

## IMPLEMENTATION OF ORGANIZATIONAL COMMITMENT IN ENGINEERING AND CONSTRUCTION INDUSTRIES

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### ABSTRACT

*The study aims to find out the influence of Training Standards, Organizational Commitment and Turnover Intention Employee Section Executor at PT Vorspann System Losinger Indonesia. This study was conducted by 58 respondents using quantitative descriptive approach with method saturated sampling. Data collection using questionnaires and data were analyzed using regression linier multiple. Data processing for statistical test is done with SPSS program version 23. Result this study shows that partially Standard Training has a positive effect and significant to Employee Performance, Organizational Commitment has positive and significant influence and Employee Performance and Turnover Intention have a negative and significant effect on Employee Performance.*

Key words: Standard Training, Organizational Commitment, Turnover Intention and Employee Performance.

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### INTRODUCTION

Work productivity can be achieved by a company; therefore optimal empowerment towards human resources is greatly necessary in order to support performance and productivity of the company (Soelton, 2018, Jumadi et al, 2018, Mangkunegara, 2015). Organizational commitment can give great enough contribution to individual or organization in achieving objectives for success. Successful organization needs employees who do more than ordinary tasks and are willing to do tasks which are not mentioned in their job descriptions resulted in giving performance which is more than expectation (Robbins and Judge, 2008).

Many efforts are done in order to increase performance of human resources, such as training activity. Training will give opportunity for employees to develop skill and ability in working in order to make what employees known and acquired help them to understand what should be done and why it should be done, to add more knowledge and ability. Training usually focuses on the effort of increasing performance of employees through providing special skills learning or helping them fix weaknesses in their performances (Rivai, 2009). Generally a good company is a company which has low turnover rate in its employees. Turnover usually refers to distance between worker and company, on the other hand turnover intention is defined as aware and planned willingness to leave the company (Ramli and Soelton, 2018, Qureshi et al, 2013).

Performance is result of work both in terms of quantity and quality resulted by employees, performance of employees will increase if there is support done by company towards its employees such as increase of compensation, motivation, reward, because the availability of proper compensation will give enthusiasm towards employees in doing their tasks well. Performance (work achievement) is quantitatively and qualitatively result achieved by a worker in doing task according to responsibility given to the worker (Soelton et al, 2018, Ramli et al, 2019, Mangkunegara, 2015).

### LITERATURE REVIEW

#### Organizational Commitment

Meyer and Allen in Umam (2010) define organizational commitment as psychological construct which is characteristic of relationship between organization members and the organization and has implication towards individual decision to continue the membership in the organization. According to Soekidjan (2009) commitment is ability and willingness in harmonizing individual attitude and needs, priority and organization objectives. It includes ways of developing objectives and fulfilling needs of the organization whose core is putting organization mission before individual interest. Meanwhile Luthans (2006) states that organizational commitment is attitude which shown employees' loyalty and is continuous process of a member of organization in expressing the member's attention towards success and goodness of the organization.

#### Standard Training

According to Dessler (2009) it is process of teaching new employees or current employees about basic skill needed to do their task. Training is one of efforts in increasing quality of human resources in work world. Employees, whether new or those who are already working need to participate in training because working demand can be changed due to changes in work environment, strategy and others. Therefore, the mentioned training meant is training in broad meaning; it is not limited only for developing skill. According to Simamora (2006), training is learning process involving acquirement of skill, concept, regulation, or attitude to increase performance of employees. Meanwhile definition of training according to Hamalik (2007) training is also giving facilitation. The facilitation in this terms can be in form of directing, guidance, facility, delivering information, skill

exercise, organizing learning environment, which is based on participants are already have potential and experience, motivation in doing training activity alone and fixing themselves thus they are able to help themselves.

**Turnover Intention**

Muliani (2016) states that desire to move (turnover intention) is an early sign of turnover occurrence of employees in organization which has impact in more potential cost is spent whether it is training cost which has been invested towards the employees or other costs. Turnover intention is a condition where a worker has intention or tendency which is done consciously to search for other job as an alternative in different organization and turnover is movement of workers leaving their work places (Abdillah, 2012). Meanwhile, according to Siregar (2006), turnover intention is tendency or intention of employees to stop working from their job consciously or move from a place to another place based on their own choices. Meanwhile, according to Mathis and Jackson (2006), turnover is process where employees leave organization and they should be replaced.

**Employees’ Performances**

According to Priansa and Suwanto (2013), they state that performance is result of a process done by humans. Mangkunegara (2009) state that performance is result of work quantitatively and qualitatively achieved by employees in doing their tasks based on given responsibility. Meanwhile based on Rivai and Sagala (2011) performance is real attitude shown by each person as work achievement resulted by employees based on their roles in company.

**THEORETICAL MODEL**

1. Does Standard Training influence PT VSL Indonesia employees’ performance?
2. Does Organizational Commitment influence PT. VSL Indonesia employees’ performance?
3. Does Turnover Intention influence PT VSL Indonesia employees’ performances?

Based on literature review and previous studies therefore the study formulates conceptual framework as followed:

**Conceptual Framework**

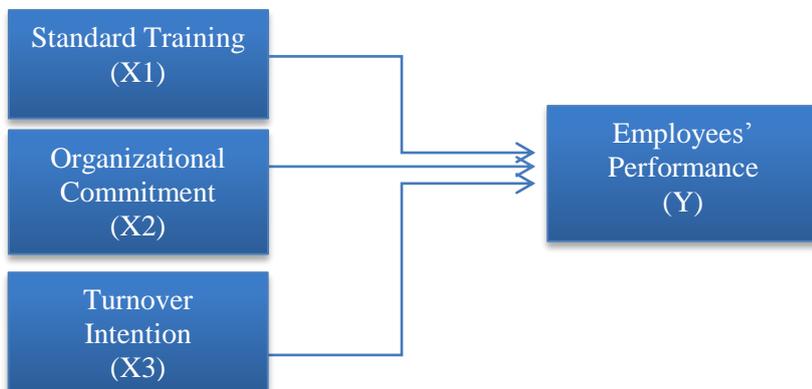


Figure 2.1 Study Model

**RESEARCH OBJECTIVE**

It is to know whether Organizational Commitment, Standard Training and Turnover Intention influence employees’ performance.

**METHODOLOGY**

The study process begins with identifying the problems in the place to be used as the study location, formulation of identified problems, the collection of basic theories that strengthen the foundations in the variables, the preparation of methods in data collection, the preparation of instruments, to the determination of statistical testing techniques used. In this study, the authors used a quantitative descriptive analysis, data analysis methods used that is a study design of causal study for analyzing the relationships between one variable with other variables or how a variable affects other variables. The population in this study is at the office of PT VSL period July – December 2017. Determination of the sample used in this study using a type of saturated sampling technique. The term saturated sample is a census, where all members of the population are sampled. The design of analyze utilized in this study using Multiple Linear Regression Analysis aims to see the effect between two independent variables with one dependent variable. The statistical approach for this is through multiple linear regression analysis that is

useful for determining the magnitude of the influence between two or more variables at the same time looking at the level of influence. This method is also commonly used to predict or predict the value of a variable between more than one predictor variable (independent variable) to the dependent variable.

**RESULT AND DISCUSSION**

Based on the result of the study the highest number of respondents are in age of 21-25 year old with 30 respondents therefore PT Vorspann System Losinger Indonesia employees are mostly 21-25 year old which are 30 respondents with the percentage is 51.7%, total men respondents are 21 respondents with the percentage is 87.9%, respondents in education level of bachelor are 26 respondents with the percentage is 44.8%, respondents with duration of work between 3-6 years are 30 respondents with the percentage is 51.7%.

**Determination Coefficient (R<sup>2</sup>) and Correlation Examinations**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.644 <sup>a</sup>	.414	.382	4.514

a. Predictors: (Constant), Turnover Intention, Organizational Commitment, Standard Training  
Source: Analysis result of SPSS 23

The result of determination coefficient (adjusted R<sup>2</sup>) is 0.382 meaning that 38.2% performance of employees can be explained with variable of standard training, organizational commitment and turnover intention. Meanwhile 61.8 % is explained by other variables which are not included in the model of the study.

**Goodness of Fit Examination (F Examination)**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	777.735	3	259.245	12.725	.000 <sup>b</sup>
Residual	1100.144	54	20.373		
Total	1877.879	57			

a. Dependent Variable: Employees' Performance  
b. Predictors: (Constant), Turnover Intention, Organizational Commitment, Standard Training  
Source: Analysis Result of SPSS 23

It can be seen that significant score is 0.000, it is smaller than 0.05 therefore Ho is denied and Ha is accepted, thus it can be stated that standard training, organizational commitment and turnover intention collectively influence employees' performance.

**Partial Significant Examination (t Examination)**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.390	9.122		.481	.632
Standard Training	.613	.139	.466	4.420	.000
Organizational Commitment	.511	.145	.370	3.532	.001
Turnover Intention	-.365	.174	-.221	-2.095	.041

a. Dependent Variable: Employees' Performance  
Source: Analysis Result of SPSS 23

It can be seen that t count of organizational commitment variable is 3.532, it is bigger that t table which is 2.005 and significant score of organizational commitment is 0.001, it is smaller than 0.05 therefore Ho is denied and Ha is accepted, thus it can be stated that partially organizational commitment influences employees' performance positively and significantly.

Based on partial examination, it can be seen that t count score of standard training variable is 4.420, it is bigger than t table which is 2.005 and significant score of training standard variable is 0.000, it is bigger than 0.05 therefore Ho is denied and Ha is accepted, thus it can be stated that partially standard training influences employees' performance positively and significantly.

It can be seen that t count score of turnover intention is (-2.095), it is smaller than t table which is 2.005 and significant score of turnover intention variable is 0.041 which is smaller than 0.05 therefore Ho is denied and Ha is accepted, thus it can be stated that partially turnover intention influences employees' performance negatively and significantly.

## CONCLUSION AND RECOMMENDATION

### CONCLUSION

Based on the result of the study and discussion about the influence of training standard, organizational commitment and turnover intention towards employees' performance it can be concluded that:

1. Organizational commitment influences employees' performance positively and significantly. The result of the hypothesis is strengthened by study done by Diana (2012). In the study, organizational commitment has t count score 3.532, it is bigger than t table which is 2.005, accepted hypothesis is Ha2, therefore it can be concluded that organizational commitment variable has positive and significant influence towards employees' performance.
2. Standard training influences employees' performance. The result of the hypothesis is also strengthened by study done by Wibowo (2013). In the study, standard training has t count score 4.420, it is bigger than t table score which is 2.005, the accepted hypothesis is Ha1, therefore it can be concluded that standard training variable has positive and significant influence towards employees' performance.
3. Turnover intention influences employees' performance negatively and significantly towards employees' performance. The result of the hypothesis is strengthened by study done by Butali (2013). In the study, turnover intention has t count score (-2.095), it is smaller than t table score which is 0.005, the accepted hypothesis is Ha3, therefore it can be concluded that turnover intention variable has negative and significant influence towards employees' performance.

### RECOMMENDATION

The recommendation is paying attention at prosperity of employees through salary given to the employees. Therefore it is necessary to increase salary as well as incentive given to employees. If employees are satisfied towards salary given thus turnover rate will also decrease. Precise method or ways of delivering must be adjusted; therefore the most precise method and ways of delivering can be decided. Deciding or choosing training method is based on material presented. First training method that can be applied is case study by seeking solution of existed problems.

Second training method is Vestibule school that is training by using real tools and setting system which is real but is done outside the company. It is expected that employees should have possession feeling towards each other whether towards fellow employees or with the company. Emotional bond can be formed by giving support to each other in working and also involving members/employees in making decisions. Thus employees will have bonding feeling to be continuously in the organization.

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