
The Effect Of Service And Personnel Performance On Organizational Image Of Denbekang Mbo With Organizational Commitment As Mediation

*Aris Priyanto, Muhammad Adam, and Said Musnadi
Magister Manajemen, Universitas Syiah Kuala, Indonesia

Abstract

This research was conducted to determine and test the effect of service and performance of personnel on the organization image of Denbekang MBO with organizational commitment as a mediating variable. The population of this research was all of the TNI institution units served by Denbekang Mbo as much as 221 people and the sample was taken with census method, so the it is as much as the population. The measurement scale of the variable used was Scala Likert. The research model was analyzed using Structural Equation Modeling (SEM). The result of direct effect testing on members of Denbekang MBO shows that there is an effect of member service on the organizational image, there is an effect of personnel performance on the organizational image, there is an effect of member service on organizational commitment, there is an effect of personnel performance on organizational commitment, and there is an effect of organizational commitment on organizational image. For the indirect effect test on the research model revealed that there is an indirect effect of member service on the organizational image through organizational commitment, and there is an indirect effect of personnel performance on organizational image through organizational commitment. The findings in this study can contribute to the renewal of theory and practically also produce solutions for research objects. The novelty of this research lies in the combination of previous causality research models, and by using new objects. The discussion of the service and performance as antecedent variables is the interest issue in this findings. The limitation of the study is the number of variables studied and the scope of the study.

Keyword: Service, Personnel Performance, Organizational Image, Organizational Commitment.

1. Introduction

The Indonesian National Armed Forces (TNI AD) are an integral part of the Indonesian National Army, which has the main task of upholding the country's sovereignty and the territorial integrity of the Indonesian state's land. In the functional differentiation, the TNI does not only carry out defense functions in the narrow sense in the form of fostering military forces, but also in the broad sense in the form of building military force and using military force. The TNI also carries out government functions and security functions together with other institutions.

In order to carry out the tasks assigned by the state, the TNI formed special units to handle their respective duties such as the Denbekang MBO which is a unit of the TNI institution that provides services to the activities of TNI units in Aceh Province. Denbekang MBO carries out

service / maintenance tasks for Korem 012 / TU units covering 8 districts namely Aceh Jaya, West Aceh, Nagan Raya, Southwest Aceh, South Aceh, Aceh Singkil, Subulussalam and Simuelue. Units in the maintenance of the Denbekang MBO include the operations unit, intelligence unit and regional command. In addition Denbekang MBO as a TNI organization that has the task of assisting Korem 012 / TU in fostering and organizing and carrying out the functions of transporting transportation in the Korem 012 / TU region and also carrying out several Military functions which include main functions, military organic functions and organic development functions.

In realizing good and effective service, Denbekang MBO personnel must be able to work in a professional and highly disciplined manner for the smooth running of activities. Therefore we need reliable personnel performance to maintain the internal image of the organization within the TNI. The quality of the service provided depends greatly on how well the performance of TNI personnel in carrying out the tasks assigned to them. Service quality is described as a statement of attitude, a relationship that results from a comparison of expectations with performance. So the level of satisfaction is a function of the difference between the performance felt by expectations, if the perceived performance is below expectations, it affects the image of the organization and will hinder the activities to be carried out.

High and low performance of a person can also be influenced by the motivation he has. Motivation is one of the most important aspects in determining the work behavior of personnel. In addition, discipline in working is very important because with the discipline it is expected that most of the regulations will be obeyed by personnel, working in accordance with procedures so that the work is completed effectively and efficiently and can increase productivity. Then relating to the image of the organization Denbekang MBO becomes one of the factors or measures of the success of an organization in achieving its goals. Citra has two main components, namely functional and emotional. Functional refers to the real dimensions that can be defined and measured while emotional refers to the psychological aspects of individual experiences and attitudes towards the organization. A strong commitment from the personnel can have a positive influence on the image of the organization where he is assigned. If in an organization the personnel have a high commitment to the organization then they will be able to work well and provide excellent service for every activity they do. In other words, the higher the commitment, the better the image of the organization that can be built.

This study was conducted to examine how the relationship of service and personnel performance to the MBO Denbekang Organizational Image with organizational commitment as a mediating variable.

2. Literature Study

Organizational Image

In an organizational perspective Image is a series of relationships that come back to mind after the customer hears the name of the company. Citra has two main components, namely functional and emotional. Functional refers to the real dimensions that can be defined and measured while emotional refers to the psychological aspects of individual experiences and attitudes towards the organization (Sofyan, 2017). (Frandsen, 2017) said that the image is an impression, a feeling, a picture of the public towards a company, an impression that is intentionally created from an object, person or organization.

Image leads to the existence of an organization in the public eye, which shows the public's view of the organization formed in the long term. A well-formed image will have a good impact for achieving the goals set by individuals or organizations.

There are many theories that measure indicators such as organizational image. (Chun & Davies, 2006) mentioned five main dimensions including: 1) appears first in the mind, 2) Good impression, 3) Innovation, 4) Responsibility, 5) Ability and efficiency.

Organizational Commitment

Commitment is very important in a company that must be owned by employees. Where the commitment here will greatly affect the responsibilities that must be carried out by employees and the work done by employees. Commitment is a behavior or action taken in carrying out the work, and the action will have an influence on work results, both positive and negative depending on what is carried out by each individual employee. (Mathis & Jackson, 2006) revealed that the definition of organizational commitment is the degree to which employees believe and are willing to accept organizational goals. Commitment will remain or will not leave the organization (Sopiah, 2008).

The indicators of organizational commitment according to (Mathis & Jackson, 2006), include (1) Loyalty to the organization, (2) A sense of pride in the institution, (3) Participation in building the organization, (4) There is a similarity in the value system adopted by the personnel with the value system adopted by the agency, (5) Great concern for the smooth operation of the organization agency.

Service

Service according to the American Marketing Association, in (Hardiyansyah, 2018) in principle, is an activity or benefit offered by one party to another party and is essentially intangible and does not produce ownership of something, the production process may also not be associated with a physical production. Meanwhile according to (Lovelock, 1983) in (Hardiyansyah, 2018) defined service as an intangible product, lasting for a while and being felt or experienced. Meaning, service is a product that has no form or form so that no form can be had, and lasts for a moment or does not last long, but is experienced and can be felt by the recipient of the service.

Service indicators according to (Sangadji & Sopiah, 2014) are (1) reliability, (2) responsiveness, (3) guarantee, (4) empathy, (5) physical / tangible.

Personnel Performance

(Mangkuprawira & Hubeis, 2007) explained performance as a result of certain work processes carried out in a planned manner at a time and place, from the employee and the organization concerned. (As'ad, 2012) stated the notion of performance as a result achieved by someone according to the standards applicable to the work in question. Furthermore (Mangkunegara & Octorend, 2015) revealed that in general performance can be divided into two, namely individual performance and organizational performance. Individual performance is the work of employees both in terms of quality and quantity based on work standards that have been set, while organizational performance is a combination of individual performance with group

performance / group. In this study, the mention of word “personnel” and “member” are in the same meaning. The mention of personnel just leads to the variabel name of X2, the personnel performance, and the mention of member means the employee of Denbekang MBO (TNI) which is as the research object.

Performance indicators according to (Robbins & Coulter, 2016) include: 1) Exactly the quality of the product given in accordance with the desired quality, 2) Exactly the amount given in accordance with the proposal, (3) On time The achievement of the target work that has been carried out, (4) Appropriate, (5) Right on target.

Research paradigm

Based on the discussion of the problem and research literature, the researcher formulates the research paradigm and hypothesis as follows.

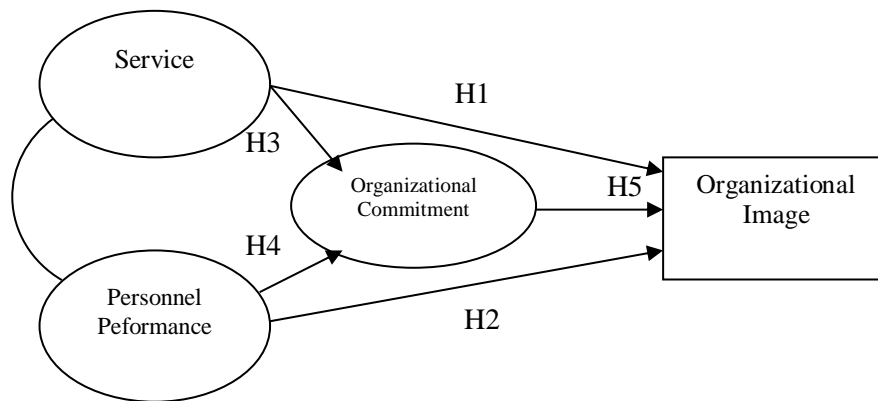


Figure 1. Research Model

H1 : There is an effect of service on organizational Image

H2 : There is an effect of personnel performance on organizational Image

H3 : There is an effect of service effect on organizational commitment

H4 : There is an effect of personnel performance on organizational commitment

H5 : There is an effect of organizational commitment on organizational image

H6 : There is an effect of service on organizational image through organizational commitment

H7 : There is an effect of personnel performance on organizational image through organizational commitment

3. Research Method

This research was conducted in the TNI organization. The object was the Denbekang Mbo consisting of 8 Regencies namely Aceh Jaya, West Aceh, Nagan Raya, Southwest Aceh, South Aceh, Aceh Singkil Subulussalam and Simuelue. The respondents were all TNI institutional units served by Denbekang Mbo. The population of this study was 221 people. The sample was taken by cencus method, so the amount was as much as its population. The measurement scale of the variable used is Scala Likert. The research model was analyzed using Structural Equation Modeling (SEM) through the use of Amos software. The SEM equation model is described as a set of statistical techniques capable of simultaneously testing a series of relatively complex relationships (Hair, Hult, Ringle, & Sarstedt, 2016). SEM is able to enter

latent variables into the analysis. Before testing the hypothesis, confirmatory factor analysis (CFA). CFA in SEM needs to be done to ensure that the indicators are fit (Silva & Alwi, 2008). To test mediation variables, this study uses the Sobel test.

In this study, researchers construct the indicators for each variable studied based on previous theories, and the binding conditions for measuring the performance of the organization under study, namely:

- a. Organizational image with measurement indicators 1) appears first in mind, 2) Good impression, 3) Innovation, 4) Responsibility, 5) Ability and efficiency.
- b. Organizational commitment with measurement indicators (1) Loyalty to the organization, (2) A sense of pride in the institution, (3) Participation in building the organization, (4) There is a similarity in the value system adopted by the personnel with the value system adopted by the agency, (5) Concern great impact on the smooth operation of the agency.
- c. Service with measurement indicators (1) reliability, (2) responsiveness, (3) assurance, (4) empathy, (5) physical / tangible.
- d. Performance with measurement indicators 1) Exactly the quality of the product given in accordance with the desired quality, 2) Exactly the amount given in accordance with the proposals, (3) Timely Achievement of work targets that have been carried out, (4) Appropriate, (5) Right on target.

4. Result

Structural model analysis that explains the effect test between variables is presented in the following path diagram:

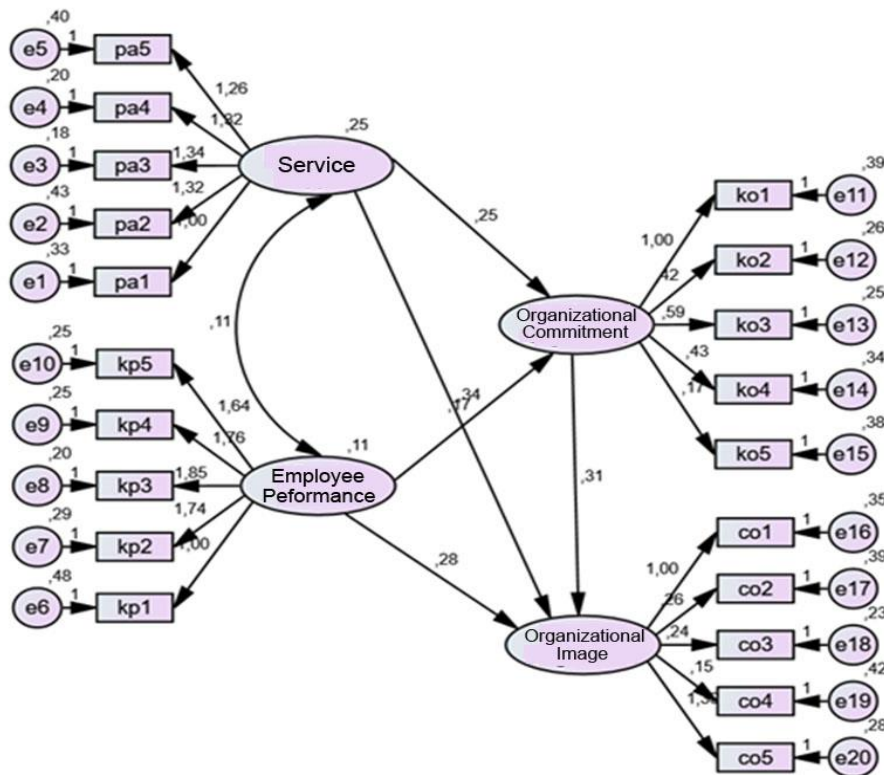


Figure 2. Test Result by Structural Equation Model (SEM)

The results of testing the hypothesis which are also tested through the full model after fulfilling the SEM assumptions, are more clearly found in the following table:

Table 1. Hypothesis Testing Result

Endogenous		Exogenous	Estimate	S.E.	C.R.
Organizational Image	<---	Service	0.343	0.087	4.368
Organizational Image	<---	Employee Peformance	0.280	0.038	6.053
Organizational Commitment	<---	Service	0.250	0.088	3.068
Organizational Commitment	<---	Employee Peformance	0.174	0.118	3.220
Organizational Image	<---	Organizational Commitment	0.305	0.080	6.125

Source: Primary Data, 2020 (processed)

From the results of the direct influence test in the above table it can be explained that:

1. H1: The Effect of Service on the Organizational Image

Causality model test result for the effect of member service on the image of organization shows a CR value of 4.368 with a probability number of 0.0001. The resulting figures are sufficient for the minimum requirement to accept H1, namely a CR value of 4.368 where this number is higher than 1.96 and the probability number is lower than 0.05. So with the test results it can be concluded that the service at Denbekang MBO affects the image of organization. The magnitude of the effect of service on the image of organization amounted to 0.343.

This indicates that the better service will provide an influence with a positive direction on improving the image of the MBO Denbekang organization. The result of this study shows a consistency with the results of research that had been done previously by (Saragih, Hamid, & Kusumawati, 2015) in his research shows that there is a significant effect on service quality variables in a company's image, service quality at the same time can also increase the role of a company's image in order to provide a better customer satisfaction. Quality of service is an important thing to do. (Sulistyaningtyas, 2017) also revealed that an image in principle is one of the expectations that companies want to achieve to help and support the company to progress. Without the help of image variables, consumers will certainly have difficulty making decisions regarding buying a product.

2. H2: The Effect of Personnel Performance on Organizational Image

Causality model test result for the influence of personnel performance on the image of organization shows a CR value of 6.053 with a probability value of 0.0001. The resulting figures are sufficient for the minimum requirement to receive H2, namely a CR value of 6.053 where this number is higher than 1.96 and the probability number is lower than 0.05. So with the test results it can be concluded that the performance of personnel owned by Denbekang MBO affects the image of the MBO Denbekang organization. The amount of influence the performance of personnel on the image of organization amounted to 0.280.

This indicates that the better performance of personnel owned by Denbekang MBO on the image of organization. The result of this study shows a consistency with the results of research that had been done previously by (Yunitasari, 2008) which revealed the results that there is a correlation with a positive and strong direction between a company's image with employee performance shown from the correlation coefficient (r) value of 0.696 with a significance value of $0.000 < 0.05$. The meaning is the better a company's image, of course it will be followed by the higher employee performance, and vice versa, the lower a company's image will be followed also by the declining employee performance.

3. H3 : The Effect of Service on Organizational Commitment

Causality model test result for the effect of service on organizational commitment shows a CR value of 3.068 with a probability value of 0.0001. The resulting figures are sufficient for the minimum requirement to receive H4, namely a CR value of 3.068 where this number is higher than 1.96 and the probability number is lower than 0.05. So with the test results it can be concluded that service affects the commitment of MBO Denbekang organization. The magnitude of the effect of service on the image of organization amounted to 0.250.

This indicates that the higher level of service of Denbekang MBO members will have a positive impact on increasing the commitment of Denbekang MBO organization, especially in improving the work of all members within the organization. The result of this study shows a consistency with the results of research that had been done previously by (Yulian, 2015), that revealed the member who have a strong commitment to their organization is a capital to achieve organizational goals, so that it will provide maximum benefits for the organization. The employee's commitment given to an organization is also needed to resolve internal organizational problems such as reduced operating costs and conflicts within the organization.

4. H4 : The Effect of Personnel Performance on the Organizational Commitment

Causality model test result for the influence of personnel performance on personnel performance shows a CR value of 3.220 with a probability number of 0.0001. The resulting figures are sufficient for the minimum requirements to receive H5, namely a CR value of 3.220 where this number is higher than 1.96 and the probability number is lower than 0.05. The magnitude of the effect of personnel performance on organizational commitment is 0.174.

So with the test result it can be concluded that the performance of MBO Denbekang personnel has an influence on increasing the commitment of organization, especially in providing community satisfaction as service recipients. The result of this study shows a consistency with the result of research that had been done previously by (Sangadji & Sopiah, 2014) who found that organizational commitment is a variable associated with a person's involvement that is relatively strong towards the organization. A strong commitment can enable every employee to try to face every challenge and pressure. Success in the face of these challenges will foster a sense of pride for employees of their organizations (Setiarso, Harjanto, Triyono, & Subagyo, 2009).

5. H5: The Effect of Organizational Commitment on the Organizational Image

Causality model test result for the effect of organizational commitment to the image of organization shows a CR value of 6.125 with a probability number of 0.0001. The resulting

figures are sufficient for the minimum requirements to accept H2, namely the CR value of 6.125 where this number is higher than 1.96 and the probability number is lower than 0.05. So with the test result it can be concluded that the organizational commitment of the members of the Denbekang MBO affects the image of the MBO Denbekang organization. The magnitude of the effect of the commitment of organization to the image of organization amounted to 0.305.

This revealed that the higher level of organizational commitment felt by Denbekang MBO members would further enhance the image of organization, because each member had felt the organizational commitment he felt especially satisfaction in carrying out the mandate given by the leadership. The result of this study shows its consistency with the result of research that had been done previously by (Kurniawan, 2015), where the conclusion of the research was the organizational commitment has a positive relationship with organizational image. If a organization has a high commitment to the progress of the organization then they will make every effort to create a positive image for the organization.

6. H6 and H7 : The Role of Organizational Commitment as a Mediation Variable in the model of the effect of Service and Personnel Performance on Organizational Image
 Direct and indirect influence tests were carried out to analyze the strength of influence between constructs, to find the best path in the research model. The direct effect coefficient explains the coefficient of all lines with an arrow with one end. The coefficient of indirect effect is an influence which arises through an intermediate variable (Ferdinand, 2006).

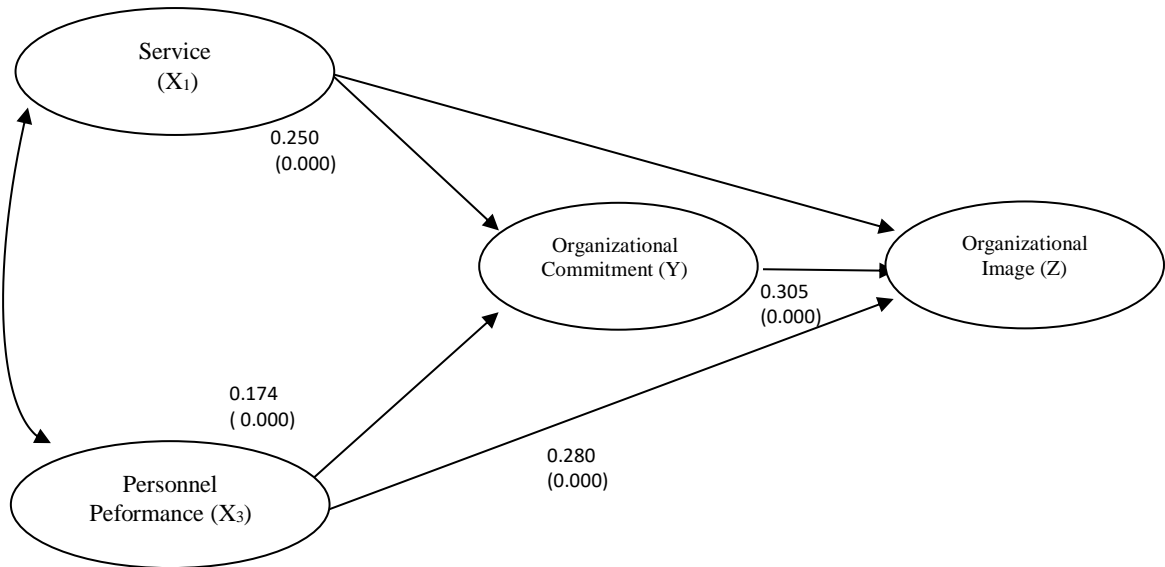


Figure 3. Result Test

Based on the results of the influence test, shown in Figure 3 above shows the number of direct effects. In addition, to look for the influence coefficient number indirectly, it is done through a calculation process and the results can be seen in the following Table 2.

Table 2. Direct and Indirect Effect

No	Description	Direct	Indirect	Total Effect	Information
1.	The Effect of service on organizational image	$(0.343)^2$ = 0.118	0.250×0.305 = 0.076	0.194	Direct < Indirect
2.	The Effect of personnel performance on organizational image	$(0.280)^2$ = 0.078	0.174×0.305 = 0.053	0.131	Direct < Indirect

Source: Primary Data, 2020 (processed).

Seen the coefficient of influence that is direct between the variables in this study has a number greater than the coefficient of indirect effect. However, of course the role of mediating variables must also be observant to be analyzed.

To prove that there is a partial or simultaneous influence based on the test of indirect relationships between exogenous and endogenous variables. Testing the mediating effect (mediating effect) in this study uses an approach (Baron & Kenny, 1986). While the result of the study indicates that testing the mediating effect of service variable on organizational image can be explained as follows:

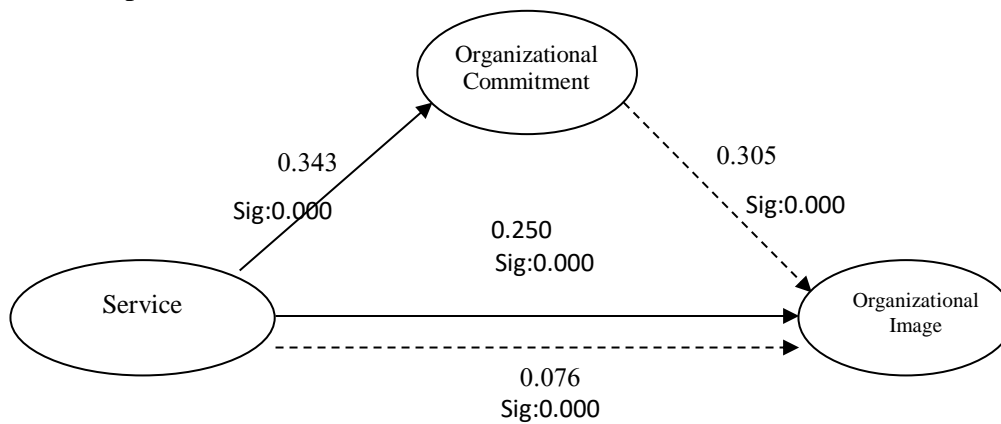


Figure: 4. Organizational Commitment Mediates The Effect of Service on Organizational Image

Based on the test result above shows that the effect of service on the image of organization is positive, and the effect of organization commitment to the image of organization is positive and significant, thus this test shows the existence of indirect effects of service on the image of organizations through organizational commitment is partially mediated.

The result shows that testing the mediating effect of organizational commitment variables in mediating personnel performance on the image of organization can be explained as follows

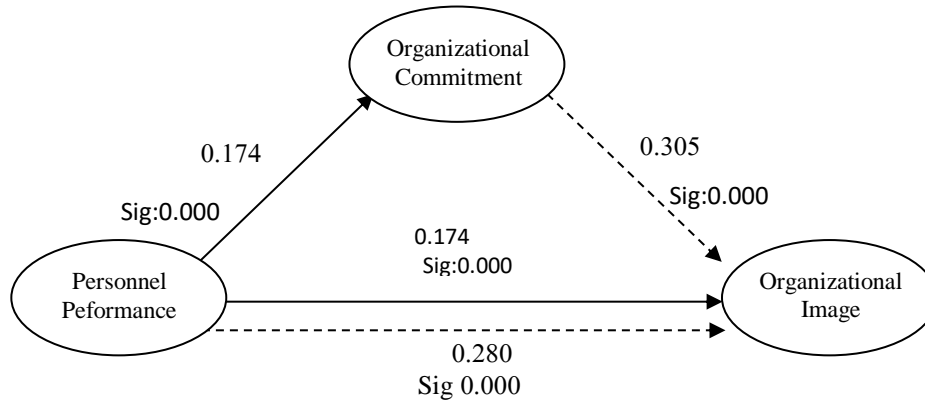


Figure: 5. Organizational Commitment Mediates The Effect Of Personnel Performance On The Organizational Image

Based on the test result above shows that the effect of personnel performance on the image of organization is positive and significant, thus this test shows the indirect effect of personnel performance on the image of organization through the organizational commitment is partially mediated.

Based on the result of the analysis shows that all exogenous variables significantly influence endogenous variables and no insignificant variables were found, so that this study does not occur the fully mediation. Thus it can be concluded that the findings in this subsample, the organizational commitment is as a partial mediator between service variables and personnel performance on the organizational image.

5. Conclusion

The result of direct effect testing on members of Denbekang MBO shows that there is an effect of member service on the organizational image, there is an effect of personnel performance on the organizational image, there is an effect of member service on organizational commitment, there is an effect of personnel performance on organizational commitment, and there is an effect of organizational commitment on organizational image. For the indirect effect test on the research model revealed that there is an indirect effect of member service on the organizational image through organizational commitment, and there is an indirect effect of personnel performance on organizational image through organizational commitment. The findings in this study can contribute to the renewal of theory and practically also produce solutions for research objects. The novelty of this research lies in the combination of previous causality research models, and by using new objects. The discussion of the service and performance as antecedent variables is the interest issue in this findings. The limitation of the study is the number of variables studied and the scope of the study. All of the results of this test show that the research model in this article is in accordance with the findings of previous research models, and can be an update of the causality model. This research model can also contribute to academics as a basis for developing further research. This model can also be used as a reference for practitioners, especially in the Denbekang MBO organization, to be used as a basis for designing future plans and strategies.

References

- 1) As'ad, M. (2012). *Seri Ilmu Sumber Daya Manusia: Psikologi Industri* (4th ed.). Yogyakarta: Liberty.
- 2) Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
- 3) Chun, R., & Davies, G. (2006). The Influence of Corporate Character on Customers and Employees: Exploring Similarities and Differences. *Journal of the Academy of Marketing Science*, 34(2), 138–146. <https://doi.org/10.1177/0092070305284975>
- 4) Ferdinand, A. (2006). Metode Penelitian Manajemen Pedoman Penelitian untuk Penulisan Skripsi Tesis dan disertai Ilmu Manajemen. In *Semarang: Universitas Diponegoro*. Semarang: Fakultas Ekonomi dan Bisnis Univ Diponegoro.
- 5) Frandsen, S. (2017). Organizational Image. *The International Encyclopedia of Organizational Communication*, 4, 1795–1804.
- 6) Hair, J. F., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks: Sage Publications, Inc.
- 7) Hardiyansyah. (2018). *Kualitas Pelayanan Publik: Konsep, dimensi, Indikator dan Implementasinya*. Yogyakarta: Gava Media.
- 8) Kurniawan, A. (2015). Pengaruh Komitmen Organisasi Terhadap Organizational Citizenship Behavior (OCB) PT X Bandung. *Jurnal Manajemen*, 15(1), 95–118.
- 9) Lovelock, C. H. (1983). Classifying Services to Gain Strategic Marketing Insights. *Journal of Marketing*, 47(3), 9–20.
- 10) Mangkunegara, A. P., & Octorend, T. R. (2015). Effect of Work Discipline, Work Motivation and Job Satisfaction on Employee Organizational Commitment in the Company (Case Study in PT. Dada Indonesia). *Universal Journal of Management*, 3(8), 318–328. <https://doi.org/10.13189/ujm.2015.030803>
- 11) Mangkuprawira, S., & Hubeis, A. V. (2007). *Manajemen Mutu Sumber Daya Manusia*. Bogor: Ghalia Indonesia.
- 12) Mathis, R. L., & Jackson, J. H. (2006). Human resource management: Manajemen sumber daya manusia. In *Terjemahan Dian Angelia*. Jakarta: Salemba Empat. Jakarta: Salemba Empat.
- 13) Robbins, S. P., & Coulter, M. (2016). *Manajemen* (ed. 13). Jakarta: Erlangga.
- 14) Sangadji, E. M., & Sopiah. (2014). *Perilaku Konsumen : Pendekatan Praktis*. Yogyakarta: andi Offset.
- 15) Saragih, R. M. T., Hamid, D., & Kusumawati, A. (2015). Pengaruh Kualitas Pelayanan Terhadap Citra Perusahaan Dan Kepuasan Pelanggan (Survei Pada Wisatawan Taman Rekreasi Selecta Batu). *Jurnal Administrasi Bisnis*, 24(2), 1–4.
- 16) Setiarso, B., Harjanto, N., Triyono, & Subagyo, H. (2009). *Penerapan Knowledge Management pada Organisasi*. Medan: Graha Ilmu.
- 17) Silva, R. V. Da, & Alwi, S. F. S. (2008). Online brand attributes and online corporate brand images. *European Journal of Marketing*, 42(9), 1039–1058. <https://doi.org/https://doi.org/10.1108/03090560810891136>
- 18) Sofyan, M. (2017). Pengaruh CSR perusahaan terhadap citra merek dan loyalitas merek. *Jurnal Siasat Bisnis*, 21(1), 1–18. <https://doi.org/10.20885/jsb.vol21.iss1.art1>
- 19) Sopiah. (2008). *Manajemen Sumber Daya Manusia*. Jakarta: PT. Ghalia Indonesia.
- 20) Sulistyaningtyas, A. R. (2017). Pentingnya Pengolahan Basah (Wet Processing) Buah

Kopi Robusta Untuk Menurunkan Resiko Kecacatan Biji Hijau Saat Coffee Grading. *Prosiding Seminar Nasional Publikasi Hasil-Hasil Penelitian Dan Pengabdian Masyarakat*, 90–94. Semarang: Lembaga Penelitian dan Pengabdian Kepada Masyarakat Universitas Muhammadiyah Semarang.

- 21) Yulian, F. (2015). Pengaruh Budaya Organisasi Dan Kepuasan Kerja Terhadap Komitmen Organisasi Untuk Meningkatkan Kinerja Pegawai. *Kinerja*, 12(1), 44–59.
- 22) Yunitasari, D. F. (2008). *Korelasi Antara Citra Perusahaan Dan Kinerja Karyawan (Studi Pada Karyawan PT. PLN Distribusi Jawa Timur Area Pelayanan Dan Jaringan Malang)*. University of Muhammadiyah Malang.