

DISPLAY OF ORGANIZATIONAL COMMITMENT FROM STATE CIVIL APPARATUS AT THE SECRETARIAT OF REGIONAL GOVERNMENT OF KUPANG CITY, EAST NUSA TENGGARA PROVINCE

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Abstract: The purpose of this research is to understand and determine of organizational commitment of the State Civil Apparatus at the Regional Government Secretariat of Kupang City, East Nusa Tenggara Province. This research has been conducted for 5 months, from January 2022 to May 2022 in Kupang City. The number of research respondents was 370 people who were determined by purposive stratified proportional sampling. The types of data used are primary and secondary data from interviews using a questionnaire, field observation, and documentation. The data analysis method used in this research is a descriptive analysis based on the average value of the Likert scale classification. The results showed that the component of organizational commitment in the high category was only a component of continuance commitment with an average value of 3.70, while those in the medium value category were affective commitment with an average score of 3.64 and normative commitment with an average value of 3.61. In general, the organizational commitment of the State Civil Apparatus in the Kupang City Government is still in the medium category with an average score of 3.65. This display of organizational commitment is likely to become a major obstacle to the performance of the state civil service. The strategy that can be carried out by local governments to increase organizational commitment is to increase the aspects of affective commitment and normative commitment of the State Civil Apparatus within the scope of the Regional Government Secretariat of the Kupang City.

Keywords: organizational commitment; affective commitment, continuance commitment, normative commitment

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A. INTRODUCTION

One of the determining factors for an organization's success is the employees' organizational commitment. Employee commitment is significantly influenced by the quality of employees' human resources. Windasari & Budiani (2018) and Jauhar & Suratman (2022) states that human resources are a part that plays an essential role in an organization or company. Therefore, employee productivity is highly demanded, so that employee performance is more effective and efficient. It is common for employees to produce low work productivity due to a lack of commitment to the organization or company. For this, superiors can do various ways to increase organizational commitment to achieve organizational goals and objectives, such as motivating employees or providing compensation. This is expected to be able to provide a positive contribution to the interest of employees to continue working in the organization and also to be able to provide employee welfare. Employees must also understand the goals and objectives of the organization in order to support and trust each other between employees and superiors so that each member can provide something good for the creation of shared goals (Susanto, Riwukore, Oktovianus et al., 2021).

The report of the National Civil Service Agency of the Indonesia Republic in 2019 op. Riwukore et al. (2021) that only 20% of state civil apparatus in Indonesia has the value category of performance and achievements as very good. This means that there are still approximately 80% of state civil apparatus which are considered to have poor performance and achievement. This condition is not much different from the research results from PERC (Political and Economic Risk Consultancy) in 1999, which reported that Indonesia was one of the worst countries in the field of bureaucracy in the world, with a score of 8.0 out of 10 for the worst Riwukore et al. (2022). In this regard, an increase in organizational commitment from state civil apparatus is urgently needed to accelerate demands for clean and authoritative government bureaucratic reform (good and clean governance), quality public services that are good, efficient, and effective by the goals and objectives of the organization with a professional attitude. Related to this, the Institute for Management of Development, Switzerland, and the World Competitiveness Book 2007 reported the results of a survey about work productivity to state civil apparatus performance in 2005, which resulted in the

work productivity ranking of Indonesian state civil apparatus in position 59 from 60 countries surveyed or decreasing compared to 2001 which reached 46th place, far from other Asian countries such as Singapore (1), Thailand (27), Malaysia (28), Korea (29), China (31), India (39), and the Philippines (49). Low commitment also affects performance, so Indonesia is only in the last position, namely 60 based on economic performance in 2005, Business Efficiency (59), and Government Efficiency (55). This is due to the quality of Indonesia's human resources that are not able to compete, weak organizational commitment, and weak and uneven work culture (Riwu Kore, 2010; Riwukore, Susanto, et al., 2022).

Organizational commitment is important in improving employee performance in achieving organizational goals. This is evidenced by the research report of Riwukore et al. (2022) that high organizational commitment can improve employee performance. Bagis et al. (2019) and Burhannudin et al. (2019) report a positive and significant effect between organizational commitment variables on employee performance in educational institutions. Dame et al. (2021) partially reported a positive and significant effect between organizational commitment variables on employee performance at Bank Prisma Dana North Sulawesi. Diana & Anggreani (2020) reported that the perception of organizational commitment had a positive and insignificant effect on employee performance at PT Tunas Perkasa Tekindo with t-test results $> t\text{-table}$ ($1.726 > 2.01174$) with a significance value of organizational commitment of 0.91 greater than 0.05 and has a positive coefficient direction. Work motivation positively and significantly influences employee performance at SMP Negeri Kupang City (Riwukore & Habaora, 2021). The same thing was also reported by Susanto et al. (2021) that motivation has a positive and significant effect on employee performance at the Lubuklinggau State Junior High School, South Sumatra.

However, other studies report that organizational commitment partially has a negative and insignificant effect on the dependent variable; as reported by Hamimah et al. (2017), organizational commitment has a negative and insignificant effect on the intention to leave work because the variable coefficient value is -0.019 and the significant value is 0.900. Sukiman & Priyono (2020) reported that organizational commitment does not affect performance. Sunarno & Liana (2015) explained that organizational commitment has no proven effect on

employee performance at Kesantrian High School. Sutopo (2018) reports that organizational commitment has a positive and insignificant effect on the performance of the employees of the Finance Department of the Klaten Regency Education Office.

The existence of differences in research related to the role of organizational commitment in achieving organizational goals through employee performance is the research gap. That is, high organizational commitment will improve organizational performance and employee performance. However, on the other hand, organizational commitment does not affect progress or achieving goals. For this reason, conducting a more in-depth study related to the condition of organizational commitment from employees is necessary.

Kupang City Government in developing its region has seven main programs, namely: (1) strengthening the people's economy; (2) education development; (3) health development; (4) law enforcement, human rights, and enhancement of defense and security, (5) development of political and bureaucratic culture, (6) development of social aspects of society, and (7) development of spatial planning. To make this happen, needed of organizational commitment is high and professional from the state civil apparatus. Haba Ora (2015) states that to improve performance, organizational commitment encourages improving work methods to improve performance, meaning that to improve one's performance, it is necessary to commit to achieving the targets and performance goals that have been set. Riwu Kore (2010) and Sumail (2019) state that, in principle, a person's performance is determined by the level of ability based on his commitment. Thus, one's organizational commitment can directly affect performance because it can show reliable performance. For this, it is necessary to conduct in-depth research on the organizational commitment of the state civil apparatus at the Regional Government Secretariat of Kupang City.

This research is based on formulating the problem at the Regional Secretariat of the Kupang City Government that high organizational commitment has implications for improving employee performance. In contrast, employees with low organizational commitment will reduce performance. If the organizational commitment of existing employees is high, then organizational commitment in the organization can be a manageable concern to improve performance or only needs to be improved. Meanwhile, if the organizational commitment in the

organization is low, then the leadership and management need to prioritize efforts to improve employee performance from the aspect of organizational commitment.

B. LITERATURE REVIEW

1. Organization Commitment

Organizational commitment can be defined as employee dedication and loyalty to the organization to strive consistently towards achieving the expected success and organizational goals to ensure the organization's sustainability. This definition is to reinforce the definition of organizational commitment put forward by Marnisah et al. (2021) that organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive according to the wishes of the organization, and certain beliefs and acceptance of the organization's values and goals. Organizational commitment can also be understood as the desire of employees to maintain their membership in the organization and are willing to make high efforts to achieve organizational goals Satwari et al. (2016:180). Organizational commitment can be explained as a better predictor because it is a more global response and rebuttal to the organization as a whole than job satisfaction. Ramalho Luz et al. (2018:87) also define organizational commitment as a psychological relationship between employees and their organizations, which will provoke employees to be tied to the organizations so that they will not leave the organization voluntarily. The existence of a high sense of commitment to the organization, according to Ginanjar & Berlina (2021), will show an attitude of trust in organizational values, try as well as possible for the benefit and have the determination to remain part of the organization. Sutanto & Ratna (2015:57) define organizational commitment as the partisanship of an employee towards a particular organization and his goals and desire to maintain membership in that organization. Riwu Kore (2010:69) states that employees who are committed to the work unit are more likely to survive than those who are not.

Furthermore, it is explained that employee commitment can reduce the desire to break away from the organization or work unit. They tend to show high

involvement manifested in attitudes and behaviors. In addition, employees who demonstrate a committed attitude will be happier with their work, have less time wasted at work and are less likely to leave the work environment.

2. Organization Commitment Approach

The organizational commitment approach according to Riwu Kore (2010:72-76) can be done by (1) organizational commitment approach based on attitudes (attitudinal approach), (2) normative organizational commitment approach (the normative approach), (3) organizational commitment approach based on behavior, (4) multidimensional organizational commitment approach (the multidimensional approach). The organizational commitment approach has important implications, not only on the definition and measurement of organizational commitment but also on the development of studies and the consequences of organizational commitment.

The organizational commitment approach based on attitude was developed by Mowday et al. (1979) op. cit. Rodrigo et al. (2022) who saw organizational commitment as a result of three factors, namely (1) a strong desire to stay in the organization; (2) strong belief and acceptance of the values and goals of the organization; and (3) willingness to help the organization achieve its goals with efforts in accordance with organizational goals. Greenberg and Baron (1993) op.cit. Yulianti (2015:54) explains that organizational commitment based on an attitude approach is related to work experience that makes people feel part of the organization, has an emotional relationship with the organization and a feeling of belonging to the organization, there is a feeling of unity and togetherness in the organization. Another term for this approach is goal congruence orientation, which is the extent to which a person who identifies himself with the organization has personal goals that are in line with organizational goals. Greenberg and Baron (1993) op.cit. Riwu Kore (2010:73) states that the attitude approach reflects a person's desire to accept and strive to realize organizational goals, which in the development of organizational commitment related to the goal congruence approach is an affective commitment which shows a person's strong desire to continue working for a organization because they did agree with it and indeed intended to do so. In other words, organizational commitment is

an attitude of unity with the presence or absence of a desire to maintain membership in the organization.

According to Meyer & Allen (1991), the normative organizational commitment approach is based on a feeling of having a moral obligation or responsibility towards the organization that employs employees. Jaros (2017) states that employees who have normative commitments feel loyal and have an obligation to remain in the organization. Normative commitment reflects a sense of obligation to continue to be a member of an organization. Normative commitment is a person's commitment to maintaining his membership in an organization which is based on his belief about his responsibility towards the organization (Yulianti, 2015). Riwu Kore (2010) states that someone stays in an organization because they feel obliged to be loyal to the organization because the organization has provided many benefits, and this is a normative approach. Furthermore, Johnson et al. (2010) stated that the motivation of employees who have normative commitment is intrinsic motivation and extrinsic motivation. Wiener (1982:420) states that feelings of commitment to the organization are preceded by a belief in organizational identification and generalized to the values of loyalty and responsibility. According to Weiner, organizational commitment can be influenced by personal predispositions and organizational intervention. This implies that the company or organization can choose individuals who have high commitment and that the organization can do anything to make its employees or members more committed. Employees with a strong normative commitment to continue working with the organization because they feel they should (ought to) and the motivation that employees who have normative commitment have are intrinsic motivation and extrinsic motivation (Johnson et al., 2010).

The behavioral-based organizational commitment approach emphasizes the view that employee investment (in the form of time, friendships, retirement) in the organization makes him bound to be loyal to the organization (Riwu Kore, 2010:74). Greenberg & Baron (2003:38) call the behavioral approach a side-bets orientatiton, which is an approach that focuses on a person's tendency to risk his membership in the organization because he feels loss if he leaves. Shagholi et al. (2011) state that someone who leaves an organization will lose part of his future security or welfare and have to collect again in another organization, the loss due to leaving the organization will continue to increase with the length of one's

involvement, causing it to continue to stay in the organization. This approach views that organizational commitment can be understood as a result of behavior that has been carried out by someone in an organization where a person develops a commitment not to the organization, but to his own actions. In its development, the commitment related to the side-batch orientation approach is a continuance commitment (Meyer & Allen, 1991:67), which shows that a person becomes attached to the organization if they have spent a lot of money or energy on the organization which is difficult to withdrawn (Greenberg & Baron, 2003). Riwu Kore (2010:75) states that employees are tied to the organization due to several factors such as retirement plans and seniority, and this attachment will terminate if the employee leaves the organization. Yulianti (2015:58) states that commitment to continuity (sustainability) is an employee commitment that is based on consideration of the benefits provided by the organization and the costs that will be borne if you leave the organization. Someone decides to stay in an organization because they think of it as a fulfillment of needs and what develops is extrinsic motivation.

In an organization, many individuals who work for organizational goals are achieved with different individual characteristics. This really requires the ability of top management to approach organizational commitment in a multidimensional approach. Meyer & Allen (1997) states that the three components (affective commitment / attitudinal approach, continuance commitment / side-batch orientation; normative commitment) affect organizational commitment so that employees choose to stay or leave the organization based on their norms. Furthermore, Meyer & Allen (1991) explained that each component has a different basis. Employees with a high affective component still join the organization because of the desire to remain a member of the organization. Meanwhile employees with a high continuance component continue to join the organization because they need an organization. Employees who have a high normative component remain members of the organization because they have to do so. The same thing was conveyed by Riwu Kore (2010) and Yulianti (2015), that employees with strong affective commitment stay in the organization because they want (want to) so that they have intrinsic motivation to perform at their best. Employees with a strong commitment to continuity stay in the organization because they need to, by having extrinsic motivation. Meanwhile employees with

strong normative commitment stay in the organization because they feel they should (ought to) do this and have lower extrinsic and intrinsic motivation than employees who have affective commitment.

3. Factors Affecting Commitment

Meyer & Allen (1991) stated that there are three factors that influence organizational commitment, namely individual characteristics, organizational characteristics, and organizational experience. Individual characteristics are considered to have a relationship with commitment related to the individual's role in the organization. Morris & Sherman (1981) reported that there is a negative relationship between unclear roles and commitment to the organization. Unclear roles arise due to unclear goals for a job. Riwu Kore (2010) states that the unclear individual role in the organization will be seen through characteristics, including unclear job evaluation, ways to achieve good performance and limits on individual authority and responsibility. There are several factors that lead to the emergence of role ambiguity, namely: (1) organizational factors, the existence of an individual whose function is unclear so that the role is unclear; (2) role-giving factors, uncertainty arises because superiors do not clearly communicate their expectations of their subordinates; (3) role recipient factors, role ambiguity because subordinates do not understand the roles they have to do according to superiors' expectations. Meyer & Allen (1991) reported that personal characteristics are divided into two variables, namely demographic variables and dispositional variables. Demographic variables include gender, age, marital status, education level, and the length of time someone has worked in an organization. Meanwhile, dispositional variables include the personality and values of organizational members. This dispositional variable has a stronger relationship with organizational commitment, because of the different experiences of each member in the organization.

Meyer & Allen (1997) stated that organizational characteristics such as organizational structure, the design of policies in the organization and how the organizational policies are socialized are factors that influence organizational commitment. Riwu Kore (2010) mentions these organizational characteristics as work environment factors that will affect individual attitudes toward the orga-

nization. Mowday et al. (1979) stated that several environmental factors related to organizational commitment are (1) organizational reliability, namely the extent to which the individual feels that the organization he works for pays attention to its members, both in terms of interest and welfare; (2) feelings are considered important by the organization, namely the extent to which individuals feel needed in achieving the mission of the organization; (3) realization of individual expectations, namely the extent to which individual expectations can be realized through the organization where he works; (4) perceptions of attitudes towards co-workers, namely the extent to which individuals feel that their colleagues can maintain a positive work attitude towards the organization; (5) perception of salary, namely the extent to which the individual feels the salary he receives is equal to the salary of other individuals; (6) perceptions of superior behavior, namely the extent to which individuals feel valued and trusted by superiors.

Work experience is one of the factors that influence a person's commitment to the organization. Angle & Perry (1981) states that one predictor of commitment is a person's tenure in a particular organization. Meyer & Allen (1991) states that organizational experience is included in the satisfaction and motivation of organizational members besides being in the organization, their role in the organization, and the relationship between organizational members and their supervisors or leaders. According to Afrilyan et al. (1967), the experience of a person will be able to develop his abilities, so that it is hoped that he will feel at home to stay in the company, which in the end there is hope for him to be promoted. Furthermore, it is stated that work experience has a positive and significant effect on organizational commitment. Thus, the more effective the work experience that is owned is basically able to increase organizational commitment. Riwu Kore (2010) states that basically the longer a person works in an organization, the more they provide opportunities to accept more challenging assignments, greater autonomy, freedom to work, greater levels of extrinsic rewards and opportunities for more high promotion. In addition, the presence of personal investment opportunities in the form of thoughts, energy and time for the organization is getting bigger so that it is increasingly difficult to leave the organization. The existence of deep social involvement with existing organizations and individuals, meaningful social relationships, thus making it harder for

individuals to leave the organization. Nowadays, the access to new job information is decreasing.

4. Creating Commitment

According to Dessler (2016), there are several steps that can be taken to build or grow one's organizational commitment, namely as follows: (1) make it charismatic: make the vision and mission of the organization charismatic, something that is used as a foundation, the basis for every employee to behave, behave and act; (2) build the tradition: everything that is good in the organization make it a tradition that is continuously maintained, guarded by the next generation; (3) have comprehensive grievance procedures: if there are complaints or complaints from external or internal parties of the organization, the organization must have procedures to deal with these complaints thoroughly; (4) provide extensive two-way communications: establish two-way communication in the organization without looking down on subordinates; (5) create a sense of community: make all elements in the organization a community in which there are values of togetherness, belonging, cooperation, sharing, etc; (6) build value homogeneity: build values based on similarities. Every member of the organization has the same opportunity, for example for promotion, the basis used for promotion is ability, skills, interests, motivation, performance, without any discrimination; (7) share and share alike: the organization should make a policy where the lower-level employees to the top level are not too different or striking in the compensation received, lifestyle, physical appearance, etc.; (8) emphasize barn-raising, cross-utilization, and teamwork: the organization as a community must work together, share with each other, provide mutual benefits, and provide equal opportunities to the organization. For example, there is a need for organizational rotation so that people who work in wet areas also need to be placed in dry places. All organizations are work teams. All of them must give maximum contribution to the success of the organization; (9) get together: hold events that involve all members of the organization so that togetherness can be established. For example, from time to time production is stopped and all employees are involved in family recreational events, sports competitions, arts, etc. which are held by all members of the organization and their families; (10)

support employee development: the results of the study show that employees will be more committed to the organization if the organization pays attention to employee career development in the long term; (11) commit to actualizing: every employee is given the same opportunity to fully actualize himself in an organization with their respective capacities; (12) provide first year job challenges: employees enter the organization with their dreams, hopes and needs. Provide concrete assistance for employees to develop their potential and make their dreams come true; (13) enrich and empower: create conditions so that employees do not work in a monotonous manner because routine will create feelings of boredom for employees. This is not good because it will reduce employee performance; (14) promote from within: if there is a position vacancy, the first opportunity should be given to the internal company before recruiting employees from outside; (15) provide developmental activities: if the organization makes a policy to recruit employees from within as a priority, this will automatically motivate employees to continue to grow and develop their personal, as well as their positions; (16) the question of employee security: if the employee feels safe, both physically and psychologically, then commitment will emerge by itself; (17) commit to people first values: building employee commitment to the organization is a long process and cannot be formed instantly. Therefore the company must really provide the right treatment at the beginning of the employee entering the organization. Thus employees will have a positive perception of the organization; (18) put in writing: data about policies, vision, mission, slogans, philosophy, history, strategy, etc. Organization should be written, not just oral; (19) hire right-kind managers: if the leadership wants to offer values, habits, rules, discipline, etc. For their subordinates, it is better if the leaders themselves set an example in the form of daily attitudes and behavior; and (20) walk the talk: actions are much more effective than mere words. If the leader wants his employees to do something, then the leader should start doing something, not just words or talking.

5. Organizational Commitment Indicator

The strong recognition and involvement of employees in the organization shows that employees who have a commitment to the organization are more

likely to survive than employees who are not committed. Commitment indicators can refer to Meyer & Allen (1991), including: (1) affective commitment (very happy to spend a career in an organization, and proud to work in an organization); (2) continuance commitment (keep working in the organization, and life will be disrupted if you quit and leave your job in the organization); and (3) normative commitment (there is no reason to leave a job in the organization despite getting a better job offer; and become employees who remain loyal in the organization).

C. RESEARCH METHODS

This research was conducted for 6 months, from January 2022 to May 2022 at the Regional Government Secretariat of Kupang City, East Nusa Tenggara. Determination of the population in research according to instructions of Sugiyono (2017), namely population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher for study and then draw conclusions. The population in this study was the State Civil Apparatus (ASN) within the Kupang City Government, East Nusa Tenggara, class I to group IV, totaling 4895 people. The sample is a part of the number and characteristics of the population. The sample in the form of respondents in this study were randomly selected using a sampling technique with a purposive stratified proportional sampling method (Sugiyono, 2017). To determine the number of samples used the Slovin formula (J R Riwakore & Habaora, 2019) at a probability error of 0.05 (5%) so that the number of respondents in this study was 370 State Civil Apparatus Kupang City Government consisting of 8 respondents of ASN group I; 80 respondents of group II, group III as many as 215 respondents, and group IV as many as 67 respondents.

The type of data used in this study is the type of quantitative data obtained from primary data and secondary data as supporting data for this study. Primary data is data obtained from direct sources, such as data obtained from distributing questionnaires filled in by respondents, while secondary data is data obtained from literature and processed data such as previous studies, journals, and collected articles from searches on the internet relevant to the research. Sources of data through distributing questionnaires and observations. Questionnaire, data

collection is done by distributing a list of questions to respondents. This questionnaire is intended to obtain respondents' answers about informative competencies in the State Civil Apparatus of Kupang City Government, East Nusa Tenggara.

The definition of operational boundaries and variables in this informative study is motivation. Operational limitations and variables according to Sujarweni (2014) are things that are determined by the researcher to be studied in order to obtain information about them, and then draw conclusions. The types of variables follow the instructions of Meyer & Allen (1991) theory, namely:

1. Affective commitment
 - (a) Very happy to spend a career in the Government of Kupang City, East Nusa Tenggara
 - (b) Proud to work for the Kupang City Government, East Nusa Tenggara
2. Continuance Commitment
 - (a) Continue to work at the Kupang City Government, East Nusa Tenggara
 - (b) Life will be disrupted if you stop and leave your job at the Kupang City Government, East Nusa Tenggara
3. Normative Commitment
 - (a) There is no reason to leave a job at the Kupang City Government, East Nusa Tenggara, despite getting a better job offer
 - (b) Become an employee who remains loyal in the Kupang Government, East Nusa Tenggara

The data analysis method used in this study is descriptive analysis based on the average value of dividing the Likert scale into three parts using the instructions of Riwu Kore (2010) and Riwukore & Habaora (2019) with the formula:

$$\frac{5-1}{3} = 1,33$$

Average value 1 – 2,32 including low

Average value 2,33 – 3,65 including moderate

Average value 3,66 – 5,00 including height

D. RESULT

1. Affective Commitment

One of the factors that influence organizational commitment is an affective commitment, which consists of two, namely: (1) very happy to spend a career in Kupang City Government, and (2) Proud to work for the Kupang City Government. Information related to affective commitment is presented in Table 1.

Table 1 Respondents' Responses about Affective Commitment

Variable	Subvariable	Indicators	Σ Sample	Score	Scoring	%	Category	
Organization Commitment	Affective Commitment	Very happy to	2	1	2	0,5		
		spend a career in	7	2	14	1,9		
		Kupang City	124	3	372	33,5		
		Government	189	4	756	51,1		
			48	5	240	13,0		
		Total 1	370		1384	100,0	3,74/ High	
	Proud to work for the Kupang City Government			0	1	0	0	
				30	2	60	8,1	
				155	3	465	41,9	
				139	4	556	37,6	
			46	5	230	12,4		
	Total 2	370		1311	100,0	3,54/Moderate		
	Total 1 + 2					3,64/Moderate		

Source: data processed by researchers, 2022

Table 2 Respondents Responses about Continuance Commitment

Variable	Subvariable	Indicators	Σ Sample	Score	Scoring	%	Category	
Organization Commitment	Continuance Commitment	Continue to	0	1	0	0		
		work for the	7	2	14	1,9		
		Kupang City	116	3	348	31,4		
		Government	184	4	736	49,7		
			63	5	315	17,0		
		Total 1	370		1413	100,0	3,82/High	
	Life will be disrupted if you stop and leave your job at the Kupang City Government			10	1	10	2,70	
				26	2	52	7,0	
				104	3	312	28,1	
				196	4	784	53,0	
			34	5	170	9,2		
	Total 2	370		1328	100,0	3,59/Moderate		
	Total 1 + 2					3,70/High		

Source: data processed by researchers, 2022

2. Continuance Commitment

Continuance commitment in an organization will be seen through an individual commitment to the organization through continuing to work in the organization and life will be disrupted if you quit and leave work in the organization. Information and data related to continuance commitment can be seen in Table 2.

3. Normative Commitment

Shadur et al. (1999) stated that commitment is the strong recognition and involvement of employees in the work unit. Employees who are committed to the work unit are more likely to survive than employees who are not committed. One of the commitments that have a significant effect on the organization is a normative commitment, consisting of (1) there is no reason to leave work despite getting a better job offer, and (2) be a regular employee every time. State Civil Apparatus normative commitment at the Regional Government Secretariat of Kupang City can be seen in Table 3.

Table 3 Respondents' Responses about Normative Commitment

Variable	Subvariable	Indicators	Σ Sample	Score	Scoring	%	Category	
Organization Commitment	Normative Commitment	There is no reason	10	1	10	2,70		
		to leave a job in the	58	2	116	15,7		
		Kupang City	95	3	285	25,7		
		Government even if	175	4	700	47,3		
		you get a better job	32	5	160	8,6		
			offer					
			Total 1	370		1271	100,0	3,44/Moderate
			Become an	6	1	6	1,62	
			employee who	9	2	18	2,4	
			remains loyal in the	98	3	294	26,5	
		Kupang City	202	4	808	54,6		
		Government	55	5	275	14,9		
		Total 2	370		1401	100,0	3,79/High	
		Total 1 + 2					3,61/Moderate	

Source: data processed by researchers, 2022

4. Organization Commitment

Meyer et al. (1993) and Riwo Kore (2010) state that there are three components that affect organizational commitment so that an employee chooses

to stay or leave the organization based on the norms he has. This component consists of affective commitment, continuance commitment, and normative commitment. Respondents' responses regarding the components of organizational commitment in Kupang City are presented in Table 4.

Table 4 Respondents' Responses about Organizational Commitment

Components of Organizational Commitment	Scoring	Category
Affective Commitment	3,64	Moderate
Continuance Commitment	3,70	High
Normative Commitment	3,61	Moderate
Category	3,65	Moderate

Source: data processed by researchers, 2022

E. DISCUSSION

1. Affective Commitment

The results showed that organizational commitment based on the affective commitment aspect of State Civil Apparatus at the Secretariat of Regional Government of Kupang City was 3.64 or was considered moderate, although State Civil Apparatus very happy to spend a career in Kupang City Government. This situation explains that State Civil Apparatus actually only feels happy because they can work and earn income to meet their daily needs. This is what makes State Civil Apparatus proud to work in the Kupang City Government in the medium category or only worth 3.54. It is possible that the results of this research indicate that the work of State Civil Apparatus has been perceived by State Civil Apparatus, have never been appreciated so that State Civil Apparatus are only happy working at the Kupang City Government Secretariat but never feel happy. Harianto (2016) reports that affective commitment is one of the commitments that is difficult to form when viewed in the short term, so getting affective commitment is not only seen from the satisfaction of both salary and others but also because it can be seen that satisfied employees are not necessarily direct have affective commitment. Award is one of the things that can be used to increase work motivation so that employees feel that their work is appreciated by the agency.

Organizational commitment of State Civil Apparatus from the aspect of affective commitment which is moderately categorized as showing that State Civil Apparatus does not feel emotionally attached to the organization, do not understand the essence of carrying out tasks to achieve organizational goals, and possibly State Civil Apparatus feels unneeded in the organization. Yulianti (2015) states that organizational commitment from the affective aspect is closely related to work experience that makes people feel part of the organization, has emotional feelings with the organization, feels that they belong to the organization, there is a feeling of unity and togetherness in organization. Intrinsic motivation is the main factor influencing the affective commitment of State Civil Apparatus at the Secretariat of Kupang City Government as reported by Emiyanti et al. (2020) that Intrinsic motivation has a positive and significant effect on affective commitment. Likewise with 'Driscoll & Randall (1999) research that intrinsic motivation has a significant relationship with affective commitment but is not related to continuance commitment.

Hariato (2016:97–100) states that intrinsic motivation is related to intrinsic factors, namely achievement, recognition, work itself, responsibility, and advancement of creative or challenging opportunities. Intrinsic motivation of State Civil Apparatus will have a significant correlation with indicators of affective commitment, namely loyalty, pride, participation, assuming that the organization is the best, and being emotionally tied to the organization where it works (Meyer et al., 1993). Loyalty is related to employee loyalty to the organization where the employee works. Loyalty is needed by the organization because, without employee loyalty, the organization will experience serious problems. A sense of pride is very related to the motivation of employees to have high work motivation and has an impact on loyalty, on the other hand, if employees do not have a sense of pride, employees will have a negative attitude towards the organization. The participation of an employee who has a high commitment to the organization will provide creative and innovative ideas or ideas for the progress of the organization, on the contrary, if the employee has an apathetic attitude and will definitely not be willing to give good ideas for the progress of the organization. Assuming the organization is the best shows that even though many other organizations have advantages, an employee who has a high commitment will assume that the organization where he works is always the

best, where this attitude does not mean underestimating other organizations but an expression of pride. Then, employees who have high commitment will feel sick if the organization where they work is viewed negatively, where this attitude is because the employee is emotionally bound so that the organization where he works has become a part of the employee.

He et al. (2012) state that committed employees tends to be more responsible in providing services. The strategy to increase State Civil Apparatus affective commitment is to influence State Civil Apparatus intrinsic motivation to work better in improving performance. Riwu Kore (2010) reports that the factor that most influences a person's affective commitment in an organization is intrinsic motivation, which is motivation to carry out an activity to experience the pleasure and satisfaction inherent in the activity. The affective commitment from State Civil Apparatus at the Secretariat of Kupang City Government needs to be improved to maintain or improve the performance of State Civil Apparatus. This suggestion is in accordance with the results of several studies which report that affective commitment has a significant effect on performance (Nurandini & Lataruva, 2014), affective commitment has an effect on increasing or decreasing employee performance (He et al., 2012), employee affective commitment always plays a very important role in improving organizational performance (Sutopo, 2018), a positive and significant effect of the organizational commitment component, namely affective on performance (Qaisar et al., 2012; Triyanto & Jaenab, 2020), and affective commitment has the greatest influence on performance (J. R. Riwukore, 2010). In general, organizational commitment does not simultaneously influence employee performance (Li & Shiqian, 2018).

2. Continuance Commitment

The average value of the two indicators of continuance commitment can be explained that (1) until now State Civil Apparatus is still working in the Kupang City Government, East Nusa Tenggara because it is a need as well as a desire for State Civil Apparatus with an average value of 3.82 which is considered high; (2) many things in the life of State Civil Apparatus will be disrupted if State Civil Apparatus decides to quit and leave their job at the Kupang City Government, East Nusa Tenggara with an average score of 3.59,

including moderate; and (3) the average value for the continuance commitment sub-variable of 3.70 is high. Employees' desire to remain committed to working in the Kupang City Government, namely as State Civil Apparatus, want to contribute to Kupang City, desire to work in comfortable situations and conditions, Kupang to be advanced, clean and authoritative government, serve the community through the roles and responsibilities of State Civil Apparatus, serve the country, and serve the community. The inherent State Civil Apparatus status indicates that State Civil Apparatus in the Kupang City Government until retirement age will continue to work in the Kupang City Government and carry out their assigned duties, and will be guaranteed a life with a salary and incentives according to State Civil Apparatus regulations. This is what makes State Civil Apparatus not disturbed if State Civil Apparatus is terminated and leaves the work that is being carried out in the Kupang City Government because the guaranteed income and incentives according to class will still be accepted because it is regulated in the State Civil Apparatus Law. It is different if they make a fatal mistake such as corruption, then State Civil Apparatus must stop and leave their job so that the State Civil Apparatus will be very disturbed. Riwu Kore (2010:176) states that things that can be disturbed if employees of Kupang City Government leave work, namely many tasks and responsibilities left behind, investments that have been made by State Civil Apparatus for individuals and communities, the desire to further develop the people of Kupang City and East Nusa Tenggara is not achieved, starting new things and new adaptations, it is very difficult to find another job, cannot meet personal / family needs, and cannot serve the community, does not have a clear future that guarantees survival.

The results showed that State Civil Apparatus based on the continuity commitment indicator looks high where State Civil Apparatus will choose to continue working in the Kupang City Government and life will be disrupted if they stop and leave their work in Kupang City. State Civil Apparatus feels that they will suffer losses if they leave their existing jobs because it will eliminate their source of income, including life insurance in old age. State Civil Apparatus career conditions that match rank and class also affect continuity commitment. State Civil Apparatus will be disrupted if they leave their job as State Civil Apparatus in Kupang City Government. The limited Candidate of State Civil

Apparatus acceptance rules limits the space for State Civil Apparatus to leave their jobs as State Civil Apparatus. This is in accordance with the continuous commitment approach which emphasizes the view that employee investment (in the form of time, friendship, retirement) in the organization makes him bound to be loyal to the organization (Riwu Kore, 2010:74). Greenberg & Baron (2003:38) call this behavioral approach a side-bets orientation, which is an approach that focuses on a person's tendency to risk his membership in the organization because he feels loss if he leaves. Shagholi et al. (2011) state that a person who leaves an organization will lose part of his future security or welfare and must collect again in another organization, the loss due to leaving the organization will continue to increase with the length of one's involvement, causing it to continue to stay in the organization. Sukamto et al. (2014) and Islamy (2016) report that continuous commitment has a significant negative effect on turnover intention. Furthermore, Meyer & Allen (1997) stated that continuance commitment is closely related to the size of an employee's desire to continue his job because he did not get another job. Sukamto et al. (2014:468) state that the continuous component (continuance commitment) means the component based on employees' perceptions of the losses they will face if they leave the organization. Employees on an organizational basis are caused because these employees need organization. Continuance commitment is loss-oriented when leaving the organization, where sustainable commitment refers to the strength of a person's tendency to continue working in an organization because there is no other alternative. A high degree of ongoing commitment includes the time and effort put into acquiring non-transferable skills and the loss of attractive benefits or privileges as a senior. On the other hand, employees need an organization, where employees continue to work in the organization because employees accumulate benefits that will prevent employees from looking for other jobs.

3. Normative Commitment

The average value of the two indicators of normative commitment can be explained that (1) if State Civil Apparatus gets a better job offer elsewhere, State Civil Apparatus will not feel that the offer is the right reason to leave a job in

the Kupang City Government, East Nusa Tenggara with an average score -the average of 3.44 including moderate; and (2) State Civil Apparatus thought that being a loyal employee of the City Government of Kupang, East Nusa Tenggara was a wise move, the average score of 3.79 is considered high. In general, the average value for the normative commitment variable is 3.61, including moderate. Kupang City Government employees remain committed to working in the Kupang City Government because they are dedicated to Kupang City, they must do more work and services, build their own city better, commit to serving the community, Kupang City is a comfortable place, happy to be a State Civil Apparatus in the City of Kupang, work devotedly and with a sense of responsibility, work hard for the Kupang City Government, are loyal to existing jobs, carry out the assigned duties and obligations, give the best for the progress of Kupang City.

Based on the data in Table 3, it can be concluded that the State Civil Apparatus in the Kupang City Government will not leave their jobs even though there are better job offers. This situation is because being a State Civil Apparatus is not easy, you have to compete with thousands of people to become a State Civil Apparatus. It has a guarantee until old age, and the career will increase by itself based on the rank room as a State Civil Apparatus followed by an increase in income. State Civil Apparatus will try not to make mistakes in order to avoid all penalties. This is what causes the State Civil Apparatus to be loyal to local government organizations at any time. This display of normative commitment will generate loyalty to remain in the organization of the Regional Government Secretariat of Kupang City. Wahyudin et al. (2020) state that commitment based on existing norms in employees, containing individual belief in responsibility for the organization is a reflection of normative commitment, therefore the State Civil Apparatus must survive because of loyalty. Islamy (2016) reports that normative commitment has no significant negative effect on the desire to move to another job (turnover intention). Hidayat (2014:13) reports that the normative commitment variable does not have a partially significant effect on organizational citizenship behavior. Sutanto & Ratna (2015) stated that normative commitment only applies to employees who only stay in the organization because they feel they should (ought/should), meaning that normative commitment arises from the self-values of State Civil Apparatus who survive to become members

of the organization because there is an awareness that is committed to the organization, is a must or an obligation as a state civil apparatus. Meyer & Allen (1991) argue that the obligation to stay in an organization is for moral or ethical reasons. The normative commitment of State Civil Apparatus in the scope of the Regional Secretariat of the Kupang City Government which is categorized as being shows that State Civil Apparatus continues to work in the Kupang City Government despite other job offers and chooses to be loyal to the Kupang City Government because it is only based on moral or ethical choices that the job obtained is closely related to guarantees old age such as retirement, and salary options based on class and rank even though they do not innovate, and are always regulated by laws and regulations in carrying out work. This is likely the reason for State Civil Apparatus frequent poor performance.

The report of the National Civil Service Agency of the Republic of Indonesia (2019) reports that only 20% of State Civil Apparatus in Indonesia have excellent performance and achievements in the value category. This means that there are still approximately 80% of State Civil Apparatus who are considered to have poor performance and achievement. This condition is not much different from the results of research from PERC (Political and Economic Risk Consultancy) in 1999 which reported that Indonesia was one of the worst countries in the field of bureaucracy in the world with a score of 8.0 from a score of 10 for the worst (Susanto, Riwukore, Oktovianus, et al., 2021). Furthermore, the Institute for Management of Development, Switzerland, World Competitiveness Book 2007 reported the results of a survey related to work productivity in relation to the performance of State Civil Apparatus in 2005 which resulted in the work productivity ranking of Indonesian State Civil Apparatus in the 59th position out of 60 countries surveyed, or is getting lower compared to in 2001 it reached number 46, far from other Asian countries such as Singapore (1), Thailand (27), Malaysia (28), Korea (29), China (31), India (39), and the Philippines (49). Low commitment also affects performance so that Indonesia is only in the last rank, namely 60th based on economic performance in 2005, Business Efficiency (59), and Government Efficiency (55). This is because the quality of Indonesian human resources is not able to compete, weak organizational commitment, and work culture is still weak and uneven (Riwu Kore, 2010).

4. Organization Commitment

The scoring results show that the State Civil Apparatus organizational commitment within the scope of the Kupang City Regional Government Secretariat is in the moderate category with an average score of 3.65. This shows that the organizational commitment of State Civil Apparatus is still weak so that it can affect the performance. The weak organizational commitment of State Civil Apparatus will become an obstacle in improving the quality of organizational performance. High commitment makes employee care about the fate of the organization and strives to make the organization a better direction so that with high commitment, the possibility of a decrease in performance can be avoided. On the other hand, State Civil Apparatus with low commitment will be concerned with themselves or their group, where the individual does not have the desire to make the organization a better direction, thus allowing a decrease in performance. Fauzi (2017) reports that there is an influence of organizational commitment on employee work ethics which can interfere with service quality. Riwukore (2010) states that commitment to the organization means more than just formal membership because it includes an attitude of liking the organization and a willingness to strive for a high level of income for the benefit of the organization for the achievement of goals because organizational commitment includes elements of loyalty to the organization, involvement in work and identification towards the values and goals of the organization.

Taurisa & Ratnawati (2012) reports that there is a direct effect between organizational commitment and employee performance. This proves that the organizational commitment of the State Civil Apparatus within the scope of the Regional Secretariat of the Kupang City Government needs to be improved to improve the better performance in services. An indicator of organizational commitment that needs to be dominated is the feeling of being part of the organization because when someone feels part of the organization they work for, then at that time they can contribute and play a role in achieving organizational goals that will affect their performance. Riko Hendrajana et al. (2017) reported that organizational commitment has a positive effect on employee performance, meaning that the higher the organizational commitment, the employee's performance will increase. Every person who works in an organization must have a commitment to work because if an organization's employees do not have a

commitment to work, then the goals of the company or organization will not be achieved. However, sometimes organizations pay less attention to existing commitments to their employees, resulting in decreased performance of employees or reduced employee loyalty.

The strategy to increase the organizational commitment of State Civil Apparatus is to understand the factors that influence organizational commitment. Mowday et al. (1979) state that there are three factors that influence organizational commitment, namely personal characteristics, organizational characteristics, and organizational experience. Factors included in personal characteristics include individual age, need for achievement, years of service, level of education, gender, and personality variations. Including factors of organizational characteristics such as work challenges, scope of work, feedback, and work pressure. Work experience is how long employees work in the organization and benefit from the experience. To do this, it is necessary to create organizational commitment. Dessler (2016) states that the steps to foster organizational commitment are through make it charismatic, build the tradition, have comprehensive grievance procedures, provide extensive two way communications, create a sense of community, build value homogeneity, share and share alike, emphasize barnraising, cross utilization, and teamwork, get together, support employee development, commit to actualizing, provide first year job challenge, enrich and empower, promote from within, provide developmental activities, the question of employee security, commit to people first values, put in writing, hire right-kind managers, and walk the talk.

F. CONCLUSION

The results of the analysis of the display of organizational commitment from the State Civil Apparatus at the Regional Secretariat of Kupang City show that the State Civil Apparatus is more oriented towards continuance commitment rather than affective commitment and normative commitment. This situation explains that the State Civil Apparatus, in terms of the prevailing attitudes and norms, has not felt part of the organization and is more oriented towards working without targets or goals. This illustrates the moderate organizational commitment of the State Civil Apparatus. That is, the desire to remain and be

in the organization because of the importance of income and security in old age. This situation projects that the performance in the Kupang City Government is likely to be hampered and disrupted due to one of the factors affecting the performance of the State Civil Apparatus, namely the organizational commitment is still in the sufficient or insufficient category. Local government strategies that can be taken internally by government are understanding and creating organizational commitment, especially from the aspects of affective commitment and normative commitment.

The implications of this study indicate that the leadership or management of the organization is very important to make efforts to increase organizational commitment from employees, especially those related to the dimensions of affective commitment and normative commitment. Both of these dimensions affect the overall organizational commitment within the organization. Employees feel that they are employees of the Kupang City Government with the status of state civil servants who are legally required to serve as state apparatus, but from the aspect of satisfaction with the organization, it is still a phenomenon for employees to be highly committed to the organization.

Suggestions that can be considered from this research are organizational leaders and management need to conduct further studies related to employee satisfaction with organizations that are influenced by organizational commitment, especially from the aspect of affective dimensions and normative dimensions. This can be assessed through the employee satisfaction index based on aspects of existing perceptions and perceptions of expectations through importance-performance analysis.

G. LIMITATION

The limitation of this research is still the perception of existing employees towards the organization through the organizational commitment of employees. This study also has not touched on aspects of employee satisfaction with the organization, including the effect of organizational commitment on employee performance. This will be a projection for the development of further research.

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