

Improving Employees' Commitments by Giving Incentives

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Abstract—Work commitment is the calling of the soul that someone has for active involvement both physically and psychologically in carrying out the work that is his responsibility in the organization. People who have work commitments will always strive to carry out tasks that are their responsibility well in order to obtain satisfactory results or achievements. Work commitment consists of affective commitment, ongoing commitment and normative commitment. Affective commitment is the attachment of someone emotionally with the work that is their responsibility. Continuity commitment is related to the profit and loss experienced by someone when carrying out or leaving work. While normative commitment is related to channeling one's desire or hobbies to work. One effort that can be done to increase employee work commitment in the organization is by providing incentives to employees who have been able to carry out their duties well and successfully

Keywords— Work commitments; employees; incentives.

I. INTRODUCTION

Work commitment is the attitude and desire of a person to be integrated with the work and their full involvement in the execution of the work for which they are responsible. Colquitt, [1] assert that work commitment is the desire of a person or employee to remain a part of a job or organization. People who have a work commitment will always be involved both physically and emotionally in carrying out each job that is their responsibility. Correspondingly, [2] stated that work commitment is a person's tendency to involve themselves in something that is done with the belief that the activities they do are important and meaningful. Meanwhile, [3] stated that work commitment is one's acceptance of the values of a job or field of work chosen, and the desire to maintain its role in the work. Work commitment is conceptualized as a psychological relationship between a person and his work which is formed based on affective reactions to the work.

Meanwhile, [4] stated that a person's work commitment is formed based on the factors that influence and determine the commitment itself, namely; personal factors, role-related characteristics, structural characteristics and work experiences. Personal factors or personal factors are individual factors that influence an organization's commitment such as age, gender, and other personality factors such as achievement motivation, feelings of belonging, job satisfaction and so on. Role-related characteristics are related to job characteristics related to the

position or role of employees in the organization. Structural characteristics are related to the nature, type and size of the organization. Employees who work in large, complex and centralistic organizations tend to have low work commitments when compared with employees who work in small, simple and decentralized organizations. This is because the relationship or relationship between employees in the organization is still high and control or supervision in the organization is still strong. Work experiences or work experience will affect a person's work commitment in the organization. Employees who have more work experience tend to have stronger work commitments when compared with employees who have little work experience. In line with this, [5] find there is a positive correlation between years of service (length of work) and employee work commitment in the organization. Employees who have a longer working life (many) in an organization, tend to have a higher work commitment than employees who have a low (little) tenure.

Work commitment according to Colquitt, [1] consists of attitudinal commitment and behavioral commitment. Commitment attitude (attitudinal commitment) is a condition in which an individual to consider how far the values are understood and dianuti organization influencing the behavior of members of the organization and the extent of the purpose of individual members of the organization in accordance with the purpose, values and norms prevailing in the organization as well as the extent of desire someone to survive and maintain his presence in an organization. Focus rather than attitude commitment is on the process of how a person thinks, acts and behaves in an organization, [6]. While the commitment of behavior (behavioral commitment) based on the extent of an employee taking a decision to be tied to the work of the organization relating to profit and loss (cost and benefit) if they decide to take other alternatives outside their current job.

II. DISCUSSION

To be able to improve something, what needs to be done first is to learn and understand what will be improved, then just put forward how to improve it. Regarding the issues discussed in this article, what will be discussed in this section are the characteristics of work commitment, dimensions of work commitment and the provision of incentives as an effort to increase the work commitment of the principal.

A. Characteristics of Work Commitment

If you want to know more about the work commitment that is owned by a person or employee according to [7] needs to be understood and examined the signs or characteristics of someone who has a work commitment itself. Proposes three characteristics of a person who has a work commitment, namely (a) the existence of deep conviction and employee acceptance of values, norms that apply to an organization and the goals to be achieved by the organization, (b) a strong will and willingness from a person or employee to be part of an organization, and (c) an employee's desire to defend himself to remain part of an organization or member. The three characteristics mentioned above, constitute a unity or strong integration to form employee work commitments in the organization. [7]

While analyzed the characteristics of a person or employee who has a work commitment based on the attitudes and behaviors that are displayed in the organization, namely (a) the employee has the initiative to overcome problems that arise in the execution of work. People who have a work commitment will always strive to overcome problems that will disrupt the smooth implementation of their work, they will try to make every work carried out goes according to plan and achieve the best or maximum results. (b) the employee has a strong emotional attachment to his work. The behavior of people who have work commitments in the organization is always controlled or bound by the work that is their responsibility. They will not be happy before the work that is their responsibility is done well. (c) the employee is willing to sacrifice for the work. People who have work commitments will prioritize shared interests or organizations rather than their own individual interests. They want to sacrifice and sacrifice what they have both material, energy and time for the successful implementation of the work that is their responsibility. (d) the employee has a clear strategic vision and mission for organizational development. People who have work commitments, have a strong will and desire to develop the organization, they have a vision and mission that is far ahead to improve and develop the organization in which they work. (e) the employee works sincerely, the commitment will encourage someone to work sincerely and sincerely in the organization, they will continue to work as well as they can even if they are not supervised and given direct appreciation for the performance of their work. (f) the employee feels as the owner of the organization or work. People who have a work commitment see themselves as part of an organization or job, they see or see that the success of the organization and work is their success, otherwise the failure of the organization and work is their failure. They are identical with the organization or work that is their responsibility. and (g) the employee has a self-awareness with a clear feeling that work is not a burden that they must bear, but is a pleasure or hobby that is carried out [8]. The characteristics above according to [8] are the determinants of the existence or absence of work commitment in a person in the organization. If someone has the characteristics as above means they have a work commitment, on the contrary if the characteristics above do not exist in themselves means they do not or do not have work commitments.

Meanwhile [9] suggested some signs or characteristics of people who have a high work commitment in the organization that is, (a) the person has high trust and support towards the values and norms that apply in the organization. They view that values and norms are guidelines or protocols for organizational members to behave and act in the organization. (b) people who have work commitments have a strong desire to strive earnestly in carrying out the work. (c) people who are committed will work according to their expertise or expertise. They will not want to accept and carry out work that is not in accordance with their expertise and expertise. This is due to the success and success of someone in carrying out the task, is very much determined by the expertise and expertise they have. If the expertise they have is not or is less supportive of the work, then the results of the work they do will not be optimum. (d) has a strong desire or willingness to remain a member of the organization. People who have a commitment are not easy to move from an organization to other organizations, they will try to keep working on an organization. (e) people who are committed will work as well as possible for the benefit of the organization, they will use all the capabilities they have for the success and triumph of the organization in which they work, and (f) people who are committed will always obey and obey the values values and norms that apply in the organization. These values and norms are used as guidelines and guidance in activities. Sixth-six characteristics according to [9] can be used as a principle to determine and know someone's work commitment in the organization.

Based on an analysis of the characteristics of a person or employee who has a work commitment in the organization as described above, it can be concluded that to determine or find out the high or low commitment of a person's work or an employee in an organization can be observed and analyzed based on the behavior displayed in carrying out the work .

B. Dimensions of Work Commitment

Commitment is a person's agreement with himself for the work that is his responsibility, which consists of several dimensions, [10] dividing work commitment to three dimensions, namely affective dimension or affective dimension also called affective commitment (affective commitment), continuence dimension or sustainable dimension which is also called continuence commitment and normative dimension or normative dimension which is often also called normative commitment. Affective dimension or affective commitment is the emotional bond of someone with a job that is his responsibility or with the right organization they work for. Define affective commitment as, the desire of a person or individual to continue or continue to work in the organization because they fully understand the values, norms and work atmosphere that are applicable or are followed by the organization. Carers who have strong affective commitment will show their desire and loyalty to be part of their organization or work. These employees will be committed to work, because they really want to do a job because work is a desire, pleasure or hobby that they must channel. [11]

Next, a sustainable dimension or ongoing commitment, this commitment refers to financing or costs that must be incurred and borne by employees if they leave the work or organization where they work. Because if they leave the job or organization where they work, then they will not receive wages, salaries or pay again as a consequence of the work they do that they will use to fulfill their needs. On ongoing commitment employees will always carry out the work for which they are responsible because they do have to work, if they don't work they will not get the income or income needed to fulfill their needs and will cover all the losses they pay or spend to cover their living needs.

Next is the normative dimension or normative commitment, this dimension is related to the values and norms that apply and is followed by the organization. Employees in the organization feel they will be very suitable and agree with the values and norms, therefore they try not to leave the organization and work that is their responsibility. They feel they are an integral part of the organization and work that exists in the organization. Based on this they have an obligation to work as well as possible in an effort to maintain, develop activities in the organization as expected.

Thus, affective commitment leads to "the employees' emotional attachment to identification, and involvement in the work". This means that affective commitment is related to emotional attachment, loyalty and involvement of employees in the work. Employees who have strong affective commitment will continue or always work, because they really want (want to) to do the job. Sustainable commitment relates to "an awareness of the cost associated with leaving the work". This shows that there are considerations of profit and loss that must be borne by employees if they do not work, this is certainly related to the desire to continue working or even leave work. Employees who work on an ongoing commitment will remain in the organization because they need (need to) do the work because there is no other choice. While normative commitment reflects "a feeling of obligation to continue employment". In other words, normative commitment is related to the obligation to keep working, this means that employees who have a high normative commitment they feel work is an obligation (ought to) to do.

C. Incentive Giving

Every organization wants optimal results in carrying out its responsibilities and the optimal results can only be achieved if the employees in the organization have good performance. Therefore employees in the organization need to be encouraged and motivated so that they can always work well and optimally. One effort that can be done to encourage and motivate employees to work well is by giving rewards or rewards in accordance with the results of their work. Rewards or rewards given on the basis of employee results or work performance are called incentives. [12] and [13], suggesting incentives are additional rewards or rewards given to employees whose results or work achievements are good or exceed the standards set. Incentives are given to employees who have been successful in carrying out tasks. According to Sarwoto [14], incentives are a means or tool to motivate, can be a stimulus or motivator that is given intentionally to

employees so that in themselves arises enthusiasm and commitment in working to excel even better for the organization.

Providing incentives indirectly will affect the successful implementation of activities in the organization. Correspondingly [15] stated "Incentive is an important actuating tool. Human being tend to drive is more intensely when the reward for accomplishing their personal demand is satisfying," in other words, incentives are an important driving force, humans will try harder if the reward (reward) received in the work gives satisfaction to what he wants. Providing incentives will encourage the bodyguard to work even better in an effort to achieve maximum work results. Furthermore, [16] said that "the incentive system link compensation and performance by the employer for their actual result, not for seniority or for hours worked." In other words, the incentive delivery system is related to compensation and employee performance. must be adapted to achievement and work productivity and not based on seniority and length of employment of employees.

An incentive given to employees there are those that can be measured and some that can not be measured. An incentive that can be measured according to Bachtar [17] is known as rewards extrinsic given in the form of objects or goods, while non-measurable incentives are known as rewards intrinsic given in the form of psychological rewards, the second provision - two forms of incentives, aims to encourage or motivate employees to work better in times who will datang in an effort to improve the quality and work productivity of employees and organizations.

The provision of incentives aims to increase motivation and commitment of employees to work better in the future and can show achievement and satisfying work results. [18], said that the provision of incentives to employees aims to increase employee work productivity and make employees who excel to continue to work and be in the organization. By giving employee incentives, will feel cared for and appreciated in carrying out the task, employees who feel valued in carrying out their duties will try to carry out their duties as well as possible. The final goal that will be achieved by providing incentives is to improve the quality and productivity of the implementation of employee work and in its time will be able to increase organizational productivity.

III. CONCLUSION

Based on the previous descriptions it can be concluded that work commitment is an important element that employees must have in carrying out work in the organization. Employees who have a high work commitment will work well in the organization, and will certainly obtain satisfactory results and work performance both in quality and in quantity. Therefore, the work commitment of employees in the organization must receive optimal attention and must always be increased from time to time. Various efforts can be made to increase employee work commitments in organizations such as improving the work culture and climate, complementing facilities and infrastructure, improving leadership attitudes and providing incentives to employees who carry out the work

well. The discussion section in this article discusses the characteristics and dimensions of work commitment and provides incentives to increase work commitment both measurable incentives or incentives in the form of material or non-measurable incentives or non-material incentives.

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