

## Analysis of Employee Commitment to Employee Performance (Study at KJA PT. Eriadi Fatkhur Rokhman)

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**Abstract—** *This study aims to determine employee commitment to improving performance at the accounting service office of PT. Eriadi Fathur Rohman. This research was motivated by the fact that we saw employees of KJA PT. This study uses a qualitative method with a descriptive approach. The data collection techniques used are interviews and documentation with manager and employee informants who are in the Accounting Services Office of PT. Eriadi Fatkhur Rokhman. The results showed that the commitment of the employees of the Accounting Services Office of PT. Eriadi Fatkhur Rokhman is very good at improving performance because the commitment of his employees belongs to the type of affective commitment. Affective commitment has an impact on employee discipline so that employee performance increases.*

**Keywords:** Affective Commitment, Employee Commitment, Employee Performance.

### 1. INTRODUCTION

Companies need to increase human resources (HR), which means that in achieving company goals, the human component is an important part. Achieving company goals will certainly lead to an increase in company productivity. Efforts to improve the company's performance cannot be separated from efforts to improve the performance of each employee. The company certainly cannot run the company without the employees working in it. So, companies and employees must work together to achieve goals. In improving the performance of employees in a company, it can be done by offering compensation, increasing commitment, and creating a conducive work environment. There are two things that affect individual performance, namely motivation and ability. On the other hand, the achievements shown by individuals in this case are influenced by commitment.

Employee commitment has an effect on work performance. In line with research by Cohen, he found that commitment to work has a significant effect on work. In line with research by Qurin, Donel, O'Bry (2001) that commitment affects performance [4]. Strong commitment to employees performs better than employees with low commitment. The performance of an employee is the goal achieved by an employee in his work [12]. Employee performance can also be interpreted as a form of embodiment of work carried out by employees used as an assessment of employees or companies [15]. Employee performance is intended as an effort to determine the success of organizational achievements because employees or employees are one of the factors that can create an effective implementation of organizational [5].

Commitment is a psychological state that creates a relationship between employees and the organization and impacts an individual's decision to stay or leave the organization. Adapted from Rusbult (1983) cited by [14] commitment is basically influenced by the

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investment invested so as to form a relationship. The investment in question is energy, time, emotional involvement, experience, and sacrifice for colleagues.

Worker commitment can mean that the employee is very professional in his work. Professional employees certainly have a commitment to the company. Employees have a responsibility to themselves to realize the achievement of company goals with good performance. Robbins argues (2002: 140) quoted from Aisyah et al., (2017), company commitment is a condition that lies in the alignment of employees with the company in achieving its goals, as well as the intention to maintain membership in the company [1].

Commitment is based on the employee's sense of trust in the employee's willingness to create company goals and loyalty to remain part of the company [6]. So that commitment will create a sense of belonging for employees to the company. The relationship between employees and company goals will lead to psychological behavior, when commitment is given to the company so that performance will be in line with expectations [6].

Commitment to be a liaison between employees and the company, employee engagement itself is defined as a situation where an employee is on the side of the organization and the goals of the organization and is willing to maintain membership in the organization concerned [9]. It can be said that commitment is a psychological bond of a person in the organization which is characterized by the presence, belief and strong acceptance of the goals and values, the willingness to strive to achieve the interests of the organization, and a strong desire to maintain position as a member of the organization [3]. Accounting Services Office PT. Eriadi Fathur Rohman is a consultant and expert in accounting, budgeting, asset management and public sector auditing, accountability systems, government performance and management, rural government, BUMD, information technology, taxation, setting performance standards, HR training and other services. The human factor plays an important role in the company's activities to achieve company goals. Thus, it requires a high commitment from employees to the company's management so that the company can continue to grow. This study aims to determine how the commitment of employees at the Accounting Services Office of PT. Eriadi Fatkhur Rokhman on performance so that with a small number of employees the company can achieve its goals.

## **2. THEORITICAL REVIEW**

### **Organizational Commitment**

According to Griffin, Organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Employees who feel more committed to the organization have reliable habits, plan to stay longer with the organization, and put more effort into work [10].

### **Types of Commitment**

There are 3 dimensions of the type of commitment, namely affective commitment, continuance commitment, and normative commitment. Affective commitment is defined as the desire to remain a member of the organization which is influenced by an emotional sense of involvement in the organization. In short, employees stay in the organization because they want to. Continuity commitment is defined as the desire to remain in the organization because of the necessities of life. In other words, employees stay in the organization because they need or need to. Normative commitment is defined as the desire to remain a member of the organization because of a sense of responsibility. In this case, the employee remains in the organization because that is how it should be [4].

### **Factors Affecting Commitment**

There are four factors that influence employee commitment to the organization [10]:

- 1) Personal factors, such as age, gender, education level, work experience, personality, etc.
- 2) Characteristics of the job, such as scope of work, challenges, conflicts, roles, level of difficulty in work, etc.
- 3) Characteristics of the structure, such as the size of the organization, the form of organization (centralized/decentralized), the presence of trade unions.
- 4) Work experience. Employee work experience is very influential on the level of employee commitment to the organization.

### **Performance**

According to Sunyoto (2011: 51), "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

### **3. RESEARCH METHODS**

This study uses descriptive qualitative research, namely research conducted on the basis of visible facts. The author describes the need for employee commitment to the work of employees in the accounting office of P.T. Eriadi Fathur Rohman. Data collection methods in this study were interviews and observation. Interviews are data collection techniques that are carried out face to face or communicate with research subjects. While the observation of data collection by making direct observations of the object being studied (Yudistika, n.d.). This study uses data analysis methods in the form of qualitative descriptive analysis methods that use logic based on theory and research that produces descriptive data.

### **4. RESULTS AND DISCUSSION**

Finding:

- 1) What do you know about employee commitment?

#### **Informant answers and observations:**

Informants already know and understand the definition of commitment, which is a psychological condition that creates a relationship between employees and the company and its implications for individuals to decide to stay or leave the company. Employees who have a strong commitment to the company have good performance.

- 2) Are employees at KJA PT. Eriadi Fatkhur Rokhman has a strong work commitment?

#### **Informant answers and observations:**

Regarding employee commitment, it was conveyed that employees already have a strong commitment in completing the work. So that this improves the performance of employees and the company itself.

- 3) How KJA PT. Eriadi Fatkhur Rokhman builds employee commitment?

#### **Informant answers and observations:**

Accounting Services Office PT. Eriadi Fatkhur Rokhman builds employee commitment in several ways, namely establishing two-way communication without looking down on employees (Providing extensive two-way communication). Creating elements of the company as a community in which there are values of togetherness, a sense of belonging and cooperation (Create a sense of community). Creating working conditions that are not monotonous because routines can cause boredom (Enrich and empower).

- 4) What are the factors that influence the emergence of commitment at work?

**Informant answers and observations:**

Factors that influence the emergence of employee commitment to work, namely employees are given freedom, independence, and flexibility so as to foster an attitude of responsibility and employees feel that the company has given trust to employees in their work.

- 5) Is by building employee commitment able to improve their performance at PT. Eriadi Fatkhur Rokhman?

**Informant answers and observations:**

Building employee commitment is clearly able to improve employee performance, but apart from that, motivation and morale are also needed because with high motivation and morale, employee commitment is also strong to keep working so as to improve performance. According to informants, the employee's enthusiasm for work is very high, it can be seen from the timeliness in completing the work and success in every assignment or project.

- 6) What causes the employees at the Accounting Services Office of PT. Eriadi Fatkhur Rokhman sticks to his job?

**Informant answers and observations:**

Employees stay in their jobs because of employee involvement in their work and emotional attachment. Apart from work, employees also have friendships outside of working hours. Therefore, causing employees to stay in their jobs because of their own desires.

From the results of research conducted through interviews with the Office of Accounting Services PT. Eriadi Fatkhur Rokhman got an overview of employee commitment to performance improvement. Commitment of the employees of the Accounting Services Office of PT. Eriadi Fatkhur Rokhman applied quite well in improving performance. This is because PT. Eriadi Fatkhur Rokhman builds employee commitment, for example by creating working conditions that are not monotonous or boring. Employee commitment to work can be seen from the timeliness of employees in completing their work.

Based on the results of interview employees of the Accounting Services Office of PT. Eriadi Fatkhur Rokhman stays in his job because there is an emotional bond between employees and the company. In this case, the commitment of employees at the Accounting Services Office of PT Eriadi Fatkhur Rokhman belongs to the type of affective commitment, namely emotional attachment, identification, and involvement with an organization [2]. This commitment causes employees to stay in the job of their own volition or choice. Employee engagement at the Accounting Services Office of PT Eriadi Fatkhur Rokhman has an impact on improving employee performance. Performance is a real action that is displayed by everyone as work performance produced by employees according to their role in the company [7].

When individuals are involved, so is concern for the organization, so that individuals continue to strive to provide a better direction for their organization. High employee involvement will make them more stable and productive at work, thus bringing benefits to the organization. Conversely, low engagement will cause difficulties for the organization, employees will not do their best for the organization and can easily leave the organization [15]. Commitment clearly affects employee performance, theoretically a commitment affects behavior so that the company can run effectively [13]. Commitment means a strong acceptance within the individual of the company's goals, so that individuals will try and have a strong desire to remain in the company [11]. Therefore, commitment is very important and must be owned by all employees at work.

## 5. CONCLUSIONS

Based on the results obtained, it is concluded that the employee's commitment to employee performance at the Accounting Services Office of PT. Eriadi Fatkhur Rokhman has been good enough in improving performance. This is because the Accounting Services Office of PT Eriadi Fatkhur Rokhman carries out an affective commitment approach where there is an emotional connection within the organization so that employees are committed to their work because they really want it. In addition, employees are given independence and freedom and flexibility in working, it creates an attitude of employee commitment. Therefore, the Accounting Service Office of PT. Eriadi Fatkhur Rokhman continues to build morale and motivate its employees so that the commitment that has been formed is not lost.

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