
EMPLOYEE COMMITMENT MODEL: AN EMPIRICAL STUDY AT SME'S OF BANK SUMUT COORDINATION

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ABSTRACT

The Purpose of the research was to knowing the influence leadership style, motivation, competency and organizational commitment simultaneously on employee performance behavior of SME's of Bank Sumut Coordination. The research used descriptive survey and exploratory survey methods. The investigation type in this research was causality. Unit of analysis in this research is personel, its meant that the employee of SME's of Bank Sumut Coordination, with sample size is 185 employee. The statistical analysis used in this research is structural equation modeling. The research finding was leadership style, motivation, competency, and organizational commitment had positive and significant influence simultaneously on employee performance behavior with contribution 64%. Competency was dominant influence on employee performance behavior.

Key Words: *leadership style, motivation, competency, organizational commitment, employee performance behavior*

1. INTRODUCTION

There is an indication the low performance behavior employees SME's of Bank Sumut Coordination, it is seen of a quantity a product produced are not based on target , the quality of work under the standard, less creative in do the work , and less of character , discipline are not thorough and less honest.

The low performance behavior employees tending to caused by the low commitment employees SME's of Bank Sumut Coordination. The low commitment employees SMS's of Bank Sumut Coordination indicated by less have a feeling of as a member of a SME's , less feel of having as employees , less loyal in working , less proud as employees SME's of Bank Sumut Coordination, and are less ready in complying with all the regulations a company that has been agreed upon before .

The low commitment organization tending to caused by the force leadership that is in accurate. Less exactly the leadership style to SME's of Bank Sumut Coordination indicated by less precise in organized the work, less closely relationship with employees, less appropriately in determining the purpose, and do not care of employees.

The low commitment employees do, are predicted due to the lack of motivation employees SME's of Bank Sumut Coordination expected low. The lack of motivation employees SME's of Bank Sumut indicated by lacking to excel and less have a passion for given responsibility by the leader of. The low commitment employees do, are predicted caused by the low competence employees.

The low level of competence employees of SME's Bank Sumut Coordination tending to because a low level of education, find it difficult to or adapt to the process of renewal as a result of the development of science and technology being very quick .Only a small minority had once followed technical training and management, in fact the sustainability of the activity or process in the company are a must for the company .Not all Account Officer (AO) of Bank Sumut that has the capacity that is adequate to provide guidance to small and medium enterprises.

2. LITERATUR REVIEWS

Managers effective must meet the ability to govern like network, grow social capital, and maneuver politics to reach out and develop resources allow employees to meet goals organization (Ahearn et al., 2004). Leadership relating to the attitudes and behavior employees; particularly relating to the perception, anxiety work, job satisfaction, the tendency stop, and reciprocal (Avolio, 2004). Employees who worked with leader who be able to communicate with inferiors having satisfaction a larger work because they feel respected , independent and can express his own good, (Kahai et al,2005). Leadership creates an environment working in which the individual motivated ,inspired, was challenged, and felt. In addition, under leadership easy communicated, employees have a voice in allocation decisions resources and in experienced sent down fatigue emotional .On the other hand , when employees faced with demand not fixed and see lack of their influence to resource allocation , they are frustrating , disappointed and dissatisfied.

Crowfud Jhon & Peter Lock (2003) with a headline research the relationship between commitment and organizational culture , subculture , leadership style and job satisfaction in organizational change and development .His innovation show that there is strong attachment between variables with change and development organization.

Robbins (2008) stated that motivation is a willingness to implement measures to a high degree in order to toward the goals the organization , conditioned by this utility of business was to satisfy the needs of a particular individual .Based on it one of the factors that affects the commitment of work is motivation .Motivation of a work as positive can affect to the commitments employees work .Briefly can be defined that there is the relationship between the commitment of work and motivation work .Employees motivation work is directly proportional to the commitment of employees work .If employees motivation high , hence its commitment was high and on the other hand. Sopiah (2008: 159) believed that in the process of the occurrence of employees namely the commitment among which is build values based on a common .Any member of the organization have equal opportunity, for example to the promotion of hence the basis used for promotion is the ability of, skill, interest, motivation, performance, without any discrimination. Thus motivation have important relations with the commitment of employees, motivation is one aspect the occurrence of the commitment of the process of employees. Commitment not off hand in self employees, but there are several factors that affect.

Commitment is an attitude that reflects the extent to which an individual know and bound to core Sardiman (2005) will leaders are one component humane , who had a role in business the formation of human resource potential for development . Leader has to be active and put position professionals , fit with public demand that growing. Leaders is required to have adequate competency, both in terms of type and its contents .One of the efforts we can do is through the optimal its role .Is not one hopes excessive unless the head as the manager has mission in develop performance personnel ,especially increase the competency .Professional competency here , not only pertaining to their mastery of the material alone , but includes all kinds of competency and fill content .

Hypothesis to research that as a while of formulation problems number 1 s / d 9 so based on the skelet on thought may be prepared hypothesis as follows based on the skelet on thought above, so hypothesis can be determined as follows:

Hypothesis 1: Leadership style has an effect to commitment organization SME's of Bank Sumut Coordination Medan.

Hypothesis 2: Motivation has an effect to commitment organization SME's of Bank Sumut Coordination Medan.

Hypothesis3: Competency has an effect to commitment organization SME's of Bank Sumut Coordination Medan.

Hypothesis 4: Leadership style, motivation and competency simultaneously have an effect to commitment organization employees SMS's of Bank Sumut Coordination Medan.

Hypothesis 5: Leadership style has an effect on the performance employee behavior SME's of Bank Sumut Coordination Medan.

Hypothesis 6: Motivation has an effect on the performance employee behavior SME's of Bank Sumut Coordination Medan.

Hypothesis 7: Competence has an effect on the performance employee behavior SME's of Bank Sumut Coordination Medan.

Hypothesis 8: Commitment organization has an effect on the performance employee behavior SME's of Bank Sumut Coordination Medan.

Hypothesis 9: Leadership style, motivation, competence and commitment organization have an effect on the performance employee behavior SME's of Bank Sumut Coordination Medan.

3. METHODOLOGY

This research using the kind of research descriptive analysis with the methods field research and survey that is investigation held to obtain facts of symptoms of existing and seeking information factually better than a group or an area to the characteristics of provide a to phenomena, make clear relationship (correlation), test hypothesis the proposed, make a prediction (forecast events, giving the meaning of or meaning or an implication on a problem the treatment). According to Sukmalana (2007: 316) the method of survey descriptive is a method of research take a sample of a population and uses a questionnaire as a means of data collection.

The approach of the research uses analysis data to technique descriptive quantitative and descriptive qualitative. Approach of descriptive quantitative use numbers and statistics, to answer questions or hypothesis the research which are specific and to do the prediction that a certain variables affect other variables. While the method is descriptive qualitative used in order to provide about the community a man torn between the neighborhood of an object research, namely SME's of Bank Sumut Coordination Medan. Analysis done by comparing between reality and whose theories acquired at literature.

4. RESULTS AND DISCUSSION

Based on the results of the testing of hypotheses, so can be concluded that H1, H2, H3 and H4 supported the received), this means that leadership style, motivation, and competency have a positive effect on commitment organization, whether partial or simultaneously. This result in accordance with an estimated early (a hypothesis), if leadership style higher so commitment organization will be higher; if motivation better so commitment organization will be better; if competency higher, so commitment organization will be higher; so if leadership style, motivation, competency are higher so commitment organization will be higher. But when viewed as partial the coefficients a track (standardized) appeared leadership style a dominant effect commitment organization.

$$CO = 0.67*LS + 0.51*MO + 0.49*C, \text{ Error var.} = 0.39, R^2 = 0.61$$

(0.091)	(0.070)	(0.084)	(0.059)
7.36	7.28	5.83	10.33

Where :

CO = Organizational Commitment

LS = Leadership Style

MO = Motivation

C = Competency

Similarly H5, H6, H7, H8 and H9 supported the received, this means that leadership style, motivation, competency and commitment organization have a positive effect on performance behavior employees, whether partial or simultaneously. This result in accordance with an estimated early (a

hypothesis), if leadership style is better, so employee performance behavior will higher; if motivation is better, so employee performance behavior will be higher; if the competency is higher, so employee performance behavior will be higher; if commitment organization is better, so employee performance behavior will be better; so if leadership style, motivation, competency, commitment organization are higher so employee performance behavior will be higher. But when viewed as partial coefficients a track (standardized) appeared competency dominant influences the employees performance behavior.

$$KI = 0.39 * KO + 0.41 * GK + 0.37 * MO + 0.71 * K, \text{ Errorvar.} = 0.36, R^2 = 0.64$$

(0.068)	(0.073)	(0.083)	(0.088)	(0.041)
5.71	5.62	4.46	8.11	15.61

Where :

EPB = Employee Performance Behavior

CO = Organizational Commitment

LS = Leadership Style

MO = Motivation

C = Competency

Tabel

Hypotetis Testing Result

Hypotesis	Discription	Result
H1	Leadership style has an effect on organizational commitment	Accepted
H2	Motivation has an effect on organizational commitment	Accepted
H3	Competency has an effect on organizational commitment	Accepted
H4	Leadership style, motivation, and competency simultaneous have an effect on organizational commitment.	Accepted
H5	Leadership style has an effect on employee performance behavior.	Accepted
H6	Motivation has an effect on employee performance behavior.	Accepted
H7	Competency has an effect on employee performance behavior.	Accepted
H8	Organizational commitment has an effect on employee performance behavior.	Accepted
H9	Leadership style, motivation, competency and organizational commitment simultaneous have effect on employee performance behavior.	Accepted

Source : Processing result by LISREL 8.30

Based on the research done above, so the findings from the study is a behavior employee SME's of Bank Sumut Coordination Medan will be able to increase especially to the discipline, precision, and honesty (X19) if the employee SME's of Bank Sumut Coordination Medan capable of having high competency especially in the aspect of entrepreneurship (X15) and have the high commitment organization especially in loyalty work (Y5), where commitment organization will be high if SME's leader having the leadership style especially in concern high on an employee (X7) and motivation especially in the need for responsibility by the leader of, help each others, active determine the activity aims, are members of that reflects achievement, and sensitive to structure influence interpersonal of the group or organization (X12).

5. CONCLUSION

- Leadership style has an effect on organizational commitment
- Motivation has an effect on organizational commitment
- Competency has an effect on organizational commitment
- Leadership style, motivation, and competency simultaneous have an effect on organizational commitment.
- Leadership style has an effect on employee performance behavior.
- Motivation has an effect on employee performance behavior.
- Competency has an effect on employee performance behavior.
- Organizational commitment has effect on employee performance behavior.
- Leadership style, motivation, competency and organizational commitment simultaneous have an effect on employee performance behavior.

Recommendation

To step up their commitment organization , so leadership style must be repaired , which are how concern leaders high on employees can improve loyalty work employees will own .To improve their performance behavior employees , so competency must be improved , which are how insight in entrepreneurship can be increase character employees which includes discipline , precision , and rectitude.

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