The Role of Job Characteristics and Professional Commitment to Tenure and Performance (Study of Teachers in Public High Schools in Solo Raya)

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ABSTRACT

The purpose of this study is to know and empirically test the role of job characteristics and professional commitment to work tenure and performance in high school teachers in Solo Raya. The unit of analysis is the individual because the answers of each respondent represent themselves, which in this study are teachers in Solo Raya covering Surakarta City, Boyolali District, Sukoharjo, Wonogiri, Sragen, Karanganyar, and Klaten. The sample used was 100 respondents. The analysis technique uses multiple linear regression analysis. The results showed that the characteristics of work had a positive and significant effect on the length of service. Professional commitment has a positive and significant effect on tenure. Job characteristics have a positive and significant effect on performance. Professional commitment has a positive and significant effect on performance. The length of service has a positive and significant effect on performance. The path analysis results show that the direct influence of job characteristics is an effective path to improve performance.

1. Pendahuluan

The quality of education needs improvement, efforts are made to develop quality education so as to produce professional educators who will later play a role in efforts to improve the nation’s progress. The National Education System, which has a vision of realizing an education system as a strong and authoritative social institution to empower all Indonesian citizens to develop into qualified human beings so that they are able and proactively respond to the challenges of the ever changing times.

In the era of reform and the era of globalization of human resources is the most important empowerment in schools. With various challenges occurring within the school and management activities going well, the institute must have knowledgeable and highly skilled teachers and efforts to manage the institution as optimal as possible so that teacher performance can improve. Teacher performance is the result or performance of teachers who are assessed in terms of quality and quantity based on work standards set by the school. Good performance is performance that is in line with school standards and supports the achievement of school goals. A good school is a school that seeks to improve the ability of its human resources, because this is a key factor to improve teacher performance.

Improved teacher performance will bring progress for schools to be able to survive in running the wheels of government. Therefore efforts to improve teacher performance are the most serious management challenges because success in achieving the goals of the school’s mission and vision depends on the quality of the performance of the human resources contained therein.

The importance of understanding professional commitment for several reasons. First, profession is something that is meaningful in the lives of many people. This is increasingly due to increasing levels of education and employment being more specific and also as an employee always in contact with broad organizational changes.

This research is focused on the relationship of professional commitment with individual performance because individual performance is an important factor in determining organizational performance. High-performance individuals will be able to help organizations to achieve strategic goals so as to maintain the organization’s competitive advantage (Lado & Wilson, 2014). The results of a review conducted by Lee et al., (2010) show that the correlation between professional commitment and performance has the least value when compared to the correlation between professional commitment and other outcomes, such as job satisfaction, organizational commitment, and desire to move. This makes it interesting to conduct research on the relationship between professional commitment and performance so as to increase its generalization. Previous research on the effect of professional commitment on performance showed inconsistent results. Some studies show the results of professional commitment have an influence on performance.

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Based on the explanation above, this study makes a contribution by testing the effect of professional commitment on performance with tenure as a moderating variable. The length of time a person works will increase knowledge in the profession they occupy, thus increasing the effect of professional commitment on performance. In this study professional commitment is divided into three dimensions, namely affective professional commitment, normative professional commitment and ongoing professional commitment. Meyer et al., (2013) states that testing various dimensions of professional commitment might provide a more complete understanding of one’s commitment to their profession. Although the three dimensions can influence the likelihood of an individual’s decision to remain in his profession, each dimension of professional commitment may develop differently. Affective professional commitment (APC) is based on identification of professional goals and a willingness to direct the profession in achieving these goals. Someone with a high APC will more strongly identify and experience more positive feelings about their profession compared to people with a low APC (Lee et al., 2010).

Normative professional commitment (NPC) refers to individuals who remain in the profession because of a sense of obligation. NPCs may arise as a result of obtaining significant benefits from working in the profession, or pressure from colleagues or family who emphasize the importance of staying in their profession. Meyer et al., (2013) argue that each dimension of professional commitment may have different implications for the level of individual involvement in a profession. Individuals with high APC and NPC may be more inclined to engage in activities in their profession and to keep abreast of the development of their profession to maintain membership in the profession. However, people with high CPC tend to be less involved in such behavior.

In addition to testing the effect of professional commitment on performance, this study also examines factors that influence professional commitment. Based on the results of his research shows that only one dimension of job characteristics, namely task identity that affects professional commitment, so that further research is needed to clarify the effect of job characteristics on professional commitment.

This research was conducted at the State High School teachers in Solo Raya covering Surakarta City, Boyolali, Sukoharjo, Wonogiri, Sragen, Karanganyar, and Klaten Regencies. The teacher is a professional educator who has an important task, funtion and role in educating the life of the nation. Professional teachers are expected to be able to participate in national development to realize Indonesian people who are devoted to God, excel in science and technology, have aesthetic, ethical, noble character, and personality. It is no exaggeration to say that the future of society, nation and state is largely determined by the teacher. Therefore, the teaching profession needs to be improved and developed continuously and proportionally according to the functional position of the teacher.

The professionalism of a teacher has been debated beyond the quality of a teacher, some opinions encourage teachers to choose more established professions, such as doctors, lawyers and architects and some others give the opposite attention to become more professional in teaching (Hildebrandt & Eom, 2011). The restructuring movement with new strategies and reforms to be able to adapt to environmental changes, confronts schools and teachers with various demands. In this process, schools become more dependent on teachers who are committed to school goals and values, are more willing to exert effort that exceeds minimal expectations, and are very eager to remain in the organization (Somech & Bogler, 2012).

Based on the background description, research gaps and teacher phenomena above, the proposed research titles are: The Role of Job Characteristics and Professional Commitment to Years of Service and Performance (Study of Teachers at Solo Raya High School).

2. Metode Penelitian

The population in this study were all high school teachers in Solo Raya including Surakarta City, Boyolali Regency, Sukoharjo Regency, Wonogiri Regency, Sragen Regency, Karanganyar Regency, and Klaten Regency. The analysis technique uses path analysis.

3. Analisis

Instrument Test Results

Instrument test results include validity and reliability tests. The test results show that all question items used in this study are valid and reliable.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Alpha Cronbach</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job characteristics</td>
<td>0.675</td>
<td>Reliable</td>
</tr>
<tr>
<td>Professional commitment</td>
<td>0.656</td>
<td>Reliable</td>
</tr>
<tr>
<td>Years of service</td>
<td>0.640</td>
<td>Reliable</td>
</tr>
<tr>
<td>Performance</td>
<td>0.680</td>
<td>Reliable</td>
</tr>
</tbody>
</table>

Source: Data processed, 2019
Test Results t
First Equation

<table>
<thead>
<tr>
<th>Variabel</th>
<th>B</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job characteristics</td>
<td>0.371</td>
<td>4.237</td>
<td>0.000</td>
</tr>
<tr>
<td>Professional commitment</td>
<td>0.350</td>
<td>4.377</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: Data processed, 2019

Based on the results of data processing the first regression equation is: 
\[ X = 0.371X_1 + 0.350X_2 \]
Meaning:
Job characteristics and professional commitment have a positive effect on work tenure.

Second Equation

<table>
<thead>
<tr>
<th>Variabel</th>
<th>B</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job characteristics</td>
<td>0.585</td>
<td>6.761</td>
<td>0.000</td>
</tr>
<tr>
<td>Professional commitment</td>
<td>-0.212</td>
<td>-2.659</td>
<td>0.009</td>
</tr>
<tr>
<td>Years of service</td>
<td>0.542</td>
<td>5.880</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Source: Data processed, 2019

Based on the results of the analysis shows the second regression equation is: 
\[ X = 0.585X_1 - 0.212X_2 + 0.542X_3 \]
Meaning:
Job characteristics and years of service have a positive effect on performance, while professional commitment has a negative effect on performance.

Results of Analysis of Direct and Indirect Effects

<table>
<thead>
<tr>
<th>From Variables</th>
<th>Path coefficient</th>
<th>Total Effect</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Direct Effect</td>
<td>Indirect Effect</td>
</tr>
<tr>
<td>Job characteristics → performance</td>
<td>P_3=0.543</td>
<td></td>
</tr>
<tr>
<td>Professional commitment → performance</td>
<td>P_4=-0.215</td>
<td></td>
</tr>
<tr>
<td>Job characteristics → Years of service → performance</td>
<td>=P_3x P_5 =0.380x0.491 =0.186</td>
<td>=0.543+0.186 =0.729</td>
</tr>
<tr>
<td>Professional commitment → Years of service → performance</td>
<td>=P_4x P_5 =0.393x0.491 =0.193</td>
<td>=-0.215+0.193 =-0.022</td>
</tr>
</tbody>
</table>

Source: Data processed, 2019

Based on the table above the relationship between variables can be described as follows:

Source: Data processed, 2019
4. Pembahasan

Effect of job characteristics on performance

Path analysis shows that the use of intervening variables with years of service in the context of increasing performance, for the variable characteristics of the work is not effective, because the direct effect produces a greater effect. This means, to improve the performance of Solo Raya High School Teachers, it is better to pay attention to factors in improving job characteristics so that they can improve the working period of Solo Raya High School Teachers.

With this increase in job characteristics, it is hoped that the performance of Solo Raya High School Teachers will improve and will ultimately improve the performance of High School Teachers. Efforts to improve indicators of the characteristics of high school teacher work to improve can be done, among others:

1. Employees feel challenged by work.
2. High school teachers do work with existing developments.
3. High school teachers involve existing work.

Effect of professional commitment on performance

The use of intervening variables of tenure in the context of improving performance, for the variable of professional commitment is effective, because the indirect effect produces a smaller effect than the direct effect. This means, to improve the performance of Solo Raya High School Teachers, it is better to pay attention to the variable of length of service, to improve the performance of Solo Raya High School Teachers.

With this increase in work tenure, it is hoped that the performance of Solo Raya High School Teachers will improve and will ultimately improve the performance of High School Teachers. Efforts to improve indicators of high school teachers so that work can be done include:

1. The level of age affects the work.
2. The longer the work, the more makes employees able to understand the work.
3. The longer employees work the more they are able to understand the work.

5. Kesimpulan

1. Hypothesis Test Results
   a. Job characteristics have a positive and significant effect on the work tenure of Solo Raya High School Teachers.
   b. Professional commitment has a positive and significant effect on the work tenure of Solo Raya High School Teachers.
   c. Job characteristics have a positive and significant effect on the performance of Teachers of Public Schools in Solo Raya.
   d. Professional commitment has a positive and significant effect on the performance of teachers in Solo Raya Senior High School.
   e. Work tenure has a positive and significant effect on the performance of teachers at Solo Raya High School.

2. Simultaneous test results (Test F) can be concluded together that the independent variables have a significant effect on the performance of Teachers of Public Schools in Solo Raya.

3. The results of the total $R^2$ value of 0.799 can be interpreted as variations in the performance of teachers in the Solo Raya Senior High School explained by the variables of work characteristics, professional commitment, and years of service as intervening variables by 79.9% and the remaining 20.1% are explained by other variables outside the research model for example organizational culture, supervision and incentives.

4. From the path analysis it can be concluded that the direct effect of job characteristics is an effective path to improve performance.

References


Available online at http://journalindonesia.org/index.php/JISER