

# ANALYSIS OF WORK CHARACTERISTICS TOWARD EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENTS AS INTERVENING VARIABLE IN THE MEDAN IMMIGRATION OFFICE

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**Abstract:** *The research aims to analyze the influence of occupational characteristics on performance with the organization's commitment as an intervening variable in the Medan immigration office. The samples in this study were 117 employees at the Medan Immigration Office. The analysis tool used is Structural Equation Modeling (SEM) using the AMOS-20 (Analysis of Moment Structure) device. The results showed that the characteristics of the work have a significant influence on the commitment of employee organizations in the Medan immigration office. Job characteristics and organizational commitments have a significant effect on employee performance at the Medan Immigration Office. The commitment of the organization to be partial mediation influence the characteristics of work on the performance of employees at the Medan immigration Office.*

**Key Words:** *Job Characteristics, Organizational Commitment, Performance.*

## 1. INTRODUCTION:

Human resources play a very important role in achieving organizational objectives. This shows that human resource management is needed continuously and sustainably to obtain qualified human resources, resulting in optimal performance. To achieve such optimal performance, the characteristics of the work should not be ignored to form the maximum organizational commitment to supporting the establishment of employee performance.

This is in line with the opinions of Jeras, Beggs, and Kohut (2001) stating the high performance or performance of employees can be inflicted from high organizational commitments as well. Meanwhile, Steers (2000) explained that there are three causes of organizational commitment, namely: personal characteristics, occupational characteristics and work experience itself. While good organizing should pay attention to the characteristics of work and the commitment of the Organization to achieve the objectives of the organization effectively and efficiently (Djastuti, 2011).

The Directorate General of Immigration is part of the Ministry of Justice and Human rights of Indonesia which has a fundamental task to formulate and implement policies and technical standardization in the field of immigration. Demikianhalnya with the Medan immigration office which is carrying out duties relating to the customs, which are: Grant of entry and exit, SPRI Service (passport), the extension of visit permit, granting of limited residence permit, and granting of permits Stay fixed.

It is known together that Indonesia's geographical location is very strategic to demand all governmental bureaucracy devices, including immigration of Medan for fast response and responsiveness in addressing issues related to tourists Domestic and foreign tourists who belong to the Medan immigration sphere. The surge in or out of the Medan area, of course, requires more reliable and accurate management and service system. The rise of terrorism and the escape of criminal offenders abroad led to the immigration of the current field. Weighing characteristics of the work greatly affects the organizational commitment and performance of employees of the Medan immigration office.

The existence of a wild levy (Pungli), the escape of the perpetrators of prostitution, human trafficking and the smuggling of people into or out of the country procedures application management and issuance of an unhealthy passport in the immigration office of some Kotasemakin The immigration Office's image. There is found an existing person who provides a visit visa to foreigners to travel to Medan to visit government duties, education, socio-cultural, tourism but they work without the permission of residence or permission Establishing a business. These things indicate that there are less optimal performance and organizational commitment from employees of the Medan immigration office.

Based on the explanation above the researchers tried to examine the phenomenon and what caused the phenomenon to occur. Therefore, researchers interested in wanting to examine the "characteristic analysis of work on performance with the commitment of the organization as a variable Intervening in the Medan immigration office".

## 2. THEORICAL BASIS:

## 2.1 Job characteristics

The characteristic of the work is the difference in the type of work that one with other work that is special and is the core work that can affect the work behavior of the employees of the Medan Immigration Office. The next job characteristic variables will be measured using the indicators according to Hackman and Oldham (1975) in Beta (2015), which are:

- 1) Skill Variety
- 2) Task identity
- 3) Task Significance (important task)
- 4) Autonomy (autonomy)
- 5) Job feedback.

## 2.2 Organizational commitments

The organizational commitment is the proud attitude and loyalty of employees to be part of the Medan Immigration office and get involved in every activity undertaken. According to Ganesan and Weitz (1996) in Mas'ud (2004) to measure the level of organizational commitment:

- 1) Employee feelings become part of the organization.
- 2) Employee Pride of the organization.
- 3) Employee care of the organization.
- 4) strong desire from within the employee to work on the organization.
- 5) Strong belief in organizational values.
- 6) The great willingness of the employee to strive for the organization.

## 2.3 Performance

Performance is a result of both qualitative and quantitative work generated by employees of the Medan immigration office. Efforts to enlarge local revenue, the development and utilization of resources and the tourism potential of the region are expected to contribute to economic development. The indicators used to measure performance according to Bernardin (2007) consist of 6 (six) indicators, namely:

- 1) Quality, i.e. process or outcome close to ideal in achieving the goal.
- 2) quantity, i.e. the amount produced
- 3) timeliness, which is the use of time required in completing the activity or product.
- 4) Cost-effectiveness, which is the use of organizational resources (people, money, materials, and technology).
- 5) Need for supervision, that is, the ability of individuals can complete the work without the principal employee.
- 6) Interpersonal impact, which is the individual's ability to improve self-esteem, good wishes, and fruit

## 2.4 Hypothesis

### 1. Influence of occupational characteristics on organizational commitments

The research conducted by Djastuti (2011) found that there are positive and significant influences on the work characteristics of organizational commitments. Thus the 1st hypothesis (H1) in this study may be expressed as follows:  
H1: Work characteristic has a significant impact on the organizational commitment of the Medan Immigration office.

### 2. Influence of occupational characteristics to performance

Research from Hernaus and Mikulic (2013) found that the characteristics of the work have a major influence on sustainability and improvement of the company's performance. Thus the 2 hypotheses (H2) in this study can be expressed as follows:

H2: Work characteristics have a significant impact on the employee performance of the Medan immigration office.

### 3. Influence of organizational commitment to performance

Research from Tolentino (2013), stated that the Organization's commitment greatly affects the performance of a person. Thus the 3 hypotheses (H3) in this study can be expressed as follows:

H3: The commitment of the Organization has a significant effect on the employee performance of the Medan immigration office.

### 4. Organizational commitment to influence the impact of occupational characteristics on performance

Research from Djastuti (2011) found that the work characteristics have a significant effect on the Organization's commitments, while research from Nugraheni (2008) states that simultaneously motivation, organizational commitment, competence, and Job satisfaction has a significant effect on performance. Thus the 4th hypothesis (H4) in this study can be expressed as follows:

H4: Organizational commitment to influence the impact of occupational characteristics on the performance of Medan immigration office employees.

### 3. RESEARCH METHOD:

The object in the study was all employees of the Medan immigration office. As for the location in the study was on the street Gatot Subroto KM. 6.2 Number 268A, Seisikambang C. II, Medan Helvetia, Medan City. Furthermore, the population in this study was all employees of the Medan immigration office which amounted to 121 employees (Medan.Imigrasi.go.id, 2018).

The research model used in this study is a Structural Equation Modelling (SEM) model with the help of AMOS version 20.0, wherein in SEM the ideal number of samples between 100-200 (Hair et al, 2009) and should also consider the number of indicators in the model. Hair et al (2009) further say for the determination of the number of samples can amount to 5-10 from the number of indicators. In this study, there were 17 indicators so that the number of samples could range from 85-170 respondents. The sample count is determined by multiplying the number of indicators by 7, resulting in a total sample of  $17 \times 7 = 119$  respondents. In case of outlier data, it is added again with 2 respondents. The number of samples was 121 respondents.

In this study, the survey method was conducted using questionnaires that were disseminated directly to employees of the Medan immigration office. The technique of data collection by using a Likert 5-1 scale, where 5 represents a very agreed statement and 1 represents a very disagreeable statement (Sugiyono, 2012). Where sampling techniques are performed using a sampling census technique with an accidental sampling approach.

### 4. RESEARCH RESULTS AND DISCUSSION:

#### 4.1 Research Result

Test the suitability of the model are flowcharts in the equation full model, the tests performed on the entire variable either exogenous (characteristics of the job) and endogenous (organizational commitment and performance) that have been combined into one diagram (path) intact through the matrix variance or covariance and full model is referred to as a research model. Full model test carried out in two stages, the full model SEM before modification and the full model SEM after modification.

Test before the modified full model was conducted to determine how far the early models were established to meet the criteria Goodness Of Fit (GOF) before the model is modified. Here will be presented the full picture before the modified models:

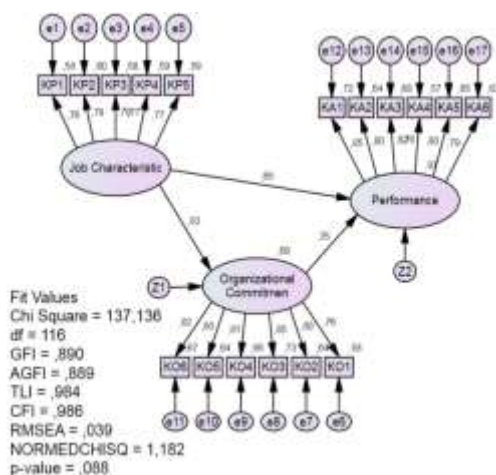


Figure 1. Full Model Research Before Modified

Based on Figure 1 can be seen that not all values Goodness of Fit (GOF) meet the required criteria, for example the value of GFI are still marginal ( $0.890 < 0.90$ ) and the value AGFI are still marginal ( $0.889 < 0.90$ ). Thus the model is not appropriate and has not been able to explain the research model properly and well, so it needs to be modified.

Full test modeled after the modified done so that the model established to meet the requirements of the GOF. Modifications done by linking each error term that has been suggested by the system to raise the value of GOF who do not meet the criteria. Here will be presented the full image after the modified models:

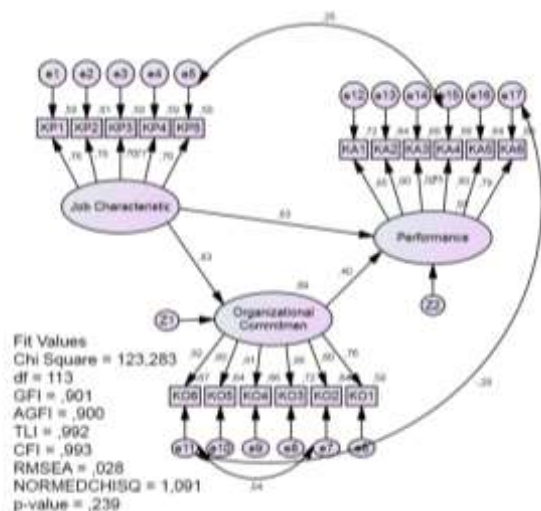


Figure2. Full Model Research Having Modified

Based on Figure 2 it is clear that the whole construct that is used to model this study met the criteria GOF. Such as the chi-square value, TLI, CFI, RMSEA, CMIN / DF that have met the required criteria and more emphasized with the p-value equal to 0.239 greater than 0.05 indicates that the model established has been very significant.

4.2 Discussion

Statistical test carried out by observing the level of significance of the relationship between variables indicated by the value of CR (Critical Ratio) is identical to the t-test in regression and the probability (P). Marked a significant relationship with the CR value greater than 2.58 and a P value less than 0.05 (Ferdinand, 2014). To see how much influence the independent variable (the job characteristics) to dependent variable (organizational commitment and performance) shown in Table 2 below:

Table 2.The Effect of against Dependent Variables Independent Variables

Effect of Variable			Std. estimate	estimate	SE	CR	P
Organizational_ Commitmen	<-	Job_Characteristic	, 829	900	, 121	7.423	***
performance	<-	Job_Characteristic	, 627	787	, 135	5.827	***
performance	<-	Organizational_ Commitmen	, 403	, 465	, 111	4,190	***

Table 2 will be described in detail for a clearer bias answered the research hypothesis is as follows:

Effect of Job Characteristics on Organizational Commitment

Based on the results of the analysis seen that the characteristics of the work significantly influence the commitment of employees organization of Medan Immigration Office with the value of standardized regression weight estimate 0.829 (82.9%), critical ratio value of 7.423 which is greater than 2.58 and a probability value of ( \* \* \* ) or 0.0001 which means it is very significant. This proves that the characteristics of the work significantly influence the commitment of employees organization Medan Immigration Office.

The characteristics of the work well designed by the Medan Immigration Office, of course, can help employees to keep choosing to commit to the immigration office of the employer. Therefore, the characteristics of the work also play an important role in the creation of employee organization commitments. But conversely, if the characteristics of the work are not good, then the employees will likely be less committed to the Medan immigration office so that the employees tend to choose to look for alternative jobs with Better job characteristics in the other parts. Based on the characteristics of the work that has been outlined is very clear that the characteristics of the work will affect the organizational commitment of the Medan Immigration Office.

Effect of Job Characteristics on Performance

Based on the results of analysis seen that the characteristics of the work significantly affects the employee performance of the Medan immigration office with an approximate value of standard regression weights 0.627 (62.7%), the ratio of critical value by 5, 827 over 2.58 and Probability of value ( \* \* \* ) or in 0.0001 which means very significant. It can be concluded that the working characteristics significantly affect the employee performance of the Medan immigration office.

Basically, the characteristic of work in the Medan immigration office is the design of employee work activities organized by the level of education and ability of officers, employees work not only to be able to meet the needs of its value but also aims to improve employee satisfaction with the right workload. In this case, the Medan Immigration Office can determine the performance of its employees as feedback to the Medan immigration office, as a result, given to the Medan immigration office. With the characteristics of good work can certainly support the performance achievement of the more optimal Medan immigration office.

**Influence of Organizational Commitment to Performance**

Based on the results of the analysis that the organization has a significant effect on the performance of the Medan Immigration office staff with a value of standardized regression weight estimate of 0.403 (40.3%), a critical ratio of 4.190 Greater than 2.58 and a probability value of (\* \* \*) or amounting to 0.0001 which means it is very significant. It can be concluded that organizational commitment significantly affects the performance of Medan immigration office employees.

Officers are one of the assets that are important for achieving the objectives, vision, and mission of the Medan Immigration office. To achieve the objectives of the Medan Immigration Office, the organizational commitments of all existing ranks are required. Because the commitment of the Organization is high it will be able to improve performance anyway. If an employee is more committed to the Medan Immigration Office, the officer will have dependable habits, plan to stay longer by working at the Medan Immigration office, and devote more effort and attention to work which of course will improve their performance in work.

**Mediating Effects of Organizational Commitment to Character Performance Works**

To determine whether or not mediate karakteristik organizational commitment mediates the effect of the work on the performance, can be seen in the picture Sobel test results following tests:

Input:	Test statistic:	Std. Error:	p-value:
a 0.829	Sobel test: 3.20802882	0.1041409	0.00133648
b 0.403	Aroian test: 3.18167731	0.10500342	0.00146425
$s_a$ 0.121	Goodman test: 3.23504611	0.10327117	0.00121623
$s_b$ 0.111	Reset all	Calculate	

*Figure 3. Test Sobel Organizational Commitment on the Job Characteristics performance*

Based on the results of the calculations found line-a (0.0001), line-b (0.0001), line-c (0.0001), and Line-c' (0.0013). Then it can be concluded that the Organization's commitment to a partial mediation the influence of characterizing the work on the employee performance of Medan immigration office. This means that the commitment of the organization not only directly affect the performance of employees of the Medan immigration office but also can become an intermediary between the characteristics of the work on the performance of the Medan immigration Office employees.

**5. CONCLUSION:**

**5.1 Conclusion**

Based on the discussion that has been outlined earlier, this study can provide the following conclusions: 1) The characteristics of the work significantly influence the employee organization's commitment to the Medan Immigration Office. 2) The characteristics of the work significantly affect the performance of the Medan immigration Office employees. 3) Significant organizational commitment to the performance of the Medan Immigration office staff. 4) The commitment of the Organization to a partial mediation the influence of characterizing the work on the employee performance of the Medan immigration office.

**5.2 Suggestion**

This research resulted in some practical implications aimed at particularly the officers and the head of the Medan Immigration Office as follows:

Based on the analysis of the data conducted by researchers, granting the autonomy of tasks to the employees of the Medan immigration Office has a very low perceived value. Therefore, this should be an important concern for the head of the Medan Immigration Office to provide autonomy to each officer to carry out the duties given especially the sudden and urgent tasks. The most important work can be completed properly and timely and do not violate the procedures in the Medan immigration office.

To create a commitment to the organization of Medan Immigration Office employees, one way is to cultivate a great will in every employee to want to strive for the Medan immigration office. If the head of the Medan Immigration office can cultivate a great will in every employee to want to work for the organization then it is hoped to increase the commitment of employees organization of Medan Immigration Office.

To improve the performance of Medan immigration office employees, it is expected that each employee has a high working responsibility to the Medan Immigration office. Based on the findings from the research, employees assessed that the working responsibilities of the Medan Immigration Office employees are still relatively low. Therefore, it is expected that the head of the Medan Immigration office and its staff are expected to increase the responsibilities of employees to their respective work through studies, lectures, meetings, and briefings on certain days. With this effort is expected to the performance of Medan immigration office employees will be better in the future.

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