



THE SECURITY TEAM ORGANIZATIONAL COMMITMENT

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ABSTRAK

Menurut survei salah satu firma keuangan terbesar dunia, waktu ideal bertahan di satu pekerjaan adalah tiga sampai lima tahun. Sedangkan masa kerja Tim Satpam PT. Suprama Sidoarjo per 1 Januari 2020 yaitu 6-23 tahun yang mengindikasikan bahwa mereka memiliki komitmen organisasi yang kuat. Komitmen organisasi mempengaruhi keputusan karyawan tetap bertahan dalam organisasi atau tidak, yang kemudian berdampak terhadap kinerja, tingkat pergantian karyawan, tingkat ketidakhadiran, iklim organisasi serta sikap karyawan dalam tim. Untuk memperoleh gambaran utuh mengenai hal tersebut maka digunakan metode penelitian kualitatif dengan teknik wawancara mendalam yang dilakukan pada 10 dari 30 narasumber. Hasil penelitian menunjukkan bahwa komitmen organisasi terbentuk karena faktor-faktor finansial dan non finansial seperti lingkungan kerja yang nyaman, hubungan baik dengan rekan kerja, kejelasan status sebagai karyawan tetap, atasan yang ramah, dan standar operasional kerja yang sesuai dengan hati nurani. Dapat disimpulkan bahwa komitmen organisasi yang dimiliki tim satpam secara berturut-turut didominasi oleh komitmen kontinu, komitmen afektif dan komitmen normatif.

Kata kunci: Faktor Finansial, Faktor Non Finansial, Komitmen Organisasi, Lingkungan Kerja Yang Nyaman, Masa Kerja

ABSTRACT

According to a survey, one of the world's largest financial firms, the ideal time to stay in a job is 3-5 years. Meanwhile, the tenure of PT. Suprama Security Team as of January 1, 2020 is 6-23 years, stating that they have strong organizational commitment. Organizational commitment influences the decision whether or not to stay in organization, which has an impact on performance, employee turnover, absenteeism, organizational climate and employee attitudes in the team. To capture this situation, qualitative research methods were used with in-depth interview techniques conducted on 10 out of 30 informants. The results show that organizational commitment is formed by financial and non-financial factors such as a comfortable work environment, good relationships with colleagues, clarity of status as permanent employees, friendly superiors, and conscientious work operational standards. It shows that the organizational commitment the security team has is dominated by continuous commitment, affective commitment and normative commitment, respectively.

Keywords: comfortable work environment, financial factor, non-financial factors, organizational commitment, the tenure

INTRODUCTION

According to a survey by one of the world's largest financial firms, the ideal time to stay in one job is three to five years. While the working period of 30 people from the PT. Suprama Sidoarjo as of January 1 2020, namely 6-23 years old which indicates that they have a strong organizational commitment. Organizational commitment influences the employee's decision to stay in the organization or not, which then has an impact on performance, employee turnover rates, absenteeism rates, organizational climate and employee attitudes in the team.

Allen and Meyer (1993) said organizational commitment: "*organizational commitment is identified three types of commitment; affective commitment, continuance commitment, and normative commitment as a psychological state "that either characterizes the employee's relationship with the organization or has implications for affect whether the employee will*

continue with the organization". (Organizational commitment as a psychological state that characterizes an employee's relationship with the organization or the implications that affect whether employees will remain in the organization or not.)

In general, research related to employees who have strong affective commitment will stay with the organization because they want to stay (*because they want to*). Employees who have a strong continuance commitment because they have to stay with the organization (*because they have to*), while those who have a strong normative commitment because they feel *they have to*).

Furthermore, Porter (2002) also states that employees who have organizational commitment are characterized by: acceptance of organizational values and goals, readiness and willingness to work seriously on behalf of the organization, and the desire to maintain membership as part of the organization. organization.

The formulation of the problem that will be examined in this study is what factors are behind the formation of organizational commitment to the PT. Suprama Sidoarjo and what is the description of his organizational commitment. The purpose of this research was to identify the factors that shape organizational commitment to the PT. Suprama Sidoarjo and to obtain a complete picture of his organizational commitment.

Referring to previous research on construction companies (John Ari Setiawan, et.al, 2017) it shows that overall employee organizational commitment is classified as moderate with a mean of 2.616, the details of which are the affective commitment dimension which is classified as moderate (mean 2.941), the dimension of normative commitment is moderate (mean 2.403) and the dimension of continuance commitment is also moderate (mean 2.504). Other research related to the evaluation of organizational commitment in the culinary business sector (Adi Kurnia Rachman, 2017) shows that members of these businesses have low organizational commitment from three dimensions, namely affective, continuous and normative. The results of similar research with qualitative methods in the banking industry (Karina Nur Herdiyanti, 2015) show that the commitment that dominates permanent employees at the bank is continuous commitment. There is also research in a similar field related to organizational commitment using descriptive quantitative methods (Nina Sakina, 2009) which shows the result that more employees' organizational commitment is classified as low (18.3%) than high (13.3%), on the other hand This research also shows that the dominant subject's organizational commitment is continuance commitment, followed by affective and normative commitment.

Referring to some of these previous studies, the novelty of this research is that there has been no research on organizational commitment from the food manufacturing industry, as well as from the security sector. In addition, there is no research that explains in more detail the factors that shape organizational commitment in each of these companies, so it can be said that this study offers a broader and deeper perspective on the themes studied.

The theory used in this study is the theory of organizational commitment from Allen and Meyer (1993) which states organizational commitment as a psychological attitude that is identified by internalization and acceptance of the goals and values invested in the organization, and has implications for individual decisions to seriously continue membership

in an organization. According to Allen and Meyer, this organizational commitment is identified in three components, namely:

1. Affective Commitment, namely: a person's emotional involvement in his organization in the form of feelings of love for the organization.
2. Continuance Commitment, namely: a person's perception of the costs and risks of leaving the current organization. In other words, there are two aspects to continuance commitment, namely: involving personal sacrifice when leaving the organization and compulsion or lack of alternatives available to that person.
3. Normative commitment, namely: a moral dimension based on feelings of obligation and responsibility to the employing organization.

Regarding the factors that can affect employee commitment to the organization, according to Steer and Porter (2008) there are three factors, namely:

- 1) Personal factors which include: *job expectations, psychological contracts, job choice factors*, and personal characteristics. This factor is the initial formation of organizational commitment.
- 2) Organizational factors which include: *initial work experiences, job scope, supervision, goal organizational consistency*. From this factor will begin to emerge and form a sense of responsibility.
- 3) Non-organizational factors which include: *availability of alternative jobs*. These factors come from outside the organization. For example, whether there are other job alternatives, if there are and are considered better, of course employees will choose to leave the previous organization.

METHOD

Location and Time of Research

The research location is PT. Suprama Sidoarjo which is an alternative food company and has been established for 48 years. Its superior product, namely Mi Burung Dara, also almost always gets *Top Brand Awards* which shows that PT. Suprama is a fairly prestigious company in Indonesia. The duration of the research was carried out in September-November 2020.

Method

The approach used in this research is related to the organizational commitment of the PT. X This is a qualitative research. Qualitative research is research that aims to understand what phenomena are experienced by research subjects. Data collection techniques used are in-depth interviews and literature study. The purposive method was used to determine the interviewees according to their needs. The informants referred to here are those who have the following criteria:

1. The resource persons have agreed to be interviewed and are aware of their involvement in the research.
2. The resource persons were able to convey their experiences while joining PT. X as Security Guard.
3. The informant has a working period of more than 5 years, 10 years or more than 20 years.

Sources of research data are primary data and secondary data. Primary data sources were obtained through in-depth interviews with 10 out of 30 members of PT. Suprama with details of sources with ten years of service 4 out of 12 employees, sources with years of service of more than ten years 3 of 9 employees and sources with years of service over 20 years 3 of 9 employees. Secondary data was obtained from a literature study conducted at the *Human Resources Department* PT. Suprama related to staffing and others. To check the validity of the research data, triangulation was carried out both in terms of sources and techniques. Source triangulation was carried out through interviews with the superiors of the Security Team and the HRD of PT. Suprama, while technical triangulation is done by documentation and literature study.

RESULTS AND DISCUSSION

The PT. Suprama, which has 30 members, with 3 team heads and 1 supervisor, is responsible for the security of PT. Suprama both movable and immovable assets as well as the security and orderliness of company regulations by all employees of PT. Suprama which amounted to 1,965 people. With a land area of 64,103 m² and a total building area of 27,556.93 m² consisting of 29 multi-storey buildings, the guard post for the Security Team is divided into 6 points with the distribution of 5 people at post 1, and the other posts are guarded by 1 member of the Security Guard each. . Working hours owned by the Security Team are 8 hours of work/day without rest hours, or a total of 40 hours of work in 1 week. The working time is rotating with a *shift* which is rotated once every 3 days from *next* one shift to the *shift* , namely the *shift* (07:00 – 15:00 WIB), afternoon (15:00 – 23:00 WIB) and evening– 07:00 WIB) with a 1-day rest break at the time of *shift*. The Security Team does not recognize red dates or national holidays as holidays, because their holidays are determined by the work schedule arrangement by the Security Supervisor with the conditions described above.

Based on the research results, it is known that the organizational commitment of the PT. Suprama is dominated by continuum and affective commitment, while normative commitment occupies the last position. Continuance commitment is dominantly owned by 5 out of 10 interviewees who were interviewed in depth. They told that they really enjoyed working at PT. Suprama, because when compared to the company where they worked before, PT. Suprama is the best company for them. This statement is not only based on personal experience, but also from comparisons with stories/information they get from their relations or colleagues at other companies. It is said to be the best here in the financial sense, they get a more decent salary than what they used to get or what their colleagues got. This refers to the wages they receive compared to the Regency Minimum Wage (UMK) of Sidoarjo Regency. According to them, so far, companies have always followed government regulations by

giving them a minimum salary equal to the UMK, and what makes them even more happy is that this is still being done by the company without employees having to demonstrate to raise wages first to get a minimum salary of UMK as in companies. else they know. In addition, they feel that the company really pays attention to the welfare of its employees, for example in terms of including them in the Social Security Administering Body (BPJS) Health and BPJS Employment programs according to government regulations, again, without having to bother holding demonstrations to companies to demand this. Other financial factors, for example at PT. Suprama, employees receive compensation from the company for employee wedding expenses, the amount of which is in accordance with the provisions of the company's agreement with the union written in the PKB (Joint Labor Agreement). Compensation is also given if the employee's parent/spouse/child dies. Non-financial factors that help shape their continuous commitment are their status as permanent employees at PT. Suprama. For them, this status is important, because with various family economic conditions, the fixed monthly income is one of the many things that must be maintained for the sake of their economically stable life. Talking about their productive age at the time, they did not think of switching to another company because they felt that out there, it was not certain that they would get a job with the status, salary, facilities and work environment they are currently living in with the conditions of education and skills that were they have. This is what finally made them survive in PT. Suprama has been and even they plan to keep working at the company until it is time to retire.

Affective commitment is ranked second, namely 4 out of 10 members of PT. Suprama. They conveyed the reasons behind their emotional involvement with the company where they work for several reasons, namely a comfortable work environment, friendly superiors, and the humility and honesty of the management. In terms of financial benefits, they do not deny that PT. Suprama plays quite a role in raising their welfare, but that is not the main reason for them to love the company. The friendliness of this superior is felt thoroughly by members of the Security Guard, both at the Supervisor Security level as their direct supervisor, managers and even the owner of the company itself. According to them, in other companies, it is very rare for leaders to interact outside of work matters with their subordinates or other employees who are structurally at the same level as their subordinates. And even generally, according to them, even if there are superiors who interact with employees with lower status levels, the way they treat other people already shows their strata in the organization, it is different from what they experience at PT. Suprama treats other people like family. If he is older he will still be respected even though his position is in the lower strata. This situation seems to then spread to almost all elements of the company so that it creates a comfortable work environment because of the sense of kinship that is built. From the personal side of the management team, they feel comfortable and salute the management attitude applied at PT. Suprama, because of the honesty of management in this company. For example, management does not ask them to lie or make up excuses to cover something up, for example when a guest comes to the company to meet with management, they are always well received, never rejected or for example make excuses and lie that management is not in the office, that is. never done. According to them this is something that is rarely found in other companies. Personally, members of the security guard have feelings of love for the company where they work because at first they aspired to become members of the military, but for one reason or another they did not achieve it, becoming a security guard is one way to divert their dream. Another reason behind their love for PT. Suprama is because this company also facilitates their children to work there.

The normative commitment that only one member of PT. Suprama's security guard has, turns out to be motivated by a feeling of obligation and responsibility to the organization that employs him. The security guard member felt that he had worked until he retired at PT. Suprama is a moral responsibility that must be carried out. Upon further investigation, it turned out that this was because he felt indebted to the company. In the past, when he was in a slump because he was laid off from his previous company, PT. Suprama is willing to hire him and give him a better wage than the company where he worked before. This then made him determined to survive in this company, moreover in his family he was also taught to be loyal, diligent and appreciate the help of others. For him, PT. Suprama made a significant contribution in his life. On the other hand, the work he has done here has never contradicted his conscience and beliefs as he did at the previous company. At the previous company there were rules or instructions from management to prohibit employees from praying outside of their break hours and the Security Team was expected to oversee order and implement these regulations. Even though not all employees' break time coincides with prayer times, and because this is against his conscience, he has the courage to tell management. However, in fact, he received a warning from management that as a security guard, he should be able to oversee company policies regardless of the conditions. He did not experience incidents like this at PT. Suprama, in other words the work procedures at PT. Suprama is in accordance with his conscience, thus making him even more certain to stay here until his retirement age arrives.

CONCLUSION

The results of the study show that organizational commitment is formed due to financial and non-financial factors such as a comfortable work environment, good relations with colleagues, clear status as permanent employees, friendly superiors, humble and honest management, and appropriate work procedures. with conscience. Based on the research, it can be concluded that the organizational commitment of the Security Team is dominated by continuance commitment, affective commitment and normative commitment.

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