

**COMMITMENT AND PERFORMANCE OF ORGANIZATION OF
HARBOR MASTER OFFICE AND PORT AUTHORITY OF
MALAHAYATI PORT, BANDA ACEH, INDONESIA**

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ABSTRACT

The purpose of this research is to: (1) describe the condition of analyzing organizational climate, career development of organizational commitment and organizational performance (2) to analyze the influence of organizational climate and career development either simultaneously or partially to organizational commitment of employees; career development both simultaneously and partially on organizational performance (4) analyze the influence of organizational commitment of employees to organizational performance (5) analyze the indirect effect of organizational climate on organizational performance through employee organizational commitment, (6) analyze the indirect influence of career development on organizational performance through employees' organizational commitment.

This research was conducted at Master Office and Port Authority of Malahayati Port, Banda Aceh. The object of this research is organizational climate and career development toward organizational commitment, employee performance, with the number of respondents as many as 130 people.

The results show that firstly, the organizational climate and career development both simultaneously and partially have a significant on organizational commitment; secondly, organizational climate and career development both simultaneously and partially also have a significant influence on organizational performance; thirdly, organizational commitment has a significant influence on organizational performance. Additionally, there is an organizational climate, career development have an indirect influence on organizational performance through organizational commitment.

Keywords: Organizational Climate, Career Development, Organizational Commitment, and Organizational Performance

INTRODUCTION

Based on the main tasks and function of the Harbor Master Office of Port Authority of Malahayati Banda Aceh, every employee is expected to perform the duties and functions as determined by the leadership, so that the expected performance can be achieved and the organizational performance of the Port Office of Malahayati Port of Banda Aceh can be realized. The performance of employees of the Office of Manpower and Port Authority of Malahayati Banda Aceh is still relatively low. This can be seen from the realization achievement of employees who do not reach the target every year as specified by the leadership especially with respect to the realization of budget and performance in providing services to the public regarding the issues of shipping services and law enforcement in the field of shipping.

The decline of organizational performance mentioned above is characterized by an unfavorable organizational climate, especially for employees who are often on duty in the field, this is because employees also perform activities in accordance with their duties and functions such as marine affairs, and law enforcement of shipping, so many employees who have to duty in the field, so that every employee has a risk in carrying out his duties, this is what resulted in the performance of employees to decrease based on the organization climate at the Harbor Master Office and Port Authority of Malahayati Port, Banda Aceh.

Decreasing in employee performance is also caused by the existence of employee career development factors resulting in competition that actually impacts the decline in organizational performance due to disharmony relations between employees, so that the expected performance of the organization is not achieved. Competition in career development is caused because not all employees get promotion of career development at the same time, so only a few employees who get career development so that there is a high competition among employees to get a chance to get promotion. Based on the observation, its result can be seen from the organizational ability in preparing work plan for the employees who still not meet expectations; the realization of work is still low where the average only reached 78% of the total target 100%, the ability to execute commands from each employee provided by where the average employee only commands 65% of the work targets to be completed by the employee, then the quality of work to be completed, where the employee only finish the job without having to repeat as much as 73%, while as many as 27% more work must be done back or in , while the ability to reach the target for employees in providing services has not been able to reach 100%, ie the ability to provide good service only reaches 83%.

Phenomenon related to the performance of the organization today shows that the performance of the organization is still low; this can be seen from the low service to the community of users of shipping services, especially related with maritime security information. Low organizational performance is caused by low organizational commitment owned by employees, where employees often leave the duties and responsibilities, the low dedication of employees to the organization and the low willingness of employees to work. With the likelihood of organizational performance and organizational commitment was influenced by organizational climate factors that are still less conducive, the organizational structure is still less clear job description, work standards are still less clear and space in the office is still limited. While related to career development, so far it shows that career development still not run in accordance with the expectations of employees, where career development can not be done more transparently by looking at employee performance.

LITERATURE REVIEW

Organizational Performance

Organizational performance is an achievement level indicator that can be achieved and reflects the success of an organization, and is the result achieved from the behavior of members of the organization. Performance can also be said as a result (output) of a certain process performed by all components of the organization against certain sources used (input).

Furthermore, performance is also the result of a series of process activities undertaken to achieve the organization's particular objectives. For an organization, performance is the result of cooperation activities among members or organizational components in order to realize the goals of the organization.

Organization is a structure of division of labor and the structure of work relationships between a group of position holders who work together in a certain way to jointly achieve certain goals. According Pradjudi Armosudiro organization is the structure of the division of labor and the structure of working relationships between a group of people holding positions that cooperate with certain to jointly achieve a certain goal.

Organization is any form of partnership between two or more persons who work together and are formally bound in the attainment of a predetermined objective in the ties in which there is a person / some who are called superiors and a / a group of persons called subordinates. "Armosudiro, (2012: 12)

An organization is a group of people (two or more) formally united in a partnership to achieve the stated objectives. An organization is in shape because it has the basis and goals to be achieved.

Organizational Commitment

The concept of employees' commitment to the organization (also called work commitment) that gets the attention of managers and organizational behavior experts, evolves from a preliminary study of employee loyalty expected on every employee. Work commitment or organizational commitment is a perceived condition by employees that can lead to strong positive behavior toward the organization of work it has. According to Steers and Porter (2013: 520) a form of work commitment that arises not only passive loyalty, but also involves an active relationship with the organization of work that has the purpose of giving every effort for the success of the organization concerned work.

Mowday (2013: 64) defines work commitment as the relative strength of individual identification and its engagement with work organization. While Mitchell (2013: 136) views work commitment as a value orientation toward work that shows that the individual is very concerned about his job, the job gives life satisfaction, and the job gives status to the individual.

Research on the influence of organizational commitment has been widely practiced. Commitment is: attachment to fulfill obligations. Organizational commitment is: an individual's loyal attitude to do the best and carry out every obligation of the organization with full sense of responsibility.

Commitment demonstrates strong belief and support for the values and goals the organization seeks to achieve. Organizational commitment can grow because the individual has an emotional tie to the organization that includes moral support and accepts the value of existing and internal resolve to serve the organization Supriyono (2012: 601).

Isma Coryanata (2012) defines organizational commitment as an encouragement from within an individual to do something in order to support the success of the organization in accordance with the objectives and to prioritize the interests of the organization rather than self-interest. Commitment will make the organization more productive (Isma Coryanata, 2012). For individuals with high organizational commitment, achieving organizational goals is essential. Conversely for individuals or employees with low organizational commitment will have low attention to the achievement of organizational goals and tend to try to meet personal interests.

Climate Organization

Organizational climate is an effective management tool to combine individual motivation with goals and tasks within the organization. organizational climate is the employee's perception of the characteristics of the procedures that exist within a company.

Meanwhile, Stringer (2013) defines the organizational climate as "... collection and pattern of environmental determinant of aroused motivation." Organizational climate as a collection and pattern of the environment that determines the emergence of motivation.

From all definitions can be concluded that the definition of organizational climate is the perception of organizational members both individuals and groups and other parties associated with the organization (eg: suppliers, customers, consultants, etc.) routinely about the internal environment of the organization that will affect the attitude and the behavior of members of the organization, and determine the performance of the organization.

In an organizational climate such as managers will better recognize subordinates about how well they develop employee performance programs. Here the human resource department of personnel can support further education programs or other training or development programs. The leadership of the organization is part of the organization that can create a work-development program to assist employee's employee planning by notifying employees of current jobs both in the present and in the future. From the description above organizational climate is the working environment conditions that affect and support the activities of individuals in it.

Career Development

Basically, career development can be explained from two perspectives, namely internal and external. Externally, career development can be viewed as a formal approach taken by the organization to ensure that people with appropriate experience qualifications are available when needed (Simamora, 2012). According to Rivai and Sagala (2012) career development is the process of enhancing individual work capabilities achieved in order to achieve the desired career. Can be concluded an understanding that career development is a continuous process through which individuals through personal efforts in order to realize the purpose of career planning adapted to the conditions of the organization.

A career reflects the development of individual members of the organization (employees) in the level of position or rank achieved within the organization concerned. Thus, a career shows people in their respective roles or status. Career is basically a technical term in personnel administration. According to Hani Handoko (2012) a career is: all jobs (or positions) that belong to (or held) during one's working life. Careers show the development of employees individually in the level of position or rank that can be achieved during the working period within an organization.

Career development is one that shows an increase in the improvement of one's status within an organization in the career path established in the organization concerned (Robbins, 2012). However career development of each member in the organization is certainly not the same, because it depends on various factors.

RESEARCH METHOD

Population and Sample

This research was conducted at Harbor Master office and Port Authority of Malahayati Port, Banda Aceh with the object of research is the influence of organizational climate and career development toward organizational commitment and its implication to the performance of employees at the Harbor Master Office and Port Authority of Malahayati Port, Banda Aceh.

Data Analytical Tools

Data analysis and interpretation for research aimed at answering research questions in order to reveal certain social phenomena. Data analysis is the process of simplifying the data into a form that is easier to read and implement. The method chosen to analyze the data should be in accordance with the research pattern and the variables to be studied. The study employs Structural Equation Modeling (SEM) with an AMOS 20.0 statistical software as an analytical tool and as data research processing. The SEM equation model is a set of statistical techniques that enable the testing of a series of relatively "complicated" relations simultaneously (Ferdinand, 2006: 181).

The appearance of a complicated model brings the impact that in reality the quality of service generated banking is a multidimensional process with a variety of tiered causality relations patterns. Therefore we need a model as well as an analytical tool capable of accommodating the multidimensional research. Various analytical tools for multidimensional research have been widely known among others 1) Explanatory factor analysis, 2) multiple regression analysis, 3) Discriminant analysis. These analytical tools can be used for multidimensional research, but the main disadvantage of these techniques is that their limitations can only analyze one relationship at a given time. In the research language it can be stated that the techniques can only test one exogenous variable through several intervening variables.

DISCUSSIONS

Analysis of Structural Equation Modeling (SEM)

The next analysis is a complete model of Structural Equation Model (SEM) analysis. The full SEM Model will be formed after analyzing the level of unity dimensionality of latent variable

forming indicators tested by confirmatory factor analysis. Analysis of data processing result at full stage of SEM model is done by doing conformity test and statistical test..

The Influence of Organizational Climate on Employee Organization Commitment

The estimation parameter for testing of organizational climate effect on Employee Organization Commitment shows that CR value of 4,086 and with probability of 0.000. Both values obtained are eligible for the acceptance of H1 ie CR value of 4,086 which is greater than 1.97 and a probability smaller than 0.05.

The Effect of Career Development on Employee Organization Commitment

The estimation parameters for testing the influence of career development on Employee Organization Commitment show CR value of 4,086 and with probability of 0.000. Both values are eligible for the acceptance of H2, ie CR value of 4,086 which is greater than 1.97 and a probability smaller than 0.05.

The Effect of Organizational Commitment on Employee Performance

The estimation parameter for testing the influence of the commitment of the employee organization to the employee performance shows CR value of 4.202 and with probability of 0.000. The two values obtained are eligible for the acceptance of H2 ie the CR value of 4.202 which is greater than 1.97 and the probability is less than 0.05.

The Influence of Organizational Climate on Employee Performance

The estimation parameter for examining the effect of organizational climate on employee performance shows CR value of 4,007 and with probability of 0.000. Both values obtained are eligible for H4 acceptance ie CR value of 4.007 which is greater than 1.97 and a probability smaller than 0.05.

The Influence of Career Development on Employee Performance

The estimation parameter for testing the influence of komunikasi on employee performance shows CR value of 4,614 and with probability equal to 0,000. Both values are eligible for the acceptance of H5 ie CR value of 4.614 which is greater than 1.97 and a probability smaller than 0.05.

The Direct Influence of Climate organization, career development, Commitment of employee organization on the performance of Harbor Master office and Port Authority of Malahayati Port, Banda Aceh through Commitment of Employee Organization

The results of the parameter test of the Structural Equation Model (SEM) indicate that the existence of significant and positive influence of organizational climate, career development, organizational commitment on employees performance of Harbor Master office and Port Authority of Malahayati Port , Banda Aceh through Commitment of employee organization. The direct influence between the independent variables in this research is organizational climate and career development toward the variable of Commitment of employees' organization of the Office (Z), greater than that of indirect influence if it is through the intervening variable (Commitment of employee organization). The direct effect between X and Z is 4.614. While the indirect effect is smaller that is 4,007.

Because the direct influence is greater than that of the indirect influence of through mediating, it is also called as a partial intervening variable. It is said so due to the fact tha because this variable has not been able to enlarge the influence of independent variables to the dependent variable.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Organizational climate, career development, organizational commitment and organizational performance of Harbor Master office and Port Authority of Malahayati, Banda Aceh has been running well
2. Organizational climate and career development have both simultaneously or partially significant influence on the employee commitment.
3. Organizational climate and career development have both simultaneously or partially significant influence on organizational performance.
4. Organizational commitment has a partially significant influence on organizational performance.
5. Organizational culture in the office also gives effect to employee performance.
6. There is an indirect influence of organizational climate, career development toward organizational performance through commitment of organizational employees.

Recommendations

1. In order to increase organizational commitment and organizational performance in regard of organizational climate, the agency should assign a different responsibilities based on different field of each employee.
2. In respect for organizational commitment and organizational performance based on career development variables, it should be considered is to provide opportunities for

employees to further enhance education and training program so that employees have sufficient knowledge to improve his or her career.

3. In terms of enhancing the organizational commitment, the agency needs to encourage employees to increase service to the organization and more concerned the interests of the organization compared with personal interests.
4. In order to improve the overall performance of the organization, the agency needs to human resource competency and capabilities in a sustainable manner either through attending higher level education or training relevant with job position.

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