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Perceived Development Opportunity, Workload and Job Satisfaction as Predictors of Organizational Commitment: A Research Proposal

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Abstract:

The purpose of this study is to propose model research in order to determine the predictors of job satisfaction and organizational commitment. A proposed model has three independent variables, namely perceived development opportunity, workload, job satisfaction and one dependent variable, namely organizational commitment. The independent variable lead to a mediating variable, which is job satisfaction as predictor of dependent variable. Proposed research model has five hypotheses that will determine whether perceived development opportunity, workload and job satisfaction influence organizational commitment. The study will be conducted in Bali Regional Police Traffic Accident Unit. This study is the first in providing a proposed model to determine the organizational commitment among Police Traffic Accident in Bali Regional. The empirical finding will be useful as reference for further studies and policy making regarding human resources.

Keywords: Perceived development opportunity, workload, job satisfaction, organizational commitment

1. Introduction

Every organization needs human resources or employees with a strong commitment so that the organization can continue to survive in the era of global competition. The productivity of an organization can be improved by developing morale, increasing job security, and job security so that employees can provide value or loyalty to their organizations (Khan, et al., 2014). Employees with high organizational commitment will be able to work productively, which in turn can support the organization's success in achieving its goals. Organizations engaged in the public sector have characteristics oriented to the public interest, not like the private sector which is oriented to profit or financial gain. The public sector has a responsibility in providing the best quality of service for the community.

The traffic accident unit (Laka Unit) is one of the work units in the traffic unit at the police station / police station led by a Unit Head who in carrying out his duties is responsible to the Head of Traffic Unit as the Trustee of the traffic function. The Laka Unit has two sub-work units with different main tasks. The first is the crime scene (TKP) team with the task of handling traffic accidents including visiting the crime scene, helping the victims, securing the crime scene, doing the crime scene, seeking witness testimony, sketching the crime scene, securing evidence, and making evidence police report (LP) to be followed up by the investigator. Whereas the investigating team has the task of making the minutes of the examination (BAP) of the perpetrators, victims and witnesses, submitting a postmortem to the hospital, making a case file, and filing a file with the prosecutor.

The phenomenon of commitment to Indonesia police personnel, especially in the Laka Unit, can be seen from the low average percentage of settlement of laka cases and then from each Bali Police Precinct / Police, which is 74%. This can be associated with indicators of commitment of personnel who have not been able to meet the achievement of work targets. The reason for the low commitment can occur due to the ability of personnel in dealing with the challenges of the task that has not been upgraded with training and education related to the field it carries. In investigating laka criminal acts, investigators / assistant investigators in the Laka Unit still use conventional methods. Supposedly in the field of work related to the function of service to the community, the service process is carried out with an open / transparent system. When viewed in other service functions such as criminal investigator (Criminal Investigation), the service process to the public has been carried out online with e-management investigation.

In order to prepare personnel in the Laka Unit for the challenges of the digital age, competency requirements are also important to consider. The competency requirement as a TKP Unit team is to have received TKP training at the State Police School, so that personnel have qualified skills in conducting TKP work quickly and accurately. Furthermore, the competency requirement that must be possessed by a team of investigators / auxiliary investigators is to have attended a specialist development education and then to investigate at the traffic education center in Serpong. By joining specialist development education, personnel will get the development of knowledge in the investigation process.

Based on the problems that have been explained in the background of the above problems, that in order to achieve the objectives of the organization engaged in the public service sector, an appropriate vision and mission of the National Police leadership are needed. Organizational commitment is the most fundamental instrument that needs to be considered to achieve common goals ranging from the scope of the smallest work units to the full scope of the Indonesia Police organization. Commitment problems are indicated by the number of works permits of members and the low percentage of cases of traffic accident settlement. This is closely related to the factors of the HR development program of personnel in accident Units that have not been evenly distributed, as well as unclear workload distribution factors. This must be followed up and responded quickly to the bottom line in the body of the National Police organization. For this reason, the human resources function must recognize and correct the symptoms that occur related to problems experienced by the National Police personnel.

2. Theoretical Framework

2.1. Organizational Commitment

Nowadays organizational commitment is an instrument that is often used as a research variable as an endogenous or exogenous variable. This is in line with the opinion of Allen & Meyer (1990), that organizational commitment is one of the important components of organizations throughout the world. Furthermore, various studies produce the construct of organizational commitment as a multidimensional model.

One of the most popular and frequently used models in research related to organizational commitment is the three commitments put forward by Allen & Meyer (1991). In the commitment model, organizational commitment is explained as a psychological relationship between employees and organizations with their implications for individual attitudes to continue their membership in an organization through affective commitment, continuous commitment and normative commitment (Allen & Meyer, 1991: 1-18).

Affective commitment relates to employee emotional attachment, employee identification with, and employee involvement in the organization. Thus, employees who have a strong affective commitment will continue to work in the organization because they really want to do that. Furthermore, continuance commitment shows the consideration of profit and loss in employees related to the desire to keep working or leave the organization instead. Continuance commitment is in line with Becker's opinion that continuity commitment is the awareness of the impossibility of choosing another social identity or alternative behavior due to the threat of great loss. Employees who mainly work based on continuous commitment persist in the organization because they need (need to) do it because there is no other choice. While normative commitment is related to feeling obligated to continue working in the organization. This means, employees who have high normative commitment feel that they must (ought to) survive in the organization.

The focus in this paper is the definition of organizational commitment from Mowday, Steers and Porter (1982). According to Mowday, et al (1982), organizational commitment refers to the alignment of goals between individuals with organizational goals, where individuals must understand and identify the interests of the organization. For the purpose of developing instruments, organizational commitment here is described as the strength of the identification and involvement of individuals with an organization. The identification can be characterized by at least three factors: (1) strong trust and acceptance of the goals and values of the organization; (2) the desire to do business for the benefit of the organization; (3) there is a strong desire to survive in the organization. Research conducted by Finnigan (2000) indicates that the perception of organizational value is the strongest predictor of organizational commitment.

2.2. Perceived Development Opportunities

According to Walker in Salminen & Miettinen (2019), perceived development opportunities are opportunities for employees to develop their expertise and competence, which are identified as an important part of human resource management in relation to retaining senior employees. Lately, many researchers have tested employee opportunities to develop competence by learning out, including formal training and non-formal training, and opportunities for career development are used for vertical and lateral work movements (Armstrong-Stassen 2008). Research on senior employee retention also emphasizes that for professional competency development, senior employees need encouragement and support from supervisors (Ilmarinen 2006; Armstrong-Stassen and Schlosser 2010).

Human Resource Development (HR) according to Watkins (1991: 253) in Kalangi (2015), is a process of learning and training in the context of long-term development, related to the learning capacity of individuals, groups and organizational levels. Organizational needs for individual improvement, capacity for learning, to help groups deal with obstacles, and help in creating a culture of continuous learning advancing. According to Werner and Simone (2010) in Karo and Tamami (2016), HR development is a series of planned and systematic activities designed by organizations to provide opportunities for members to learn the skills needed to meet current and future work requirements.

According to Handoko (1996: 104), in Panjaitan (2017), HR development has a broader scope in efforts to improve and enhance knowledge, abilities, attitudes and personality traits in an effort to prepare employees to hold work responsibilities at the same time will come. Meanwhile, according to Notoatmodjo (1998: 2) development of human resources in macro is a process of improving the quality or ability of humans in order to achieve the goals of national development. Micro, human resource development is a process of planning, education, training, and management of employees to achieve optimal results in the form of services or objects or money.

The concept of HR development used in this study is the definition of Werner and Simone (2010) in Karo and Tamami (2016), that HR development is a series of planned and systematic activities designed by organizations to provide opportunities for members to learn the skills needed to meet current and future work requirements.

2.3. Workload

Workload is a feeling about a person's capacity to complete his work. The view of Donnelly, Gibson & Ivanevich (1993: 163), that workload is a pressure as a response is not the ability to adjust, which is influenced by one's psychological processes as a consequence of any external actions (environment, situations, events with physical and psychological pressure).

According to Schultz and Schultz in Dewi (2013), workload can be viewed from an objective and subjective point of view. Objective workload is the total time spent or the number of activities carried out.

Whereas subjective workload is a measure used by someone for questions about the workload being raised, about feelings of overwork, a measure of work pressure and job satisfaction. In conclusion, workload is a consequence of doing too much work compared to the time available or doing work that is too difficult for employees to do. Furthermore, Meshkati's opinion in Zaki and Marzolina (2016), that the workload as a comparison of the ability of employees with work demands, which means that if employees have work skills higher than the demands of the job will lead to boredom. Conversely, if the employee's ability is lower than the demands of the job then there will be a feeling of more fatigue.

2.4. Job Satisfaction

There are various definitions to explain job satisfaction. Rice, Mc Farlin and Bennet in Robbins (2002), defines job satisfaction as a function of the difference between what is experienced at work and what is desired as a standard of comparison. Meanwhile, according to Robbins (2002) job satisfaction is a general attitude of an individual regarding his work, such as employee and managerial work relations, working conditions and so forth.

As can be estimated in general, job satisfaction is an attitude variable. Initially in the past, job satisfaction tended to be seen from the fulfillment of needs (need), whether a job can meet the physical and psychological needs of workers, such as salaries. Now most researchers are more focused on cognitive processes than the basic needs themselves. Therefore, the view of attitude becomes one of the main things in discussing job satisfaction (Spector, 1997).

Job satisfaction can be considered as a general feeling of work or as an interconnected collection of attitudes towards various aspects or facets of the work (Spector, 1997). The view that is commonly used when looking at the whole or baseline attitude towards a specialization, for example someone wants to see the effects of people's likes and dislikes about his work. Most researchers assess job satisfaction in relation to various variables of interest. Facet views are then used to see which parts or aspects of the work are satisfied or not satisfied by employees. This will be very useful in companies to identify areas of dissatisfaction that they can later improve. Both views above can be used to get a more comprehensive picture of job satisfaction of an employee (Spector, 1997).

The definition used as a concept in this study is job satisfaction from Spector (1997), where job satisfaction is a person's feelings about their work and different aspects related to their work. These feelings revolve around one's liking (satisfaction) or dislike (dissatisfaction) with one's work.

3. Hypothesis of the Study

The importance of organizations in providing opportunities to develop competencies is in order to maintain and enhance the individual abilities of employees. In connection with changes in the work environment, the organization should provide opportunities for employees to receive development education and training. Employee competency development is not limited to formal training, but can also include informal learning. Kuvaas (2008, in Salminen et al., 2015) explains that the opportunity for competency development offered by organizations can influence employees' perceptions about how support is obtained from the organization. Armstrong-Stassen and Stassen (2008 in Salminen et al., 2015) provide an analysis of the role of intermediaries of the goal of satisfaction specifically in the relationship between perceptions of employee development opportunities with the intention of retaining employees in the organization. As a result, employees are satisfied with their work and ultimately can provide positive feedback on the organization.

- H1: Perceived Development Opportunities have a positive effect on job satisfaction.

According to Armstrong (2004 in Sudarsih and Supriyadi, 2019), one of the factors that must be considered by an organization related to the performance of its human resources is the workload. Workloads provide responsibilities for employees to adjust to the capabilities and regulations applied by the organization. Furthermore, Mustapha's research results in (Purbaningrat and Surya, 2015), that job satisfaction is influenced by workloads in daily work. Employees feel more satisfied when they are given a lower workload. According to the results of research from (Purbaningrat and Surya, 2015), if workload increases, job satisfaction will decrease, so that workload can negatively affect job satisfaction.

- H2: Workload negatively affects job satisfaction.

Perceived development opportunities are the core for building psychological relationships between employees and organizations (Robinson and Rousseau, 1994 in Salminen et al., 2015). Competency development opportunities can positively influence employee job satisfaction by hinting employees that the organization wishes to invest in long-term relationships with them (Marescaux et al., 2013 in Salminen et al., 2015). Furthermore Conway (2004) in Salminen & Miettinen (2019) adds a variety of literature showing that training programs can increase employee commitment and can be used by organizations to retain employees. Finally, various studies on human resource management show a positive

relationship between perceived development opportunities and work-related attitudes such as organizational commitment.

- H3: Perceived Development Opportunities have a positive effect on Organizational Commitment.

The relationship between workload and organizational commitment is explained by Luthans (2006, in Ngatimun et al., 2019) that workload is one aspect that must be considered by several organizations because the perception of workload can increase the desire or strong commitment to be part of organization. According to the results of research from Arifin, et al (2018), that increasing workload can significantly increase organizational commitment. In an effort to increase organizational commitment, the organization provides additional workload to employees while still paying attention to the balanced distribution of workload between employees so that stress and boredom do not result in organizational commitment decreasing.

- H4: Workload positively influences organizational commitment

Job satisfaction and organizational commitment are work related attitudes that provide important results for human resource management because they are related to a number of work behaviors such as productivity levels, and low absences (Conway, 2004; Swayles, 2002). According to research conducted by Herjany and Bernarto (2018), Ningkisiwari and Wulandari (2017), Ismail & Razak (2016), organizational commitment is the result of job satisfaction, by showing job satisfaction as an antecedent of organizational commitment.

- H5: Job satisfaction has a positive effect on organizational commitment

Based on those formulated hypotheses, figure 1 shows the model analysis of this study.

Figure 1: Proposed Research Model

4. Conclusion

The research model proposed in this study investigates the predictors of organizational commitment of police officer in traffic accident unit in Bali regional police. The model is integrated positive and negative predictors. As seen in figure 1, perceived development opportunities and job satisfaction are considered as positive predictors of organizational commitment. Meanwhile workload is determined as negative predictor of organizational commitment. As part of continuous study about organizational commitment, the empirical findings of this study can be used as recommendation to formulate policy making regarding human resource development in traffic accident unit in Bali regional police.

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