

The Influence of Competence and Organizational Commitment to Employee Performance of Civil Servant in Riau Islands Province

Amril Ghaffar Sunny¹, Fais bin Ahmad², Haslinda Hasan³

¹Othman Yeop Abdullah, Universiti Utara Malaysia

^{2,3}College of Business, Universiti Utara Malaysia

Abstract: The main topic of this research is the influence of competence and organizational commitment to employee performance of civil servant in Riau Islands Province. In general, this study aims to review, assess, and recognize how the Influence of Competence and Commitment of Civil Servant Organization which is part of Civil Servant in Indonesia which based on the result of previous research is considered still not able to achieve the objectives proclaimed in the Act of the Republic of Indonesia Number 43 of 1999 regarding the Principles of Civil Servant. While Civil Servant is a principal element of government executor. This study has been studied using qualitative research methods. The result of the research shows that there is influence of competence and organizational commitment to performance. Therefore, if the performance of employees wants to be improved then it needs to get more attention to the elements of competence and organizational commitment.

Keywords: Competence, Organizational Commitment, Employee Performance, Civil Servant

1. INTRODUCTION

Civil Servants have a very important role in achieving national goals. Then the Civil Servant must have a satisfactory performance for the state's objectives can be achieved. However, there are still many opinions stating the low performance of Civil Servants. This was also stated by The Minister of Administrative and Bureaucracy Reform Daily Newspaper that of 4.7 million Civil Servants, as many as 95% of Civil Servants are incompetent, and only 5% have competence in their work (Pikiran Rakyat, 2012). A similar statement was also made by Akhyar Effendi who mentioned that Civil Servants in Indonesia today often revolve around the discourse of low professionalism, inadequate levels of welfare, unhealthy distribution and composition, positions that have not been based on competence, performance appraisal yet

objective, promotion that has not been based on work performance, culture and work ethos that are still bad, the application of discipline that is not implemented consistently and consequently, as well as another issues within Civil Servants them self. The above issues are actual and there is no comprehensive solution yet (Effendi, 2013: 5).

Nowadays, there are plenty public service users who have the impression of less sympathetic and disappointed about the attitude and behavior of Civil Servant who should be servants of the community, giving the example, and become the important part of regional development. Tarigan (2003: 28) said that, inferior quality of service to the community can be traced from the many complaints raised by the community, especially related to the service of long-winded and tend to bureaucratic, high costs, the existence of additional charges, the behavior of officials who



are more acting as officials rather than public servants, and discriminatory of the services.

This indicate a symptom that Civil Servant are less clean, authoritative, and upheld its mission as a servant of the state and society. Wahyudin (1992:129) also Soeharyo and Effendi (2009:5) suspect that the cause of this negative image is due to the government's lack of attention to the needs of the community and on the other hand the demand for quality, quantity, and speed of service continues to increase in line with the dynamics needs of society. In addition, the implementation of regional autonomy conducted since January 2001 cannot be implemented smoothly due to limited aspects of human resources and institutions in the region (Tjiptoherijanto, 2001:5).

The relative substandard quality of service provided by government employees based on field observations is suspected because of the relatively low competence and organizational commitment from employees in doing their work. Whereas according to Burr and Girardi (2002:78) competence, and organizational commitment, interact in the form of employee performance that will ultimately create a superior quality of service to customers.

Based on the description on the above recognition then it is deemed necessary to conduct research as outlined in the central theme "*The Influence of Competence and Organizational Commitment to Civil Servant in Riau Islands Province*".

2. LITERATURE REVIEW

In today's information-based economic era, human resources will be a powerful source of power for organizations to achieve their goals if they are competent and relevant to the demands of the work to be done. Therefore, the organizational

leadership must plan the development of employee competencies in accordance with the design work and business development plan both in the present and in the future based on the projected organizational development that has been stated in the long-term goals and strategies that have been selected (Susilo, 2002:12). Ideally the development of individual employee competencies should be balanced between intellectual, social, and emotional competence (Spencer & Spencer, 1993: 34).

Young et all (2005) also revealed that there are five steps in the process of competence development, namely (1) recognition of competence, (2) understanding competence, (3) experimenting with demonstrating competence, (4) practicing using competence, and (5) competence in work situations and in the context of other characteristics.

In the research, the competencies under study will refer to Spencer and Spencer Theories that classify competencies into three, namely (1) intellectual competence, (2) emotional competence, and (3) social competence as these three competencies can be observed and measured on Government employees Riau Islands Province as the object of research. Spiritual competence is not researched in this research model because this spiritual competence is an ability or willingness that is outside the ego (human self) or outside the conscious thought of man, whereas we know the research is expected to produce knowledge or science within limits observation and conscious thought of man. Similarly, functional level competencies such as core competencies, generics, and specific roles are not included in the research model because these competencies are implicitly included in indicators or dimensions of intellectual, emotional, and social competence.



Furthermore, the employee's job in general is to enjoy the work they do and feel satisfied with their work. This can happen if managers think about the company they manage well especially about the workplace and work done by employees. The manager should make employees fully understand the work-attitude relation set forth in the work satisfaction coefficient and also consider the employee's feelings toward their organization (Vandenberghe et al, 2004). Employee attitudes, such as organizational commitment, will influence individuals to identify, engage in organizations, and be willing to sacrifice for the benefit of the organization.

This is confirmed by Mowday et al. (1982: 239) organizations must make every effort to increase organizational commitment within the employee because (1) the higher the level of employee commitment the higher the effort to perform the work so that performance can increase, and (2) the higher the commitment level employees then the longer he wants to remain in the organization and the higher the productivity to the organization and the level of employee turnover will be lower.

In relation to the employee's workforce within a certain period of time it is necessary to evaluate because the assessment of employee performance is part of the staffing process, starting from the recruitment, selection, orientation, placement, training and job appraisal process (Alwi, 2001: 177). Today's reality shows that relatively many organizations or companies ignore the performance appraisal function. Though assessment on performance is a very important part of performance management and may also appraisal system applied is not in accordance with the culture of the organization developed so as not to encourage work motivation.

According to Meyer et all (1993:540), organizational commitment may consist of components:

- a. The Affective components relate to emotional, employee identification and engagement.
- b. The Normative component is the feeling of the employee's feelings about the obligations he must give to the organization.
- c. The Continuance component means a component based on the employee's perception of the disadvantage he will face if he leaves the organization.

The organizational commitment still lacking in Civil Servant nowadays. As stated by Chang (1999: 1260) that affective commitment is the degree to which individuals are bound psychologically to the organization that employs through feelings such as: loyalty, love, and belonging. this is seen for example in their commitment to meet the hours of work that have been determined.

Stephen Jaros (2008:7) suggests that the three components of the commitment component developed by Meyer and Allen (1997) can be said to dominate the study of organizational commitment (Meyer et al., 2002). This model proposes that organizational commitment experienced by employees as three simultaneous mindsets includes affective, normative, and continuous organizational commitment. Affective Commitment reflects commitment based on employees' emotional ties developing with the organization primarily through positive work experience. Normative commitment reflects commitment based on perceived obligations to the organization, for example rooted in mutual norms. Continuity Commitment reflects commitment based on perceived costs, both



economic and social, leaving the organization. The commitment model has been used by researchers to predict key employee outcomes, including citizen turnover and behavior, work performance, absenteeism, and delay (Meyer et al., 2002). Meyer and Allen (1997) provide a comprehensive graph of the theoretical lineage of this model.

It does not mean that there are no efforts to increase the competence and commitment of the organization. Among them have made efforts to enhance the competence and commitment to the organization through education and training programs, but it doesn't give satisfying result due to the selection of Civil Servants who receive training and education based on proximity with the leaders. The second reason is often because the education and training provided sometimes do not suit the needs. Therefore, the output of education and training is not an increase in organizational competence and commitment. As a result, performance improvement is difficult to achieve.

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3. METHODOLOGY

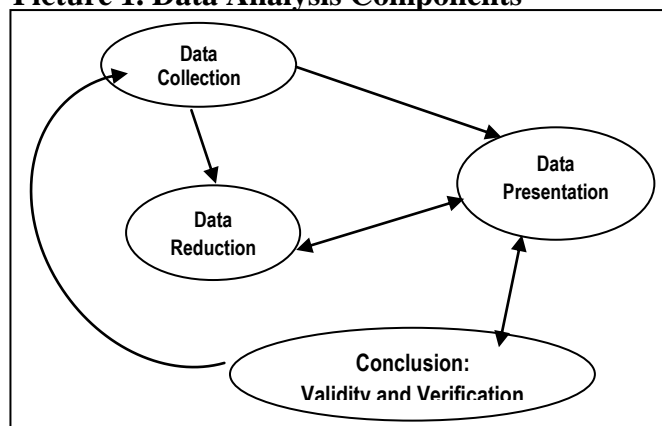
The methodology that used is qualitative method. As a reason closely related to the objectives to be achieved in this study is to gain a deep understanding and meaning of the role of competence and organizational commitment in improving the work performance of Riau Islands Province Provincial Government Civil Servant.

To obtain the intended objectives, the researcher should try to get the information or data of the study from the hands of the first party directly. Through this research method, it is hoped that the researcher can develop the components of information that is analysis, conceptual and categorical, and able to find the definition of situation about perception and interpretation of the respondents about the role of competence and organizational commitment in improving the work performance of Riau Provincial Government employee. That is why the study technique used is self-involved study, integrating with the subject and the environment under study.

The analysis unit of this study is the Civil Servant of Riau Islands Province. Analytical technique data study conducted in the review this refers to the method of qualitative data collection study intended is a technique used in secondary data collection and primary data. For secondary data collection techniques, researchers used literature studies that were carried out in various places as described in the previous description. While for primary data collection techniques, researchers used observational techniques involved, in-depth interviews, and triangulation of data. The determination of such data collection techniques is closely related to the method of study qualitatively selected are library studies, observations involved and in-depth interviews. While the analysis data analysis technique conducted in this study using three activities that occur simultaneously, namely in the form of data reduction, data presentation and conclusion, after verification or verification.

To analyze the data, used the component as bellow.

Picture 1. Data Analysis Components



Miles and Huberman (1984).

4. RESULT & DISCUSSION

From interviews with respondents in Riau Islands Province, there are indications that the



performance of Civil Servants in Riau Islands Province is still considered not maximal, this is because the competence of Civil Servants either intellectual, emotional, social and spiritual competencies still need to be improved.

In selection, Civil Servant has not been selected based on their competencies. This is due to the planning of Civil Servants has not been clear and detailed. Generally, the regional governments do not have a map of the needs of Civil Servants (such as manpower planning) at least five years into the future. Planning of Civil Servants only based on the proposals submitted by each region to The Minister of Administrative and Bureaucracy Reform.

The process of recruitment and the right selection tool in the selection process is still a constraint, because there are still found a selection process that is inappropriate procedures such as the relationship kinship. Beside inappropriate procedure, also occur false regional government proposals of the needs of employees to the central government. It's just that the regional government has not calculates very carefully the number and qualifications of Civil Servants needed. According to statement of a respondent, the results of recruitment are not in accordance with the needs of professionalism is expected because most of the competence is not according to the work it carries. In recruitment procedure, it is found more self-interest precedence over the interests of the state.

In addition, the existence of the Regional Autonomy Law also affects the system of Civil Servant recruitment in regional level. In the new regulation, it states that only people who come from the relevant area who can proposed to be Civil Servants in some area, although they have lack competence in accordance with existing needs. This system is formed because each region proposes the addition of Civil Servants to the

Central Government then a number of applicants from the region it performs an acceptance test so that it is thus Civil Servant fill vacancies only from the area.

In the other hand, organizational commitment is also still lacking because the workload of most Civil Servants in the region has not been optimal due the share of work completed by Civil Servants is still below capacity. As a result, work is supposed to be done by one person is finally done by two or even three people. Initiatives to increase organizational commitment are still perceived as lacking. Civil Servant tend not to be too concerned about the improvement work that must be done, especially in achieving the vision and mission that has been set. Another reason is the lack of performance measurement system so, that Civil Servant achievement, receive adequate attention and appreciation. Civil servants whose doing bad job performance, still possible to rise grade. Existing performance measurement system still cannot be applied maximally. System and implementation of Civil Servant performance measurement which is still valid today occupies a very strategic position because on essentially the results of performance measurements conducted objectively, valid and measurable provides many benefits for the decision-making process in the field staffing. This seems to be less realized by the policy makers. Assessment tendencies that are not based on leadership objectivity also cause a decrease in the performance of Civil Servants. It is still difficult to evaluate subordinates objectively, because there is still a gap where the level of subjectivity can be developed in the assessment system.

It can be discussed further for that the key factors that have not been considered important by the Civil Servant in Riau Islands Province are competence and organizational commitment.



Whereas in the research results have found that the competence and organizational commitment of Civil Servant in Riau Islands Province can improve their performance. That's why starting from the recruitment process, firstly, must be determined the competence of the applicants. Then, it should be adjusted to the job task of the prospective applicants. In addition, to increase the competence and organizational commitment of employees can be done by education and training. The education and training must be based on the needs and equal opportunity of employee in obtaining education and training.

Tantra (2012:58) revealed that the lack of performance Civil Servant indicated by the amount of work done by employee has not reached the target and less balance the needs of the community, limited knowledge of the job and skills, unable to create innovative ideas and solve emerging problems of work, lack of awareness and unreliable in completing work, lack of enthusiasm in performing new tasks, and a low sense of job responsibility. Wahyudin (1992: 131) suspects this is due to lack of ability, commitment and opportunities to do the job because they must wait for the provisions or orders from superiors. All of this will affect the low level of performance by Civil Servant in achieving organizational goals. This fact is also supported by research findings conducted which shows that the productivity of Civil Servants in Indonesia is still very low, reaching only average productivity of 51.40%. This fact gives an implicit indication that the performance of government employees is still relatively low.

The Civil Servant referred to in the Act of the Republic of Indonesia Number 43 Year 1999 regarding Principles of Civil Servant state that Civil Servant oversees both the central and regional government institutions. For at the

regional level, the Institute where these Civil Servants are assigned is referred to as the Regional Government. The tasks of the Regional Government are to perform the functions of (1) providing services, (2) arrangements, (3) development, (4) representation, and (5) coordination and planning (Supriatna, 1996:30). The low performance of Civil Servants at the regional level is a sharp spotlight for the community, because since the development of regional autonomy in Indonesia, then they are the spearhead for the way the government in the region. The absence of government service performance targets as expected by the central government due to the relatively low competence of human resources, the commitment of employees to the organization (Tjptoherijanto, 2001:5), and the freedom of employees to do their own work because they must wait for the provisions or orders from superiors (Tarigan, 2003: 28). All this will affect the low level of performance of local government employee services in achieving organizational goals.

Symptoms of attitudes and behavior of regional government employees who are often late in the office, leave the office prematurely, are often absent, complain or do not behave in the workplace, disobey the rules, stifle some of the responsibility, and feel bored in working, these is a symptom that the level of job satisfaction of government employees is still relatively low (Rindjin, 2012: 67). This relatively low level of job satisfaction of employees, allegedly there are several things that cause, among other things is a system and managerial aspects of employee career development are still weak; low employee engagement; low organizational commitment; their bureaucracy and less productive line of work, execution of duties, authority and responsibility that are still unclear; the remuneration received is



still relatively small when compared to physical needs and workload; lack of opportunities from employees to be involved in decision-making, determining work planning and procedures, and developing ideas as they are governed from above; the implementation of promotions and mutations that are less fair and tend to be familial; and the lack of social interaction between superiors and subordinates (Tantra, 2012: 50).

The above problem provides an indication that the leadership of the Regional Government needs to be empirically informed about the development of competence and organizational commitment related to performance. This is confirmed by Alamsyah Lotunani, MS Idrus, Eka Afnan, & Margono Setiawan. (2014:24) which states that the result of the research reveals that to improve performance and satisfaction, firstly they must have good competence and commitment.

Also, in the end of the day, Civil Servant must be rewarded to improve their quality and professionalism.

Based on the above phenomenon in this study were selected as the independent variable is the competence and commitment, while the employee's performance as the dependent variable. There are several underlying rationale considerations to this variable. *First*, regional government employees need to know how important is competencies and commitments in carrying out their work. *Secondly*, the competence and commitment of employees who are still relatively low is a problem that must be sought solutions cause factors for the future performance of employees can be improved which is reflected in improving the quality of service to the public, community participation in development, and public confidence in employees.

In the era of reform at the end of the decade of the 1990s, with the enactment of Act Number 53 of

1999 regarding Formation Pelalawan, Rokan Hulu, Rokan Hilir, Siak, Karimun, Natuna regency Kuantan Singingi and The City Batam. In the research that will be selected as the object of research is Riau Islands Province. There are several things that become the reason for choosing Riau Islands Province. First, the Government of Riau Islands Province is an autonomous region with the power to regulate its own territory. Secondly because the province of Riau Islands is a province which is the province that consisted of islands.

5. CONCLUSION

From this research, it can be concluded that competence and organizational commitment have key role in increase the performance of the Civil Servant. As show in the result of this research, Civil Servant that selected without considering their competencies will lead to the low performance of the Government. Also, lack of organizational commitment can also lead to unsatisfied result of performance.

The result of the research shows that there is influence of competence and organizational commitment to performance. Therefore, if the performance of employees wants to be improved then it needs to get more attention to the elements of competence and organizational commitment.

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