



Organizational Commitment to Minang Organization Management in Sintang City

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Highlights

- Much previous research has explained what influences a person's organizational commitment and how it impacts a person's commitment to the organization.
- This study adds finding how person can manage their commitment in Minang organization when the organization face the problems and unstable organizational environment.

Abstract

Background: Organizational commitment is an important thing for every member who joins the organization. One of the things to be able to see organizational commitment in members of the organization is when the organization is having problems. *Study aims:* This study aims to find out what factors form the basis of someone's organizational commitment who survives in an organization that is having problems and how to control the organizational commitment they have. *Method:* respondents of this study were the management of the Minang Family Association in Sintang City who faced organizational problems and also problems that attacked individual members of the organization. This study uses a qualitative approach with interview and observation methods as a tool for collecting data. *Result:* Describe briefly about study findings. *Conclusion:* there are five things that become a factor for someone to stay in an organization when the organization is having problems, namely affective commitment, normative commitment, continuance commitment, socio-culture, and religiosity. The way that someone does to exercise control over their commitments so that they remain strong when the organization has problems is to regard existing problems as something that is normal for everyone to face and not make problems a burden but make problems as encouragement and improve themselves and the organization to be able to grow to be better.

Keywords: Organizational Commitment; Community Organization; Minang Community Organization

INTRODUCTION

Since birth, in humans there has been a basic need (basic human needs), namely the need to connect or mingle with the community or people around and the need to unite with the natural surroundings. To be able to mingle and blend with the environment, humans must use reason, feelings and intentions or desires that arise from within. The desire in humans to build relationships with other people is to make ends meet. A study conducted by Baumeister & Leary (in Saleh, 2019) said that since ancient times humans have been bound to each other in a group to survive and get the benefits of life.

One form of the group is the organization. Organization in Greek is organon which means tool which means organization is a group of people who are in the same container to achieve common goals. According to Robbins and Judge (in Wijaya, 2017) there are several reasons for humans to organize, including a sense of security, self-esteem, affiliation, status, strength, and achieving goals.

In organizing, there will always be challenges in every journey, both challenges from the internal environment and challenges from the external environment. Daft (in Muhammadin et al, 2021) said that organizations will always face rapid changes in the environment that stem from several circumstances such as the dynamics of globalization, issues of ethics and social responsibility, competition, and environmental diversity. The changes and challenges that exist within the organization require organizational members to have organizational commitment.

Organizational commitment is a provision that exists within an organization related to guidelines, implementation, and goals to be achieved by the organization that has been approved by all members of the organization. According to Mitchell (in Handoko & Handayani, 2017), organizational commitment is a condition about the extent to which individuals side with the organization and have the desire to maintain and maintain the continuity of the organization and membership relationships within the organization. Organizational commitment is important for every member of the organization because, with organizational commitment in every member of the organization, it will influence the quality of the organization.

Several researchers have previously conducted research related to the effect of organizational commitment. Research conducted by Putra & Utama (2018) shows that organizational commitment has a negative effect on turnover intention, which means that the higher the organizational commitment, the lower the turnover intention behavior of employees or members of the organization. Research by Mahardika & Wibawa (2019) shows organizational commitment has a positive influence on organizational citizenship behavior. Furthermore, research conducted by Sugiono et al (2021) shows that organizational commitment has a positive effect on employee performance.

One form of organization is community organizations (Ormas) and non-governmental organizations (NGOs). Community organizations and non-governmental organizations are organizations formed and founded by a group of individuals with the aim of supporting public activities or interests without intending to make financial gains. One form of community organization is the Sintang Raya West Sumatra Family Association (PKSB-SR), the Bundo Kandang Foundation, and the Minang Family Association (IKM) in Sintang City, West Kalimantan.

PKSB-SR and IKM are organizations that oversee the people of West Sumatra in Sintang City, PKSB-SR is a local organization whose management has only become active again in 2019 after a long absence. Meanwhile, IKM is a national organization whose management is in every Province and Regency/City. During the founding of the Minang organization in Sintang City,

there were many conflicts that arose between members within the organization and even conflicts between organizations. Conflicts that occur within this organization usually occur because they started with a misunderstanding by some members of the organization against some of the management of the organization which led to attacks by some members on the management of the organization. In addition, conflicts that occur between organizations occur because one of the organizations does not like another organization, which from that liking causes prolonged attacks to be given to the organization and even to attacks on individual administrators from the organization.

Most of the attacks carried out by members of the organization who did not like one of the organizations were verbal attacks that were carried out openly in the organization's WhatsApp group which included all members of the West Sumatran community of Sintang City and also hate speech and untruthful words told from one party to another. Even so, on the part of the management of the organization that was attacked, no one fought back and attacked the members of the organization even though none of the accusations were true. The organizational administrators who were attacked continued to survive with the existing conditions and continued to carry out their duties and roles as organizational administrators properly, regardless of the fact that everything the administrators did would always receive reproach from the members.

In the community, there are also several problems that often occur between one mass organization and another. In the research conducted by Priyono & Nilamsari (2021), it was found that there were conflicts between several mass organizations in South Tangerang caused by the problem of mutual envy and wanting to prove the existence of which organization is the greatest. Apart from that, as reported by the websitenasional.tempo.co, it is also known that there had been a dispute between mass organizations in Jakarta due to a misunderstanding between members of each mass organization.

In Berliana et al's research (2022) it is also said that conflicts often occur between mass organizations and non-governmental organizations (NGOs) in Karawang which cause an uncomfortable atmosphere in society due to the increasing number of conflicts that arise between these mass organizations and NGOs. It is said that conflicts that occur usually revolve around values, power, struggles for status, and other goals with conflicts that occur between mass organizations to gain an advantage by subduing rivals.

Conflicts that occur between these organizations are included in social conflicts. Pramono & Munandar (2020) say social conflict is a feud that occurs between two or more community groups that lasts for a certain time and has a broad impact on insecurity and social disintegration which causes disruption of national stability and hinders national development. Robert Edelman et al (in Pramono & Munandar, 2020) said there are a number of factors that trigger conflict, namely 1) Differences in individual characters, 2) Situational conditions, and 3) Organizational conditions. It is known, nowadays there are many conflicts that occur between mass organizations in Indonesia.

Based on the existing reality, the researcher intends to dig deeper into what influences and becomes the basis for commitment in organizing individual Minang organization officials in Sintang City in an organizational situation that has to face outsiders who oppose their presence. Where the attack aimed at the management of the Minang organization was given without any clarity regarding the mistakes that had been made by the administrator. Another thing is that not all administrators were the target of attacks, only a few administrators but with continuous attacks.

Commitment to the organization has more meaning than just formal membership in the organization, but also includes an attitude of liking and willingness to do something for the

organization in achieving its goals. So, based on this, in organizational commitment, there are elements of loyalty to the organization, involvement with the organization, and practicing the values and struggle in achieving organizational goals.

Surviving in an organization with an organizational state that is not doing well is not an easy thing to do and run by an individual in an organization. In particular, the target of circumstances is the individual himself. Therefore, in this study, researchers will reveal phenomena related to organizational commitment that exist in the management of Minang organizations in Sintang City through phenomenological studies to get an idea of how one's organizational commitment is in an unstable organizational environment.

METHOD

Study design

This study uses a qualitative research design. The qualitative approach was chosen because the researcher wanted to know more deeply about the organizational commitment of the Minang organization's management in Sintang City and why the organizational commitment of the Minang organization's administrators in Sintang City was good and able to survive an unstable organizational situation. In particular, this type of research on organizational commitment to Minang organization officials in Sintang City is a phenomenological study.

Participant

Subject in this study are 2 or more subjects and the subjects used are likely to increase as the research progresses to meet research needs. Lincoln and Guba (1985) said that the number of samples in the study was determined by informational considerations. The subject criteria in this study are individuals who are male or female and are members of the management of the Minang Family Association (IKM) organization in Sintang City for the 2022 period who have experienced or are experiencing organizational problems since the beginning of the management formation until now. The sampling technique is done by looking at individuals who meet predetermined criteria. Specifically on the criteria for the subject to join the management of the Minang Family Association (IKM) organization in Sintang City in the 2022 period.

Data Collection

In this study, data collection techniques were carried out by using interviews and observation.

1. Interview

Interviews will be conducted directly to the subject in a semi-structured interview format. The interview will be conducted face-to-face. In the interview process, the researcher will conduct probing and the researcher will also make direct observations of the subject. During the interview, the researcher will record the entire interview process and will rewrite the results in the interview transcript. If necessary, researchers will conduct follow-up interviews with research subjects. The research instrument used in this study was an interview guide and the researchers themselves would interview the subjects.

2. Observation

Observations in this study will be carried out in a participant and naturalistic manner. Participant observation is a process of observation carried out by researchers involved in direct interaction in the activities carried out by participants. Participant

observation will be carried out by joining activities carried out by IKM organizations in Sintang City which are also attended by research subjects. Naturalistic observation is an observation made without destroying the research setting. According to McKechnie (in Rachmawati, 2017) naturalistic observation aims to get a very rich and authentic description of every behavior and important things in the research setting. Naturalistic observations will be carried out by researchers by joining the subject's activities without making changes to the situation or circumstances at the time the observations were carried out.

Observations in this study will be carried out in two ways, the first observation is carried out when the interview is taking place between the researcher and the research subject and the second interview is carried out by the researcher by joining directly into organizational activities attended by research respondents.

Data Analysis

The research data produced in this study were recorded interviews which were then rewritten narratively into verbatim interview reports. The process of data analysis begins with re-understanding all the information that has been obtained from the results of the interviews. According to Miles and Huberman (Firman, 2018) there are several steps of qualitative data analysis, namely:

1. Data reduction

Data reduction is a process of choosing, focusing attention on the main things, abstracting and transforming the raw data that appears during the data collection process. Data reduction needs to be done because of the large amount of data obtained in the field. The longer the research time in the field, the more data it will have and the more complex it will be. Therefore data reduction is needed, in short is to summarize the research results into a concept, category, and themes.

2. Data Presentation

After doing data reduction, data presentation is carried out. Presentation of data is the activity of compiling a set of data information that provides the possibility to draw conclusions and determine further actions from the data. Presentation of qualitative data can be presented in the form of narrative text in the form of field notes, charts, graphs, matrices, and networks.

3. Conclusion or Data Verification

Conclusion drawing activities will be carried out by researchers on an ongoing basis as long as researchers collect data in the field. From the beginning of collecting data, the researcher will begin to record regular patterns, configurations that appear, causes and effects, and explanations given. The conclusions generated are initially not clear or certain but will then become more detailed and focused as the data collection process is carried out. Then, the conclusions will also be verified by rethinking the data collection process, reviewing the field notes made, holding discussions with colleagues to develop intrasubjective agreements, and checking or linking research data with other data information they have. .

So that in this study, the researcher will conduct data analysis according to the qualitative data analysis stage according to Miles and Huberman, starting with data reduction, then presenting the data, and finally the researcher will make conclusions and validate the research data.

RESULT

This study aims to find out the factors that become the basis for someone to stay in an organization in an unstable organizational state, how does a person maintain organizational commitment in himself in an unstable organizational situation and what aspects of organizational commitment exist in a board member. an organization whose organization is currently unstable. Based on the results of data analysis, the findings in this study are divided into 3 parts, namely factors, methods, and aspects. First, the factors on which a person stays current in an organization are divided into 2 (two) important themes, namely (1) Socio-Cultural, and (2) Religiosity. Second, the way in which a person maintains organizational commitment becomes 1 (one) important theme, namely How to maintain organizational commitment. Third, the aspect of organizational commitment that exists within the management of an organization that is currently unstable is divided into 3 (three) important themes, namely (1) Affective Commitment, (2) Normative Commitment, and (3) Continuity Commitment.

1. Organizational Commitment Factor

a. Social Culture

The results showed that the commitment to socio-cultural values owned by respondents was divided into two sub-themes, namely (1) Maintaining and preserving regional culture, and (2) Raising the dignity of local communities in overseas lands. Socio-cultural commitment is a commitment that appears as one of the reinforcing reasons for an individual to stay in an organization with the desire to maintain and preserve the regional culture of the organization.

b. Religiosity

The results showed that the respondents' commitment to religious values was divided into two sub-themes, namely (1) Organizing according to religious recommendations, and (2) Prioritizing relationships with God. Religious commitment is an organizational commitment that arises in an individual who puts God first as the reason for the attitude or actions he does.

2. How to maintain Organizational Commitment

Another finding in this study is the way in which the respondents maintain their organizational commitment. The problems that arise in the organization and the research respondents do not affect the commitment and self-control of the respondents so that the organizational commitment of the respondents becomes low. This is because respondent 1 and respondent 2 make the existing problem a natural thing. Respondent 1 makes the problems that arise as evidence to be better. Respondent 2 makes the problem a thing that is experienced by everyone so there is no need to make it a burden and an obstacle for themselves and the organization.

3. Aspects of Organizational Commitment

a. Affective Commitment

The results showed that the affective commitment possessed by respondents was divided into several sub-themes, including (1) Desire to become a member of the organization, (2) Feeling involved in achieving organizational goals, (3) Being proud of the organization to others, and (4) Emotional connection. Affective commitment itself is a commitment that exists within a person to be directly bound with the organization.

b. Normative Commitment

The results showed that the normative commitment of the respondents was divided into several sub-themes, including (1) Having a sense of responsibility towards the organization, (2) Staying afloat is an obligation, (3) There is a feeling of guilt leaving the organization, and (4) Think about the opinions of others when leaving the organization. Normative commitment is a commitment that originates from within an individual, related to responsibility, confidence, and loyalty.

c. Sustainable Commitment

The results of the study show that the continuance commitment held by respondents is divided into several sub-themes, including (1) Remaining in the organization is a necessity, (2) Hoping to get benefits if surviving, (3) Difficulty leaving the organization, and (4) Consideration of leaving the organization. Continuance commitment is a commitment that arises within an individual because of a rational need for oneself.

DISCUSSION

Based on the research findings, in general the two respondents have organizational commitment and how to control the same organizational commitment to stay in the organization. The results showed that the problems faced by the two respondents came from the community environment. The beginning of this problem was that there was a community environment that disagreed with the formation of the Minang Family Association (IKM) organization in Sintang City, which then the problem continued to widen until it was linked to several individuals from the organization. Attacks aimed at individual organizations are actually just the impact of the people's dislike for the organization.

New findings in this study are socio-cultural factors and religiosity. Based on the research results, it is known that socio-cultural values are one of the reinforcing factors which are the main reasons for respondents to stay in the organization. According to Robbins (Kanasta, 2017) the function of culture in an organization is that a culture can bring about and bring a sense of identity to the members of the organization and the existence of culture can make it easier for the emergence of commitment in a person to something broader than personal interests.

The form of the socio-cultural factors that exist in the respondents who are the reasons for the respondents to stay in the organization are the feelings within the respondents to raise the marwah of the Minang community in Sintang City. According to respondents, in Sintang City there are very many people of Minang descent, both those who were born and raised in Sintang City or who come to Sintang City as adults to migrate and live their lives, but when asked which community there is no form. So that this is one of the reasons for respondents wanting to elevate the dignity of the Minang people in Sintang City so they don't disappear and drown. Another thing is that this organization can continue to be active and develop as a forum that helps the Minang people in Sintang City when they have problems.

This is in accordance with the theory put forward by an anthropologist, Kroeber (Megawanti, 2015) which distinguishes cultural forms based on patterned concepts and ideas, actions, and human activities. Koentjaraningrat (in Megawanti, 2015) also that there are three forms of culture, namely (1) The form of culture as a complex that contains ideas, ideas, norms, values, regulations and so on (patterns of attitude), (2) The form of culture as a complex of behavioral activities patterned from human attitudes in society, and (3) Cultural manifestations as human-made objects (patterns of facilities/culture).

In other new research findings in the form of religiosity factors, it is known that the value of religiosity that exists in members of the organization is also one of the reasons someone stays in the organization. Allen and Meyer said that religiosity can affect the perceptions of organizational members related to organizational goals and the desire of members to maintain membership in the organization.

The form of the attitude of the respondents who apply the value of religiosity to be one of the main factors for someone to stay in an organization is to think of the organization as a field of good deeds for oneself. So that the main purpose of organizing in addition to achieving the social welfare of society but at the same time to get the reward of Allah SWT. According to respondents there are still many people who do not realize this as one of the things that can be used as one of the goals and reasons for someone when organizing. That by being in an organization when we interact a lot and build good relations with other people is the same as extending friendship between communities. Where in the teachings of Islam extending hospitality is one of the things that Allah SWT likes that can enrich a person.

مَنْ أَحَبَّ أَنْ يُبَسِّطَ لَهُ فِي رِزْقِهِ، وَيُنَسِّأَ لَهُ فِي أَثَرِهِ، فَلْيَصِلْ رَحْمَهُ

Meaning: "*Whoever wants to expand his sustenance and extend his life, let him stay in touch*" (H.R. Muslim)

The Hadith above says that whoever wants to expand his sustenance and extend his life by Allah SWT, then he should stay in touch. This is in accordance with the statement of the respondent who said that by being in an organization he feels that he is getting richer which in the sense that by organizing he can extend friendship with other fellow human beings. Apart from that, feeling sincere towards something that we do for the organization without expecting anything is also one of the good deeds that we often don't realize can add good rewards to ourselves.

In addition, the results of the interviews also found about how organizational members do to control their commitment when the organization is having problems. Paramitha & Wahyuni (2021) say someone who has self-control will be able to control his attitude and behavior in a better direction and be able to suppress impulses that arise to do things that are bad or out of order. This was proven by the two respondents who were able to maintain their organizational commitment well. Respondents make every problem that arises as a natural thing and do not continue to respond to people who make personal attacks by spreading news that is not true about them. Respondents made existing problems as a reference for encouragement and continued to rise to be better.

On the aspect of affective commitment, Meyer (Suwandi et al, 2020) states that affective commitment is a commitment related to emotional attachment and involvement of organizational members with the organization. Furthermore, Allen said that members of an organization with high affective commitment have a close emotional attachment to the organization. One form of affective commitment that exists in the respondent is the respondent's contribution to every activity carried out by the organization, the things that the respondent does in introducing the organization to the surrounding community, and how the respondent responds to problems that arise in the organization.

In dealing with problems that arise in the organization and also self-accepted attacks, the two respondents are quite capable of giving a fairly good response to the problem. The attitude taken by the two respondents in dealing with problems is by assuming that problems are a natural thing for everyone to face in every phase of life. The two respondents responded to the problem

by not making the problem a burden on their minds but making the problem an encouragement and material for introspection for the organization and themselves so they can be better. Apart from that, the number of hate speeches and untruthful things that were aimed at also raised the enthusiasm within the respondents even higher because they felt they had to prove that what the people around them had been saying was not true.

In the aspect of normative commitment, Meyer refers to the commitment in the respondent that comes from the values or norms of life. In this normative commitment, an individual will remain in the organization because he feels he has a moral obligation. The form of normative commitment that exists within the respondent is the respondent's sense of responsibility to the organization, the feeling of having an obligation that must be carried out, the feeling of guilt when they have not been able to achieve the goals of the organization and when they have to leave the organization when there is a problem, and not making opinions or comments other people as something that affects commitment in the organization. In this commitment, something that is the main motivation for members of the organization to survive and contribute actively to the organization is because of a moral obligation where a person will feel innocent and uncomfortable when he has to leave or not do something for the organization.

On the aspect of Allen and Meyer's ongoing commitment is a commitment that arises in an individual who remains in an organization based on feelings of rational need, consideration of something that is sacrificed, and considerations of profit and loss when having to commit. Usually someone with high continuance commitment will make someone last longer in the organization. The form of ongoing commitment that exists in the respondent based on the results of the research is that the respondent feels that he gets a lot of benefits that provide progressive changes to the respondent. In addition, respondents also had hopes that by being organized they could make themselves better known and could be involved in many other organizational activities. In addition, when staying in the organization the respondent also makes a lot of considerations about what he will do and the respondent will feel sad or heavy when he has to leave the organization.

Based on the research that has been done, it is known that the things that cause problems in organizations and respondents come from the community outside the organization. The problems raised by the outside community are not just problems aimed at the organization but also aimed at individuals, part of the members of the organization, who know that attacks on these individuals are given only because of the impact of the dislike of the outside community on the organization. Until now, it is still not known exactly what caused the outside community to attack individuals from the IKM organization. Based on this, it is hoped that the public will not spread hate speech to other people without having clear reasons as the basis for the hate speech uttered. In addition, the community is expected to be able to communicate the problems that occur to the parties concerned.

CONCLUSION

Based on the research that has been conducted regarding organizational commitment to the management of the Minang Family Association in Sintang City, it is known that there are several factors that are the reason for the management to stay in an organization that is having problems, how do organizational managers maintain organizational commitment within themselves, and aspects of commitment any organization within the management of the organization that is having problems. The research finding factors that become the reason for an organization's management to stay in an organization that is having problems are Socio-Cultural and Religiosity factors. Furthermore, the way that organizational management does to maintain

organizational commitment within themselves is to focus on one's initial goal of joining the organization. The management of the organization also makes every problem that comes as something normal that everyone experiences and makes every problem an encouragement and material for introspection to be even better in the future. Then, what aspects of organizational commitment exist in the management of an organization that is currently unstable, namely Affective Commitment, Normative Commitment, and Continuance Commitment.

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CONFLICT OF INTEREST

The authors declare no conflict of interest.

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