organizational commitment, which impacts organizational performance. We expect our result to become useful additional literature in the field of knowledge management and strategic management.

Research Methodology

Developing the framework which we have stated before, the hypothesis of this study is as follows: (H1): Corporate University performance has a positive and significant effect on organizational commitment. This is based on the research by Cappiello & Pedrini (2017) and Kim et al., (2016). We conduct an elaborative measure on the simultaneous effect and see the weight of the influence on the two constructs.

The second hypothesis (H2) is about how organizational Commitment has significant effect on organizational performance. Aside of the measures by Kim et al., (2016), we also incorporated measures by Fainshmidt et al. (2016) about organizational performance. In this second relationship, we conduct a regression analysis to measure the simultaneous effect of the two constructs. The full research model can be seen in figure 1.



Figure 1. Research Framework

In this study, the research method used is quantitative descriptive method. According to Malhotra et al. (2008), descriptive statistics are statistics used to analyze data by describing data that has been collected as it is without intending to make generally accepted conclusions or generalizations. Researchers need questionnaire or questionnaire measurements to interpret the perspectives of the respondents (dos Santos & Pedro, 2020). From these answers, the assessment criteria for each item based on percentage are then compiled (Tjeppey, 2019).

We collected data from corporate university employees in Bandung, West Java, Indonesia. We used interviews with managing officers before conducting our analysis. We distribute the questionnaire using online forms (e-mails and chat apps) to 100 respondents.

The end sample of 100 respondents is the result of extraction from the total population of corporate university employees

in 2018. According to the data from Telkom Corporate University and Indonesian Post Polytechnic, there are over 20000 employees spread all over the province. By using Slovin formula, we must survey minimum 100 samples to get maximum result (Sugiyono, 2013). The respondents are chosen with the method purposive sampling and recruited using WhatsApp online chat and personal e-mails.

This study also uses the Successive Interval Method to change the ordinal scale into an interval (Krepper et al., 2018). For data analysis techniques, this study uses multiple linear regression analysis. However, we had to leave out the test results in this article to focus more on the core analysis.

According to (Sugiyono, 2013), the construct should be determined so that it becomes a variable that can be measured. All question items use a five-point Likert-type scale. The lowest response is indicated by the score '1', meaning strongly disagree, while the highest response is indicated by the score '5', meaning strongly agree.

Results and Discussion

Research Finding

Descriptive Results of Corporate University Variables. Based on the results of the study, the description of variable commitment of the organization/company (Y) as a whole shows an average result of 3.50 with the category of agreeing that a person can position himself in the organization and have the will to continue efforts in achieving the interests of his organization. The results of research on each dimension show that the highest average value is in the dimensions of affective commitment with indicators of employee involvement in the organization of 4.18 with the agreed category, meaning that employee involvement becomes part of the organization/company. Whereas, the lowest average value is in the dimension of continuous commitment with profit and loss consideration indicators in employees of 2.89 with the category of moderately agreed, meaning employees always consider profit and loss in carrying out tasks.

Based on the results of research description of the performance variables of the organization/company (Z) as a whole, it shows an average result of 4.28 with the category of strongly agree, meaning that

the assessment of performance is crucial because the assessment can be used as a measure of the success of an organization in certain period of time (Qana'a & Nawangsih, 2018). The assessment can be used as input for improving the performance of the organization concerned.

The results of research on each dimension show that the highest average value is in the dimension of work loyalty with indicators of work attendance of 4.28 with the category of strongly agreeing, meaning that employees are always present on time as set by the company. Whereas, the lowest average value is in the dimension of work quality with an indicator of profit and loss consideration in employees of 3.67 with the agreed category, meaning that employees can do their work accurately and rarely make mistakes

**Table 1
Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 ^a	.464	.458	3.20984
a. Predictors: (Constant), CORPU				

Source: authors' calculation

$$pyX = \sqrt{1 - R\ square} = \sqrt{1 - 0,464} = 0.732$$

Based on the Table 1, the value of R square is 0.464 which means that the influence of corporate university (X) variable on organizational/corporate commitment variable (Y) is 46.4%. And the influence of other variables outside the study can be calculated as follows:

Based on the calculation above, it shows that the influence of other variables is 73.2%.

**Table 2
Model Summary (Sub-Structure 2)**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819 ^a	.671	.668	3.35143
a. Predictors: (Constant), COMITORG				

Source: authors' calculation

$$pyX = \sqrt{1 - R\ square} = \sqrt{1 - 0,671} = 0.574$$

Based on the Table 2, the value of R square is 0.671 which means that the influence of organizational/company commitment variable (Y) has a significant effect on organizational performance (Z) of 67.1%. And the influence of other variables outside the study can be calculated as follows:

Based on the results of the calculation above, it shows that the influence of other variables outside the research is equal to 57,4 %. The result of descriptive analysis shows that the results of the study description of corporate university performance variable as a whole show an average result of 4.13 with the agreed category, meaning that the corporate university is one of the functions that can be strategically adjusted to integrate the development of people in certain organization and must focus on career paths, personal development, learning events and training opportunities (Hair et al., 2016). The results of the research description of the variable commitment of the organization/company as a whole show an average result of 3.50 with the category of agreeing, meaning that a person can position himself in the organization and have the will to continue efforts in achieving the interests of the organization.

The results of the study description of the performance variables of the organization/company as a whole show an average result of 4.28 with the category of strongly agree, meaning that the assessment of performance is a crucial thing because the assessment can be used as a measure of the success of an organization within a certain period of time. The assessment can be used as input for improving the performance of the organization concerned.

The magnitude of the influence of corporate universities on organizational commitment is equal to 0.681 or 68.1%. These results indicate that a corporate university influences organizational commitment because a corporate university is one of the strategic functions that can be adjusted by integrating the development of people in a particular organization. Employees are recommended to focus on their career development, personal development, and training opportunities in an effort to achieve the interests of the organization/company.

Last but not least, the magnitude of the effect of organizational commitment on organization/company performance is 0.819 or 81.9%. These results indicate that organization/company commitment

has a significant effect on organization/company performance because organizational commitment is part of the attitude of influencing a variety of important behaviors so that the organization functions effectively, and it affects the performance appraisal, where the assessment can be used as input for improving the performance of the organization concerned.

Conclusions

The corporate university is one of the dynamic elements of education system in Indonesia nowadays. Aiming to maximize the potential of Indonesian human resources, a corporate university will be able to become a source of national strength, if it is able to prepare capable human capital.

Therefore, the most fundamental challenge for the corporate universities in Indonesia in the future is how to develop high-quality human resources, so that they can become the main actors in national education and development. The general goal to be achieved through national development is the creation of human qualities, in this case university students, and the quality of the independent Indonesian society.

With good corporate university quality and high employee commitment in studying and training, supported by a strong culture, employees will contribute to shaping the character of high-quality human capital. Accustomed to learning science gradually, and always working according to the rules and methods, it is hoped that employees will get used to working systematically, correctly, and reducing speculation. Hence, there is a way and formula that must be used to get a solution for both the lecturer's personal problems and the nation's problems in general.

From our research, we conclude that corporate university performance has a positive influence towards organizational commitment, and in the end will bring positive influence to organizational performance. Hence, the better a corporate university performs, the employees' commitment will be more conducive and trigger ideal organizational synergy.

These research conclusions were obtained as expected. Since there is a significant influence and relationship between corporate university performance,

organizational culture and organizational performance, the result is in accordance with the concept of the influence of organizational culture and commitment.

This research certainly has limitations. We merely researched corporate universities in West Java. Hence, other studies about corporate universities in different parts of Indonesia are required to provide wider perspective. To maintain the level of performance among employees, such as staff and lecturers, the result of this study can be taken into account. An increase in commitment will cause someone to drive optimally so that the quality of organizational performance will be achievable. Second, increasing the sense of responsibility towards success, because, with a high sense of responsibility, a person will always try to improve his performance. To increase the sense of responsibility for success, commitment to success need to be planted.

As the final part of this paper, several suggestions are offered. First, it is expected that corporate university stakeholders should strive to have high competence by producing scientific works in the context of strengthening capacity and competitiveness, especially in facing globalization and specifically the ASEAN Economic Community. Second, in order to maintain corporate university performance, there is a need to increase knowledge and work in the field of research and community service, especially for the lecturers.

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