

THE INFLUENCE OF ORGANIZATIONAL CULTURE AND WORK MANAGEMENT SYSTEM TO ORGANIZATIONAL COMMITMENT

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Abstract

The purpose of this research are: (1) To know the description of organizational culture, management system to Employees commitment at Jambi Provincial Transportation Department. (2) To know the influence of organizational culture on Organization commitment to Jambi Provincial Transportation Department. (3) work management system to Organization commitment to Jambi Provincial Transportation Department (4) To know the influence between organizational culture and management system to Organization commitment at Jambi Provincial Transportation Department. The method of analysis of this research is descriptive and quantitative. The population in the study were the employees of Jambi Provincial Transportation Department. Technique of sampling research using technique of Stratified Sampling. The total sample in this study was 123 respondents. The data were analyzed using 2 (two) ways, namely (1) Using multiple linear regression to find out the factors that influence Organization commitment with t test and F test at significance level ($\alpha = 0,05$). The result of the research shows that average level of respondent's answer for organizational culture variable (X1) is 60,94 and average level of respondent answer for work management system variable (X2) is 66,41, it shows highest level. The magnitude of influence of organizational culture variable and work management system on Organization commitment at Jambi Provincial Transportation Department is 6,333 (X1) and 3,685 (X2). From the test results simultaneously can be seen that the organizational culture variables and management systems work together have a significant influence on organizational commitment. Meanwhile, it is also known that work management system variables are more dominant in influencing Employees commitment to Jambi Provincial Transportation Department.

Keywords: *organizational culture, work management system, Organization commitment*

Introduction

In an organization, mission and vision that has been set is worth to be maintained, and should reach satisfactory results. In addition, the statutes or regulations, applicable in order to allow and outlines in detail about the Division of the tasks as well as organizational structures so as not to be a misunderstanding or neglect employees in the performance of tasks them.

There is a system variable in the Organization, although difficult to specified or elaborated carefully but the variable, and the variable is usually described by the employees in the form of common forms. We call such variables as the organizational culture. As cultures that have the obligations and restrictions that govern how each member acts against other fellow members and of people from outside the organisation, then an organisation also has a culture that governs how its members behave

In addition, the organizational culture can also represent generally perception shared by members of the organization. This situation clearly formed when we define culture as a system of shared understanding. As such, we hope that each individual with a background of a different position or level in the Organization will describe the Organization's culture in the same way. Based on early observations conducted on 5 January 2016 can note that the organizational culture of Jambi Provincial Transportation Department retrieved results by as much as 16 employees stating management agencies have always sought to improve the work system when experiencing obstacles, as many as 17 employees stating management agencies always understand in advance the work that will be accepted, 18 employees stating management agencies always re-evaluate jobs received before done, and 16 employees stating management agencies always giving full responsibility to each of his officers in doing their jobs.

Based on that explanation, then this means understanding employees about the need for improvement of work culture committed agencies is still low, it does didugaikut affect the performance of employees. Indication less ideally cultural organizations conducted by the leadership of Jambi Provincial Transportation Department so that culminate in the performance of the employees. That is, the existence of a better culture of the Organization will certainly improve better working atmosphere, as well as the working climate will be more optimal for the future which affects directly the increasing performance of employees

Aside from the existence of organizational culture in an organization, it should be noted that performance management systems also apply to these organizations. This is because, in the absence of a performance management system that is well organized, then there may be a job can be implemented and able to be carried out or completed at exactly the right time.

Based on early observations conducted on 5 January 2016 on the existing performance management system of Jambi Provincial Transportation Department retrieved information, though it has held meetings in conducive about implementation of work activities there are 17 employees declared yet the existence of a good working communication between the results of the coordination meeting with the officials of the 18 employees stated in field data collection and documentation have not been terkoordinir well, 15 employees stating the performance evaluation implemented is sometimes not done equitably, and 15 employees of the States still weak referral and order instructions to employees who do not yet work optimally. Therefore, there is an indication of the still low level of implementation of the performance management system conducted by the leadership of Jambi Provincial Transportation Department so that commands as well as communication between the leadership of the intertwined with the employees, as well as fellow employees is difficult to determine the extent of the obligations and responsibilities that will be implemented.

Thus, the need for special attention regarding the organizational culture and management system performance is good, it can be obtained a level of commitment for a better organization than ever before. Then, with the high commitment of the employees of the higher trust the employees place organization will work in the future and in the end it will all lead to the achievement of the objectives of the Organization itself.

Based on Act No. 25-year 2004 about National Development Planning System, regional development planning is one unity in national planning systems with the aim to ensure linkages and consistency between planning, budgeting, implementation, as well as the control and evaluation of the implementation of the regional development plan. As for planning is arrayed in *renstra* which aims to ensure the linkages between concentration and planning, budgeting, implementation and monitoring/evaluation at each program and activities performed

As for the commitment of the Department of transportation employees work Jambi province can be viewed from close work achievement based on the letter of the Minister for Administrative Reform and the bureaucratic State apparatus Number B/2810/M PAN-RB/08/2016 15 August 2016 subject Assessment of the achievements of the work of civil servants in order to encourage improvement of the performance of civil servants before the publication of government regulation substitute Government Regulation Number 46 Year 2011 about the assessment of the achievements of the work of civil servants, then it can be seen whether the commitment of employees experience increased or even decline that should be solved by the leadership, so that this will not be a setback of Jambi Provincial Transportation Department.

Based on Documents the performance of the Employee in the year 2014 and 2015 to all employees of Jambi Provincial Transportation Department, that Close work achievement through some elements assessed under the provisions of the assessment of the achievements of the work of civil servants on the service relationship of the Jambi province can be outlined that in 2014 with a total of 84 employees included in the category of good, 36 employees have enough categories, and 30 employees were in the category of less. While, in the year 2015 with a total of 54 employees are included in the category of good, 81 employees have enough categories, and 45 officers are on the category less.

Research Purposes

1. To know the description of organizational culture, management system to Employees commitment at Jambi Provincial Transportation Department.
2. To know the influence of organizational culture on Organization commitment to Jambi Provincial Transportation Department.
3. To know the influence of the work management system to Organization commitment to Jambi Provincial Transportation Department
4. To know the influence between organizational culture and management system to Organization commitment at Jambi Provincial Transportation Department.

Literature Review

Glaser et al. (2006), organizational culture is often depicted in the sense of belonging together. Patterns of beliefs, symbols, rituals and myths that develop over time and serves as an adhesive that unifies the organization.

Kreitner and Kinicki (2005) suggests that the organizational culture is the social adhesive that binds the members of the organization. Another case with Robbins (2003), organizational culture is a shared perception shared by members of the Organization, and is a system of shared meanings.

Armstrong (2004:29) see more work management as a means to get better results from organizations, teams, and individuals with a way of understanding and managing performance within a framework of goals, standards, and requirements attributes that was agreed upon. Meanwhile, Costello (2004:3) stated that the management work is the basis and driving force that is behind all the decisions of the Organization, work effort, and resource allocation. Whereas, Bacal (2001:4), suggests a work management is a process of continuous communication and done in partnership between an employer and co-workers directly.

Jewell and Siegall (2001:518), organizational commitment is a State or degree of *sejauhmana* someone favoring employees at a certain organization with its aims, as well as maintaining membership in that organization. Meanwhile, Meyer, et. Al (2001:323) explains that the commitment of the organization is responsible for the ability to someone, this commitment has nothing to do at all with the talent, cleverness, or talents.

Gibson, et. Al (2000:823) can be defined as the identification and engagement, loyalty, stated by employees by organizations or units of the organization. Meanwhile, William and Hazer (2002:68) in Rivai (2005), organizational commitment is the affective response to the Organization as a whole, which then shows an affective response on specific aspects of the work. Whereas, Mowday, et. Al (2002:79), explained that the Organization's commitment as the degree of how much employees in identifying himself with the Organization and his involvement in certain organizations.

As for the conceptual framework the link between organizational culture, management system, and the commitment of the Organization's work can be seen in Figure 1 below.

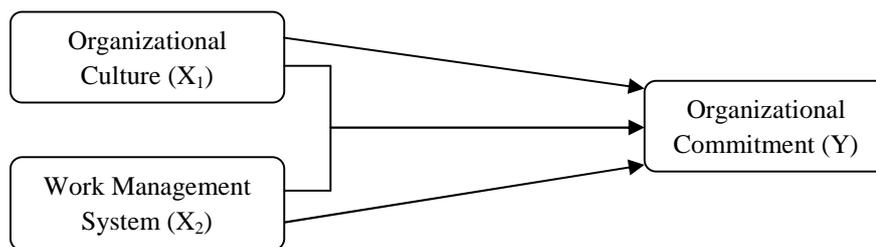


Figure 1. The conceptual framework of the influence of organizational culture and work management system towards organizational commitment

Methods

Type of this research is descriptive research analysis or survey. The population in this research is the employees of Jambi Provincial Transportation Department. Withdrawal of samples conducted in stratified random sampling. The total sample in this research is as much as 123 respondents.

Types of data used in this study there are two kinds, namely (1) primary data, as the main data and (2) secondary data, as supporting data. Primary data, i.e. research data obtained directly from the source (not via media intermediaries) and the data collected specifically for answering questions in accordance with the wishes of researchers.

As for the description of the influence of the variable factors independent of the effectiveness of distribution channels (the dependent variable), can be described in multiple regression model are as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + \hat{\epsilon}$$

Where, Y = Organizational Commitment, b0 = Constants, b1 = Kofisien Regression of Each Variable, X1 = Organizational Culture, X2 = Work Management System, and $\hat{\epsilon}$ = Random Error

Results and Discussion

From the results of the analysis that has been done through the use of software SPSS 19 shows the average score for the variables of organizational culture is of 60.94 with categories is quite good, average score for is work management system variables of 66.41 by category is good enough, while the average score for organizational commitment is a variable of 68.85 by category is good enough.

Based on test data of its own preconditions, variable organizational culture, work management system, and organizational commitment with data that can then be obtained for use in the calculation to find the multiple linear regression analysis. As for those results can be seen in the following table

Table 1. Simultaneous Hypothesis Testing ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	531.138	2	265.569	6.926	.001 ^a
	Residual	4524.862	118	38.346		
	Total	5056.000	120			

a. Predictors: (Constant), Work_Management_System, Organizational_Culture

b. Dependent Variable: Organizational_Commitment

With such numbers prove that simultaneously to the two independent variables i.e. organizational culture and work management systems provide significant effects against employee commitment of Jambi Provincial Transportation Department. As for the results obtained from the estimation calculation test multiple linear regression analysis can be seen in the following table:

Table 2. Multiple Linear Regression Estimation Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	13.464	5.117		2.631	.010		
	Organizational_Culture	.013	.075	.016	3.177	.060	.946	1.057
	Work_Management_System	.475	.133	.320	3.576	.001	.946	1.057

a. Dependent Variable:

Organizational Commitment

Thus, it can be proven that simultaneously to the two independent variables i.e. organizational culture and work management systems provide significant effects against employee commitment of Jambi Provincial Transportation Department. Meanwhile, work management system variable can be found in the most dominant influence organizational commitment.

Conclusion

Based on the results of the analysis can be simultaneously aware that variable organizational culture and work management system significantly affects the Organization's commitment to the employees of Jambi Provincial Transportation Department. It is clear that if the Organization has a culture and a good working management system then indirectly enhance the commitment of the Organization will be the better.

Recommendations

It is recommended to the leadership of Jambi Provincial Transportation Department given the culture of the organization included into the category is quite good and can exert influence on organizational commitment decreasing Service relationship of Jambi province in its entirety, then the required the existence of an effort to promote the culture of the organization.

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