
Determinant Of Organizational Commitment In Syariat Islam Institution Of Banda Aceh

*Khusniah, Ridwan Ibrahim, Sofyan

Department of Management, Universitas Syiah Kuala, Indonesia

Abstract

This study is to see the determinant of organizational commitment in Syariat Islam Institution of Banda Aceh. The Independent variables identified are knowledge management and organizational learning. The population is the employee of syariat Islam Institution of Banda Aceh, that is 43 people. The sample is taken with sensus method, so it provides 43 respondents. Data is analyzed using Multiple Regression Analysis technique, with the help of the SPSS program. The result shows that knowledge management affects organizational commitment significantly, and organizational learning affects organizational commitment significantly. These test results contribute as the new premise in causality theories related to the variables, and have the novelty in developing it with extending the time and with the new object. The limitation resides in the amount of the variables, with only one object. This model is also able to be a reference of the practical persons related. Some of the captured implications are also discussed.

Keywords: Knowledge Management, Organizational Learning, Organizational Commitment.

1. Introduction

Individual needs in an organization at all times always evolve, and the phenomenon in this information era has shifted the needs of individuals and organizations from material to information. Marked by 70% of employees in developed countries is knowledge worker, it is the need within the organization. This indicates that information internalized into knowledge is the most useful resource at this time and the phenomenon shows that information, especially knowledge, becomes so necessary as a learning tool for individuals and organizations to fulfill and guide them in thinking, doing activities that produce more positive commitment and performance. Therefore, a strategic step is needed to manage knowledge by means of knowledge management. The results of (Azhari, Musnadi, & Tabrani, 2017) concluded that knowledge management has a role in improving employee performance. With the existence of these tasks and functions, of course, employee commitment is highly expected by the organization in realizing the organizational goal of providing statistical data services to the public.

In detail, the duties and functions of the Syariat Islam Institution are to develop an annual program in the field of government and community service in accordance with the stipulated provisions. The employees have to commit with the organization to do their task, so Institution can have a high performance.

The phenomenon that occurs in employees of the Syariat Islam Institution of Banda Aceh at this time is the low performance of employees in achieving the expected work targets of the organization, besides that many employees who carry out their duties and functions are not in accordance with the knowledge they have, especially the realization the budget set by the Banda Aceh Syariat Islam Institution. This issue is certainly inseparable from the level of commitment possessed by employees to work.

The phenomenon that occurs in the Banda Aceh Syariat Islam Institution shows that the low institution performance is influenced by the low organizational commitment of employees, especially the commitment in carrying out their duties and responsibilities correctly and responsibly. Beside that, there is a phenomena also related to knowledge management that can be seen from many employees who do not yet have sufficient knowledge about the main tasks and functions.

Then relation between organizational commitment with organizational performance also has an impact. If the employee has a high commitment to the organization, the performance expected by the organization will be produced, whereas if the employee does not have a high organizational commitment to the organization, the organizational performance will also decrease.

Organizational Learning is also very important in improving the organizational commitment. This can maket the nature of the relationship between individuals and work organizations, where individuals have self-confidence in the values and goals of work organizations which is characterized by the willingness to use their business seriously for the benefit of the organization and have a strong desire to remains a part of the work organization. The research conducted by (Azis, Djalil, Bahri, & Sunar, 2017) proved that organizational commitment held by employees has an influence in improving the performance of the employees concerned.

2. Literature Review

Organizational Commitment

The success of a government organization in managing its organization is largely determined by its success in managing human resources. The extent to which workers commit themselves to the organization when they work, it really determines the organization in achieving its objectives. In the world of work, the commitment of workers to the organization is very important so that some organizations dare to combine elements of commitment as one of the requirements to hold the agency offered in job advertisements. Unfortunately, even so, it is unusual for employers and workers to seriously understand the meaning of commitment. Although this understanding is very important to create a conducive working situation so that the organization can walk with a sense and impression. To understand what exactly the workers who are committed to the organization some experts provide their understanding and views.

According to (Mathis & Jackson, 2006), organizational commitment is a level up where employees are confident and accept organizational goals, and are willing to live together or leave the company ultimately reflected in employee absenteeism and turnover rates. According to Griffin, organizational commitment is an attitude held by an employee that can reflect the extent to which an employee knows and is bound to the organization in his work. Someone who has a high commitment is likely to see himself as an actual organization expert.

Knowledge Management

(Jønsson, Jain, & Jeppesen, 2013) gave a statement that knowledge management can refer to various theories and techniques used by organizations to create, join and use knowledge to achieve organizational goals. The view of knowledge as a source of excess competitiveness comes from perspectives based on organizational sources that originate from the source theory and inner efficacy. Therefore, it can be said that if knowledge is a cognitive source then it may be influenced by the cognitive style of senior administrators who are responsible for the creation and dissemination of knowledge throughout the organization. More specifically, Jain and Jeppesen revealed that knowledge management refers to the various objectives and techniques used by organizations to know and circulate knowledge, knowledge, expertise, intellectual capital and other forms of knowledge to use, use and transfer knowledge and learning throughout the organization. (Nonaka & Takeuchi, 1995) argue that a successful knowledge management program requires the conversion of tacit knowledge into explicit knowledge that is internalized in order to share, and individuals and groups also have to internalize and make personal knowledge codification taken from knowledge management systems. So organizational knowledge includes all the tacit and explicit knowledge that individuals have about products, systems and processes. However, the management process of knowledge, culture, technology, measurement and leadership plays an important role in creating and sharing all kinds of knowledge between various parts of the organization. When knowledge in an organization is divided, it becomes cumulative. Thus, it can be proposed that cognitive style can influence the acquisition, development, and exploitation of knowledge sharing because knowledge is a product of the human mind. So, cognitive style problem solving and decision making will influence knowledge management practices.

Organizational Learning

Some management experts provide different definitions of organizational learning including (Garvin, 2010) which defined that organizational learning as an organization's expertise to create, obtain, interpret, transfer and share knowledge, which aims to modify its behavior to describe new knowledge and insights.

Another definition by (Stata, 1989) stated that organizational learning occurs through the sharing of insights, knowledge and mental models that are built on past knowledge and experience. (Khandekar & Sharma, 2006) defined organizational learning as an organization that facilitates learning for all members of the organization and continuously transforms itself. Organizational learning is the process of gaining knowledge individually and in groups that are willing to apply it to their work in making decisions and influencing each other as dynamic capabilities as a source of competitive advantage (Khandekar & Sharma, 2006).

Research Paradigm and Hypothesis

From the discussion above, it formulates the research paradigm and hypothesis as follows

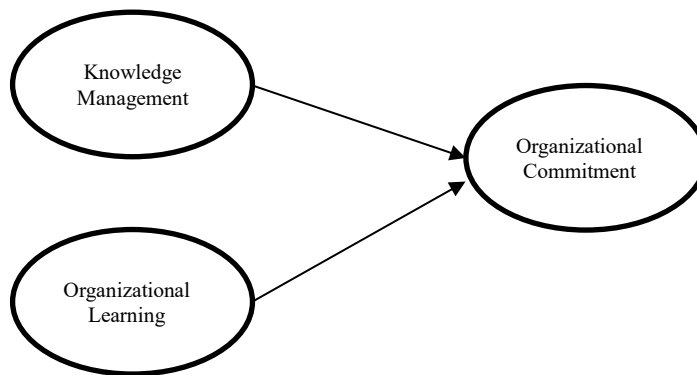


Figure 1. Research Paradigm

H₁: knowledge management affects organizational commitment significantly

H₂: and organizational learning affects employee performance significantly

3. Method

This research is a test of causality theories. This research is carried out at the Syariat Islam Institution of Banda Aceh. The variables of research is knowledge management, organizational learning, and organizational commitment. The population is the employee of syariat Islam Instition of Banda Aceh, that is 43 people. The sample is taken with sensus method, so it provides 43 respondents. To test the model, this research uses Multiple Regression Analysis Technique.

4. Result

Regression Result

Table 1. Regression Result

Variable	Unstandardized Coefficients	Standardized Coefficients	t _{hitung}	Sig
	B	Beta		
Constant	2.891			
Knowledge Management	0.164	0.335	2.660	0.010
Organizational Learning	0.175	0.301	2.395	0.020
R = 0.528			F _{Hitung} = 10.241	
R ² = 0.279			Sig. = 0.000	
			F _{Table} = 3.171	

Source: Primary Data, 2018 (processed)

From the result, we can see that both knowledge management and organizational

learning have significant effects on organizational commitment. The coefficient and significant values respectively 0.335 with p 0.001 (<0.05) and 0.315 with p 0.02 (<0.05). These all means that the **Hypothesis 1 and 2 are acceptable**.

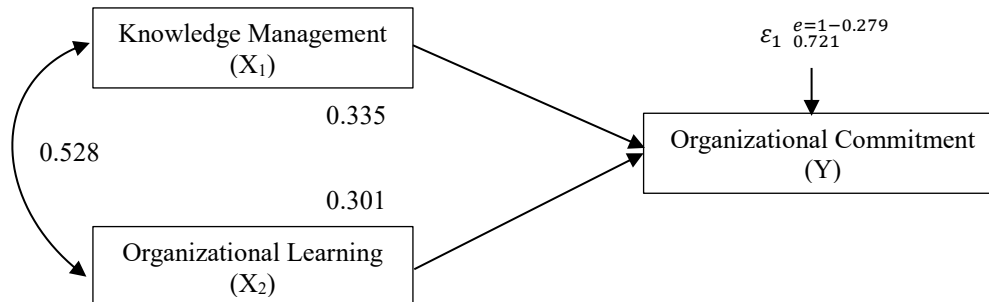


Figure 2. The Path Coefficient

Simultaneously, the effect of both independent variables on dependent variable results the $F_{test} = 10.241$ with significance 0.000 (<0.05). This means also the knowledge management and organizational learning simultaneously effect the Organizational Commitment in Syariat Islam Institution of Banda Aceh.

Implications

Organizational commitment can be increased if employees can improve their knowledge management. The leaders need to approach the community in order to increase community commitment by the way of accepting input and suggestions from the community, and also provide the information about the programs made. And the leaders also must be able and always try to improve the employees abilities to fit the organization's vision, by giving employees the opportunity to take part in education and training programs. Commitment will be better, if employees are able to participate more in work and the achievement.

5. Conclusion

The research result shows that knowledge management affects organizational commitment significantly, and organizational learning affects organizational commitment significantly. It shows the simple results of the test, but the details to control organizational commitment in this issue. The coefficient shows the amount of consideration in the factors that determine the organizational commitment of Syariat Islam Institution of Banda Aceh. These test results also contribute as the new premise in causality theories related to the variables, and have the novelty in developing it with extending the time and with the new object. The limitation resides in the amount of the variables, with only one object. This model is also able to be a reference to the practical persons especially related to leaders in Syariat Islam Instituion of Banda Aceh.

References

- 1) Azhari, Musnadi, S., & Tabrani, M. (2017). Pengaruh Manajemen Pengetahuan, Gaya Kepemimpinan Dan Insentif Terhadap Kinerja Pegawai Serta Implikasinya Terhadap Kinerja Organisasi Pada Kantor Pelayanan Pajak Pratama Banda Aceh. *Jurnal Manajemen Dan Inovasi*, 8(3), 37–51.
- 2) Azis, N., Djalil, M. A., Bahri, S., & Sunar. (2017). Commitment And Performance Of Organization Of Harbor Master Office And Port Authority Of Malahayati Port, Banda Aceh, Indonesia. *International Journal of Social Science & Economic Research*, 2(10), 5014–5023.
- 3) Garvin, D. A. (2010). *Rethinking the MBA: Business Education at a Crossroads* (1st editio). New York: Harvard Business Review Press.
- 4) Jønsson, T., Jain, A. K., & Jeppesen, H. J. (2013). The employees' participation in leadership tasks during organizational restructuring: The case of a hospital merger. *The 16th Congress of the European Association of Work and Organizational Psychology*. Münster, Germany: School Of Business And Social Sciences Aarhus University.
- 5) Khandekar, A., & Sharma, A. (2006). Organizational learning and performance: Understanding Indian scenario in present global context. *Education and Training*, 48(8–9), 682–692. <https://doi.org/10.1108/00400910610710092>
- 6) Mathis, R. L., & Jackson, J. H. (2006). Human resource management: Manajemen sumber daya manusia. In *Terjemahan Dian Angelia*. Jakarta: Salemba Empat. Jakarta: Salemba Empat.
- 7) Nonaka, I. o., & Takeuchi, H. (1995). *The Knowledge-creating Company: How Japanese Companies Create the Dynamics of Innovation*. United Kingdom: Oxford University Press.
- 8) Stata, R. (1989). Organizational Learning -- The Key to Management Innovation. *Sloan Management Review*, 63(Spring).