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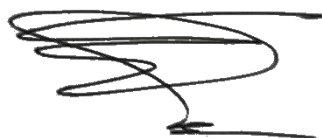
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The Correlation between Information Technology Capability and Organizational Learning and Organizational Performance in PT “XXX” Pharma, Tbk., Pasuruan, East Java

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Abstract. Departing from the close relationship of information technology capability and organizational learning to organizational performance in business organization management, this research aims to find out the effects of information technology capability on organizational learning, and information technology capability on organizational performance in PT. “XXX” Pharma, Tbk., Pasuruan, East Java. This research format is explanatory and survey, while the method employed is quantitative one. Data collection is conducted using questionnaire distributed to 44 respondents. The sampling technique used is purposive sampling one. Data processing is conducted using path analysis technique with International Business Machine (IBM) Predictive Analytic Software (PASW) software version 24 help. The result of research is as follows: Information technology capability affects organizational learning positively and significantly, information technology capability affects organizational performance positively and significantly, organizational learning affects organizational performance positively and significantly, and information technology capability does not affect organizational performance significantly through organizational learning.

Keywords: Information Technology Capability, Organizational Learning, Organizational Performance

1 Introduction

No business is without competitor, at both local and international levels. Thus, in improving its survival, business organization should have sophisticated strategy. This imperative is absolute, moreover when a business organization should face difficult time during global Corona-19 pandemic condition today. This condition may make the product not sold out because consumers encounter reduced income. This condition also likely makes the need for basic material unfulfilled because the supplier of basic material stops their operation. This condition requires the company to have varying information to support the management decision making in dealing with these difficult times. Venkatraman and Ramanujam [1] stated that in the presence of globalization and the increased international competition, the organization accelerates and improves its movement toward information technology.

Increasingly tight global competition requires the company to respond, to formulate strategy and to develop its capability, one of which is technology capability. Technology capability is an organizational or individual resource ability involving firm knowledge, skill, and experience to design, and to produce new innovative products, to improve competitive advantage, thereby achieving the product wanted by the company. Understanding technology capability can help company assess weaknesses and strengths to plan innovative technology strategy.

The capability of understanding information technology can be achieved when the company has people learning, and expanding knowledge and capacity continuously to create new and renewable products. This expansion of knowledge and capacity can be achieved if company has willingness and ability of investing in improving employees' competency. It can be done by means of funding education for employees in the study programs relevant to the heart of company business at higher level. Employees' knowledge, capacity, and competency can be improved through conducting comparative study and continuous research in relevant fields. All of these, of course, need much investment.

These knowledge, capacity, and competency are strategic resources in company; the result of a series of research shows that company's capability can survive longer and develop over years due to not its physical resource size but to its ability of adapting quickly to the change occurring, so that the company management can move the company toward achieving its performance appropriately.

PT. "XXX" Pharma, Tbk has made innovation to provide scientific based-drugs. One of programs being applied intensively is Merck for Mothers, helping suppress maternal mortality rate, so that the company keeps conducting a variety of researches and new product developments. Core value applied includes diversity and teamwork. This company basing in New Jersey, USA wants to be the best one in science and attempts to give access to its products throughout world, and even it targets its products to be used by 80 percent of human population in the world, but the target has not been met today.

Considering the background and problem existing, the problem statements of research are as follows: 1) Does information technology capability affects organizational learning significantly?; 2) Does information technology capability affects organizational performance significantly?; 3) Does organizational learning capability affects organizational performance significantly?; and 4) Does information technology capability affects organizational performance significantly through knowledge management capability?

2 Literature Review

2.1 Theoretical Review

2.2.1 Information Technology Capability

Williams and Sawyer [2] states that information technology is the one combining computation (computer) and communication carrying data, sound, and video. Alter [3] also states that information technology not only includes hardware and software used to process and to store information, but also includes communication technology to send information.

Martin [4] explains that information technology is not only limited to computer technology (hardware and software) used in processing and storing information, but also

involves communication technology to send information. Information technology capability is the organizational skill enabling the function of information technology to give value to various company activities.

Some researches aim to understand how information technology resource provides value to organization [5], because most of these resources are considered as commodity available in the market. On the other hand, information technology skill has been identified as responsibility for the company's operational and financial performances [5].

Capability is characterized to be knowledge enabling organizations to do activities relevant to their survival and competitiveness [6]. Actually, information technology capability such as internal relationship and technical capacity [7][8], is an organizational skill enabling information technology to provide service effectively using overlapping resources [5][9].

The information technology capability is introduced by Ross et al. [8] defining information technology capability as company's ability of assembling, integrating, and applying information technology-based resource. Heijden [10] shows that the measurement of information technology capability involves the relations between information technology department and the rests in other business units.

Recalling the more importance of information in business environment, achieving competency and capability related to instrument and process used to manage information has gotten new urgency. This capability intended is information technology capability. Most studies analyzing information technology capability focus on information technology infrastructure and information technology skill necessary to utilize information technology potency. Considering this, the company's information technology capability can be defined as the company's ability of selecting, receiving, configuring, and applying information technology. In other words, information technology capability includes information technology infrastructure in the company, and supporting process and relevant knowledge.

2.2.2 Learning Organization

Learning organization concept is introduced for the first time by Peter Senge in 1990, and it still uses widely by both public and business organization until today to be the reference concerning what important the learning in an organization is. Senge reveals that there are five disciplines developed as the key to a successful organization development and change: 1) system thinking 2) personal mastery; 3) mental model; 4) building shared vision; and 5) team learning. These five disciplines are explained further below.

a) System Thinking

It is a way of thinking and a language to explain and to understand strength and relationship creating behavior in an organization's systems. This discipline helps see how to change the existing system in order to be more effective and to take action focusing more on the larger process.

b) Personal mastery

Personal mastery is a foundation of creativity and innovation in learning organization, including:

- a. An individual's capacity to achieve their function or an individual's capability of creating life as he/she expects.
- b. Any things related to a series of principles and practices.
- c. Underlying competency and skill.

Personal mastery can be accomplished by means of:

- a. Sharpening and deepening personal vision continuously.

b. Developing capability and patience to see the reality objectively. Some basic characteristics of personal mastery are:

- a. Always be curious, having commitment continuously, seeing the reality more accurately.
- b. Feeling bound to each other.
- c. Learning sustainably but having never “arrived”.
- d. Having broad responsibility for his/her division.
- e. Being self-confident actually
- f. Being aware of self-ignorance and incapability.

The characteristics of an individual with high personal mastery are:

- a. Clear personal vision.
- b. Having high commitment.
- c. Initiative and creative.
- d. Having much self-confident.
- e. Having much responsibility.
- f. Always attempting to develop the self.
- g. Capable of seeing reality objectively.

The importance of personal mastery in organization:

- a. Supporting organization to develop.
- b. Learning organization can occur when each of individuals in the organization does learning.
- c. Achieving the organization’s advantages.
- d. Building shared vision.

c) Building Shared Vision

It is to build commitment in group, by developing the shared representation on the future wanting to be realized, and principle and practical instruction to achieve it. This vision provides focus, direction, and power to members of an organization. Learning is a way of fighting for achieving the vision.

d) Mental Model

Mental model is our mindset containing value and belief we uphold as the foundation or guidelines being to which we refer to in behaving or making decision. Those value and belief refer to our perspective (paradigm) on real world.

e) Team learning

It is a process combining and developing team’s capacity in creating learning and achieving the result wanted by its members. The team involved should learn to give opportunity to many potential thoughts, thereby providing result better than one thought only. This team can transform conversation and collective thinking skill, so that each of group members can develop their intelligence and capability and thereby obtaining better result than the sum of individual competencies.

Marquardt [11] defines the characteristics of learning organization as follows:

- a) Learning is conducted through organizational system entirely and organization as if has one brain.
- b) All members of organization realize the importance of learning organization continuously to the successful organization today and in the future.
- c) Learning is a process running continuously and conducted along with working activity.
- d) Focusing on creativity and generative learning.
- e) Considering thinking system as very important.

- f) Capable of accessing information source and data necessary for the successful organization.
- g) Organizational climate encourages, accelerates, and rewards each individual to learn.
- h) People are connected to each other in an innovative network as a community inside and outside organization.
- i) The change is welcomed, and surprises and even failure are considered as learning opportunity.
- j) Moving easily, quickly, and flexibly.
- k) Each individual is encouraged to improve the quality continuously.
- l) Activity builds on aspiration, reflection, and conceptualization.
- m) Having core competence developed well as the reference to service and production.
- n) Having adapting, reforming, and revitalizing capabilities as the answer to the changing environment.

2.2.3 Organizational Performance

Organizational performance is a theme often discussed in management discipline and a theme considered as interesting to academicians and practitioners. Although the importance of organizational performance concept has been recognized widely, it does not mean that organizational performance issue has been solved. Organizational performance has very broad scope and can be said as the most phenomenal and ever developing problem among academicians.

Organizational performance is a difficult concept in the term of its measurement and definition [12]. Organizational performance is the factor used to measure successful strategy implemented by the company or in other words, organizational performance is a concept to evaluate company's achievement or business activity performed.

In traditional perspective, organizational performance is often called financial performance in which budget, asset, operation, product, service, market, and human resource is very important to consider in affecting the organization entirely. Thus, financial benefit from organizational performance is often related to the organization's success [13]. However, the idea of performance includes fairly broad dimension.

A comprehensive approach to organizational performance consists of not only financial perspective but also all perspectives potential to assess the creation of value in organization. It means that to evaluate the performance of knowledge management program, non-financial indicators should also be taken into account, because knowledge management affects various aspects of performance. A comprehensive approach to this company performance takes financial profit, growth, and non-financial, creativity, customer satisfaction aspects into account [14].

Moehariono [15] mentions that there are three types of performance in an organization:

- a) **Operation Performance**
Operational performance relates to the effective use of all resources by company including capital, basic material, technology, and etc. It pertains to how the resource is used maximally to look for profit or to achieve the vision and mission of company.
- b) **Administrative Performance**
Administrative performance relates to company's administrative performance, e.g., administrative structure governing the authority relation and the responsibility of those occupying the position, in addition it also relates to the performance of information flow mechanism among working units in the company.

c) **Strategic Performance**

Strategic performance relates to company performance, evaluates the company's appropriate choice of environment and its adapting capability, particularly its strategy in performing its vision and mission.

Nfuka and Rusu [16] also argue that the measurement of organizational performance should be viewed from multidimensional perspectives. Viewed from one financial performance factor only, the result will be less perfect in representing the actual company performance condition [17]. The measurement of organizational performance, according to Brady and Cronin [18], can be viewed from two dimensions: market performance and financial performance. Market performance is intended to see the effectiveness of company in all of its market aspects. Meanwhile, financial performance is intended to see the extent to which the company's financial effectiveness, how the company yields profit and return to its investment.

Kaplan and Norton [19] argue that financial data is not the only objective to be achieved by the company. They add that the company uses quality measurement and performance evaluation to combine the company's better incentive and the output orientated to the company's long-term success. Kaplan and Norton have also developed practice to design performance indicator by combining the management incentive system and the organization's broader objective.

2.2 Review on Previous Studies

2.2.1 Puryantini, Arfati and Tjahjadi. (2017). The Relationship among Knowledge Management, Organizational Learning and Organizational Performance

The objective of research is to find out the relationship between knowledge management, organizational performance and organizational learning, and to find out whether or not organizational learning mediates the relationship between knowledge management and organizational performance.

The method of research is quantitative one and data is analyzed using LISREL and SEM path analyses. The result showed that: 1) Knowledge management affects organizational performance positively; 2) Knowledge management affects organizational learning positively; and 3) Organizational learning affects organizational performance positively. Organizational learning is a mediating variable for the relationship between knowledge management and organizational performance.

2.2.2 Pebrianto and Djamhur. (2013). The Influence of Information Technology Capability, Organizational Learning and Knowledge Management Capability on Organizational Performance (A Study of Banking Branches Company in Southern Kalimantan Province)

This research aims to examine and to explain the effects of information technology capability on organizational learning, information technology capability on knowledge management capability, information technology capability on organizational performance, organizational learning on knowledge management capability, organizational learning on organizational performance, and knowledge management capability on organizational performance.

The methods used are qualitative, explanatory, and path analysis ones. The result shows information technology capability affects organizational learning significantly, information technology capability affects knowledge management capability significantly, information technology capability affects organizational performance significantly, organizational learning does not affect knowledge management capability significantly, organizational learning affects organizational performance significantly, and knowledge management capability affects organizational performance significantly.

2.2.3 Sarand et al. (2015). Explaining the Relationships of Knowledge Management Processes with Organizational Performance through the Mediator Organizational Learning

The objective of research is to find out the relationship between knowledge management, organizational performance and organizational learning variables in *shabestar* subsidiary of universitas *azad* Islam.

The method employed is qualitative with sem being the technique of analysis. The result shows: there is a positive significant relationship between knowledge management on the one hand, and organizational learning and organizational performance on the other hand. In addition, organizational learning variable is found to have positive significant relationship with organizational performance. The finding of research confirms the significant effect of organizational learning as mediator in the relationship between knowledge management and organizational performance.

2.2.4 Nafei. (2015). The Mediating Effects of Organizational Learning on the Relationship between Knowledge Management and Organizational Performance: An Applied Study on the Egyptian Commercial Banks

The objective of research is to find out and to analyze the important mediating role of organizational learning in the relationship between knowledge management and organizational performance. It is also intended to explore the important role of knowledge management in achieving superior organizational performance. This research analyzes how knowledge management creates organizational learning and how organizational learning contributes to organizational performance.

The method used in this research is quantitative, while data analysis is conducted using regression technique. The result shows: knowledge management affects organizational learning, organizational learning affects organizational performance, knowledge management affects organizational performance, and knowledge management affects organizational performance through organizational learning.

3 Method

The variables in this research are information technology capability, organizational learning, and organizational performance. The relationship between variables can be seen in diagram 1.

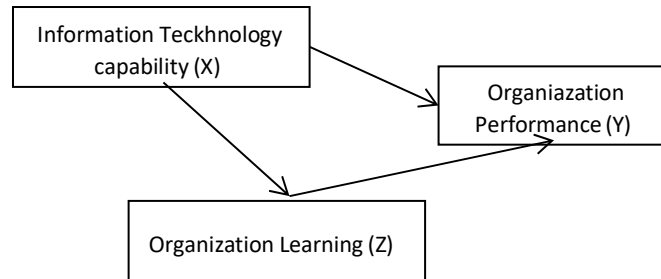


Diagram 1. The Relationship Between Variables.

This research employs quantitative method with explanatory and survey formats. This research takes place in PT. “XXX” Pharma, Tbk., Pasuruan, East Java. The population of research consists of 286 employees. The sample consists of 44 employees, taken using purposive random sampling technique. The employees selected to be the sample are those with position at least supervisor and having subordinates. Data collection is conducted by distributing questionnaire. To enrich the finding of questionnaire, interview and documentation are used.

The questionnaire in this research is tested for its validity and reliability. Before being processed further, the data is tested using classical assumption test including normality, linearity, heteroscedasticity, and multi-collinearity tests. Data analysis is conducted using path analysis technique with International Business Machine (IBM) Predictive Analytic Software (PASW) software version 24 help.

4 Result and Discussion

The result of classical assumption test is as follows: The result of normality test using Kolmogorov Smirnov indicates significance value (Sig.) of information technology capability (0,060), organizational learning (0,200), and organizational performance variables (0,118) more than significance level (0,05). Therefore, all variables are distributed normally.

The result of linearity test indicates the significance value of deviation from linearity for the two variables (0.474) more than significance level (0.05). Therefore, the correlation between information technology capability and organizational performance is linear. The significance value of deviation from linearity for the two variables (0.474) more than significance level (0.05). Therefore, the correlation between organizational learning and organizational performance is linear.

In this research, heteroscedasticity test is conducted using *scatterplot* graphic the result of which is shown by the points of data spreading evenly above and below zero (null) line, not assembling in one place, and not creating certain pattern, thereby it can be said that there is no heteroscedasticity problem.

The result of multi-collinearity test shows that Variance Inflation Factor (VIF) value of information technology capability variable is 3.249 and that of organizational learning variable is 3.143 less than 10. Therefore, those variables do not encounter multi-collinearity problem.

4.1 Information Technology Capability (X) affects Organizational Learning (Z)

Table 1 shows that path coefficient of variables X_1 to Z is 0.324 with $t_{\text{statistic}}$ value of 2.151 and significance value of 2.018 for significance level of 0.05 two side test, sample size (n) = 44, and degree of freedom (df) $n-2 = 42$. Because, $t_{\text{statistic}}$ value (2.151) is more than t_{table} (2.018) and significance value (0.037) less than 0.05, H_0 is not supported and H_1 stating that Information Technology Capability affects Organizational Learning positively and significantly is supported, meaning that in Information Technology Capability affects Organizational Learning in PT “XXX” Pharma. Thus, the better the Information Technology Capability, the better is the Organizational Learning.

The result of hypothesis testing shows that Information Technology Capability affects Organizational Learning significantly in PT “XX” Pharma. It can be seen from $t_{\text{statistic}}$ value (2.151) more than t_{table} (2.018) and significance value (0.037) less than significance level (0.05). In addition, path coefficient of 0.324 is obtained, meaning that each one-point increase in Information Technology Capability will increase Organizational Learning by 0.324 points.

Table 1. Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.173	5.122		3.939	.000
	Information Technology Capability (X)	.330	.153	.324	2.151	.037
a. Dependent Variable: Organizational Learning (Z)						

The result of research is in line with Pebrianto’s (2013) study finding that Information Technology Capability affects Organizational Learning significantly.

Information technology has a large potency to support organizational learning through representing, storing, capturing, and taking structured data, diagram, model, text and image in electronic database [20][21]. The utilization of information technology, according to Robey et al. [22], on the one hand supports the learning process and improves the organizational learning capacity, while organizational learning facilitates the adoption and the implementation of new technology change in organization on the other hand.

Thus, this research shows evidently that Information Technology Capability affects Organizational Learning significantly.

4.2 Information Technology Capability (X) affects Organizational Performance(Y)

Table 2 shows that path coefficient of variables X to Y is to Z is 0.282 with $t_{\text{statistic}}$ value of 2.145 and significance value of 0.038. From t distribution table, it can be seen t_{table} value of 2.018 for significance level of 0.05 two side test, sample size (n) = 44, and degree of freedom (df) $n-2 = 42$. Because, $t_{\text{statistic}}$ value (2.145) is more than t_{table} (2.018) and significance value (0.038) less than 0.05, H_0 is not supported and H_1 stating that Organizational Learning affects

Organizational Performance significantly is supported, meaning that Information Technology Capability affects Organizational Learning significantly in PT “XXX” Pharma. Thus, the better the Information Technology Capability, the better is the Organizational Performance.

Table 2. Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.457	3.595		1.518	.137
	Information Technology Capability (X)	.207	.097	.282	2.145	.038
	Organizational Learning (Z)	.257	.093	.356	2.754	.009
a. Dependent Variable: Organizational Performance (Y)						

The result of hypothesis testing shows Information Technology Capability affects Organizational Performance significantly in PT “XXX”. It can be seen from $t_{\text{statistic}}$ value (2.145) more than t_{table} (2.018) and significance value (0.038) less than (0.05). In addition, path coefficient of 0.282 is obtained, meaning that each one-point increase in Information Technology Capability will increase Performance by 0.282.

The result of research is in line with Pebrianto’s (2013) study indicating that Information Technology Capability affects Organizational Performance.

Information technology capability used for production and operation can improve organizational performance that should plan, monitor, and control supply, facility, and product flow and service. Many production systems and productions can deal with operation and maintain production facilities efficiently, set up the objective, acquire, store, and distribute production material and schedule instruments, facilities, materials, and workers needed to satisfy the order [23].

Through developing information technology capability, the company can create competitive advantage, and essentially can improve organizational performance. Information technology capability, in its relation to other organizational capability, can exert positive synergic effect much more difficult to imitate or to replace by competitor [24][25].

Thus, this research evidently shows that Information Technology Capability affects Organizational Performance significantly.

4.3 Organizational Learning (Z) Affects Organizational Performance (Y)

- Table 2 shows that path coefficient of variables Z to Y is 0.356 with $t_{\text{statistic}}$ of 2.754 and significance value (Sig.) of 0.009. Because $t_{\text{statistic}}$ (2.754) more than t_{table} (2.018) and significance level (0.009) less than 0.05, H_0 is not supported and H_1 is supported, meaning that Organizational Learning affects Organizational Performance significantly in PT “XXX” Pharma. Thus, the better the Organizational Learning, the better is the Organizational Performance.
- The result of hypothesis testing shows that Organizational Learning affects Organizational Performance significantly in PT “XXX”. It can be seen from $t_{\text{statistic}}$ value (2.754) more than t_{table} (2.018) and significance value (0.009) less than significance level

(0.05). In addition, path coefficient of 0.356 is obtained, meaning that each 1 (one) point increase in Organizational Learning will increase Organizational Performance by 0.356 point. In fact, the effect of Organizational Learning (0.356) is more than that of Knowledge Management Capability (0.317) and Information Technology Capability (0.282) on Organizational Performance in PT “XXX” Pharma.

This result is in line with Pebrianto’s (2013), Sarandet et al.’s (2015), Nafei’s (2014) studies finding that Organizational Learning affects Organizational Performance significantly.

Theriou and Chatzoglou [26] states that knowledge management and organizational learning play unique role to themselves in creating organizational capability, thereby resulting in superior performance. Indentation indicates that the company applies the effect of organizational learning performance.

Organizational learning capability will affect organizational learning process. The organization with good learning ability, whether at individual, group, or organizational level, will be able to perform good learning process as well. The good learning process will result in good working output in the organization. It can be said that organizational performance can be considered as a part of organizational learning’s role.

Thus, this research shows evidently that Organizational Learning affects Organizational Performance significantly.

4.4 The effect of Information Technology Capability (X) on Organizational Performance (Y) through Organizational Learning (Z)

To examine the significance of the indirect effect of exogenous variable on endogenous variable, $t_{\text{statistic}}$ value should calculated in the formula below:

$$t_{be} = \frac{\text{BAB I b}}{e} = \frac{0,330 \times 0,257}{0,055} = 1,542$$

Meanwhile, the effect of Information Technology Capability on Organizational Performance through Organizational Learning ($X \rightarrow Z \rightarrow Y$) = $(0.324 \times 0.356) = 0.115$.

Thus, it can be seen that the direct effect of Information Technology Capability on Organizational Performance through Organizational Learning has mediating coefficient of 0.115 with $t_{\text{statistic}}$ value of 1.542. Because $t_{\text{statistic}}$ value (1.542) less than t_{table} (2.018), H_0 is supported, meaning that Information Technology Capability does not affect Organizational Performance significantly through Organizational Learning in PT “XXX” Pharma.

The result of hypothesis testing shows that Information Technology Capability does not affect Organizational Performance significantly through Organizational Learning in PT “XXX” Pharma. It can be seen from $t_{\text{statistic}}$ value (1.542) less than t_{table} (2.018). In addition, the indirect effect of Information Technology Capability on Organizational Performance through Organizational Learning ($X_1 \rightarrow Z \rightarrow Y$) has value of 0.115 less than the effect of Information Technology Capability on Organizational Performance ($X_1 \rightarrow Y$), 0.282.

This finding is different from Sarandet et al. (2015), Mubeen and Ashraf’s (2016), and studies finding that Organizational Learning is a moderating variable for the correlation between Knowledge Management and Organizational Performance. This research cannot prove that Information Technology Capability affects Organizational Performance significantly through Organizational Learning.

5 Conclusion

The effect of information technology capability on organizational learning has positive value; it means that the higher the value of information technology capability, the higher is the organizational learning. Employees knowledge on information technology technically, how far information technology supports the company's operation effectively and efficiently, and how far infrastructure supports information technology activities in the company play very strategic roles in knowledge process such as inventing, storing or retrieving, transfer, and applying knowledge.

The effect of information technology capability on organizational performance has positive value, meaning that the higher the value of information technology capability, the higher is the value of organizational performance. The higher information technology capability the employees have plays fairly important role in organizational performance.

Organizational Learning affects Organizational Performance significantly, as indicated with path coefficient of 0.356, $t_{\text{statistic}}$ value of 2.754 and significance value of 0.009. The positive value indicates that the higher the organizational learning, the higher is the effect of its on organizational performance.

Information Technology Capability does not affect Organizational Performance significantly through Organizational Learning, as indicated with mediating coefficient of 0.115 and $t_{\text{statistic}}$ value of 1.542. It indicates that the change occurring in information technology capability affects organizational performance insignificantly through organizational learning.

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**Pengaruh Komitmen Organisasi dan *Job Insecurity* terhadap Kinerja Karyawan di
PAM Tirta Moedal Kota Semarang**

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Abstrak

Berangkat dari pentingnya peran komitmen organisasi dan job insecurity bagi kinerja karyawan, maka penelitian ini bertujuan untuk mengetahui pengaruh komitmen organisasi dan job insecurity terhadap kinerja karyawan PAM Tirta Moedal Kota Semarang.

Penelitian ini menggunakan metode kuantitatif dengan format penelitian survey dan eksplanasi. Teknik sampling dilakukan dengan teknik sampling total terhadap 31 karyawan. Data dihimpun dengan menyebarkan angket kepada seluruh karyawan, selain itu pengumpulan data juga dibantu dengan teknik wawancara dan dokumentasi. Data diolah dengan teknik analisis regresi linier berganda dengan bantuan software SPSS versi 23.

Hasil penelitian menyatakan sebagai berikut : komitmen organisasi dan job insecurity berpengaruh secara simultan terhadap kinerja karyawan; komitmen organisasi berpengaruh secara signifikan terhadap kinerja karyawan; dan job insecurity berpengaruh terhadap kinerja pegawai tetapi tidak signifikan.

Kata kunci : *komitmen organisasi, job insecurity, dan kinerja karyawan.*

Abstract

This study aims to determine the effect of organizational commitment and job insecurity on the employee performance of PAM Tirta Moedal Semarang City. This research uses quantitative methods with survey and explanation research formats. The sampling technique was carried out with a total sampling technique of 31 employees. Data was collected by distributing questionnaires to all employees, and data collection was employed by interview and documentation techniques. The data were processed using multiple linear regression analysis techniques using SPSS software.

The results stated as follows: organizational commitment and job insecurity have a simultaneous effect on employee performance; organizational commitment has a significant effect on employee performance, and job insecurity affects employee performance but not significantly.

Keywords: *organizational commitment, job insecurity, and employee performance*

1. PENDAHULUAN

Perumda Air Minum (PAM) Tirta Moedal Kota Semarang Cabang Timur merupakan perusahaan yang dikelola oleh Pemerintah Kota Semarang dan bergerak di bidang air minum. Perusahaan ini beralamat di Jalan Parang Kesit Raya, Tlogosari. Perusahaan ini memiliki

standar kinerja bagi setiap cabangnya yaitu dengan menetapkan target pendapatan setiap bulannya. Menurut Soesilo (2002), kinerja organisasi sangat dipengaruhi salah satunya yaitu oleh sumber daya manusia yang berkaitan dengan kualitas karyawan untuk bekerja dan berkarya secara optimal. Dari pernyataan ini dapat disimpulkan bahwa kinerja karyawan akan berkaitan erat dengan kinerja organisasi. Adapun tabel kinerja Perumda Air Minum Tirta Moedal Kota Semarang Cabang Timur sebagai berikut :

Tabel 1 :
Kinerja Perumda Air Minum Tirta Moedal Kota Semarang
Cabang Timur Tahun 2019

Bulan	Pendapatan	Penerimaan	Persentase Ketercapaian
Januari	3.931.979.860	3.601.411.240	92%
Februari	3.674.784.120	3.904.397.570	106%
Maret	3.864.639.390	3.658.378.317	95%
April	4.000.816.705	3.753.623.750	94%
Mei	4.028.413.265	4.107.833.475	102%
Juni	3.702.832.960	3.828.572.295	103%
Juli	4.924.469.200	3.884.671.115	79%
Agustus	5.692.646.650	4.686.315.995	82%
September	5.614.605.950	5.556.742.140	99%
Oktober	5.372.049.600	5.503.276.290	102%
November	5.854.820.600	5.190.860.840	89%
Desember	5.740.224.350	5.693.087.985	99%

Sumber : Perumda Air Minum (2019)

Pada tabel 1 terdapat kolom pendapatan, penerimaan dan persentase ketercapaian. Kolom pendapatan menjelaskan tentang target yang diberikan kepada kantor cabang setiap bulannya. Kolom penerimaan menjelaskan berapa rupiah yang telah diterima oleh kantor cabang. Kolom persentase ketercapaian mengukur berapa persen ketercapaian penerimaan terhadap pendapatan pada bulan tersebut.

Dari informasi diatas, maka dapat disimpulkan bahwa pada tahun 2019 terjadi penurunan persentase penerimaan pada bulan Maret (95%), April (94%), Juli (79%), dan November (89%). Hal ini menunjukkan bahwa terdapat penurunan kinerja karyawan yang mana hal tersebut tidak sejalan dengan tujuan organisasi.

Komitmen organisasional merupakan kondisi dimana karyawan berpihak pada tujuan-tujuan organisasi tertentu dan memiliki minat menjaga keanggotaan pada organisasi tersebut (Robbins & Judge : 2009). Menurut Colquitt *et al* (2011) bahwa komitmen organisasi adalah sebagai keinginan pada sebagian pekerja untuk tetap menjadi anggota organisasi. Bentuk komitmen yang muncul bukan hanya bersifat loyalitas yang pasif tetapi harus memberikan segala usaha demi keberhasilan organisasi yang bersangkutan (Robbins; O' Reilly; Steers dan Porter; dalam Sopiah, 2008). Menurut Khan *et al* (dalam Taurisa dan Ratnawati, 2012) mengatakan komitmen dari seorang karyawan terhadap organisasinya dapat menjadi instrumen penting untuk meningkatkan kinerja dari karyawan tersebut. Pernyataan ini diperkuat dengan pernyataan menurut Ghorbanpour *et al* (2014) yaitu komitmen organisasi memiliki pengaruh positif yang signifikan pada kinerja karyawan, komitmen

normatif meninggalkan efek paling kuat pada rata-rata kinerja, dibandingkan dengan komitmen afektif dan komitmen berkelanjutan.

Job insecurity atau ketidakamanan kerja sebagai kondisi yang berhubungan dengan rasa takut seseorang akan kehilangan pekerjaannya atau prospek akan demosi atau penurunan jabatan serta berbagai ancaman lainnya terhadap kondisi kerja yang berasosiasi dengan menurunnya kepuasan kerja (Greenglass, 2002). Ketidakamanan kerja tidak hanya berkaitan dengan hilangnya potensi lapangan kerja tetapi juga dengan ketidakpastian mengenai isu-isu pekerjaan dan karir termasuk tingkat tanggung jawab seseorang dan kesempatan promosi (Greenhalgh & Rosenblatt, 1984). Pada organisasi, para pekerja yang mempersepsikan adanya *job insecurity* ini cenderung memiliki komitmen organisasi yang rendah yang kemudian dapat berakibat pada penurunan performa atau kinerja kerja dan meningkatkan intensi untuk meninggalkan organisasi (Sverke *et al* 2002).

Berdasarkan temuan penelitian pendahuluan yang dilakukan penulis dapat dinyatakan bahwa komitmen organisasi dan *job insecurity* relative sudah standar dan memadai, namun terindikasi bahwa kinerja perusahaan terjadi penurunan. Berangkat dari temuan penelitian pendahuluan itu, maka tujuan penelitian ini sebagai berikut : 1) Untuk mengetahui apakah komitmen organisasi dan *job insecurity* secara simultan berpengaruh signifikan terhadap kinerja karyawan; 2) untuk mengetahui apakah komitmen organisasi dan *job insecurity* secara parsial berpengaruh signifikan terhadap kinerja karyawan; dan 3) Untuk mengetahui manakah diantara variable komitmen organisasi dan *job insecurity* yang pengaruhnya paling signifikan terhadap kinerja karyawan.

2. KAJIAN LITERATUR

2.1. Komitmen Organisasi

Komitmen organisasional merupakan kondisi dimana karyawan berpihak pada tujuan-tujuan organisasi tertentu dan memiliki minat menjaga keanggotaan pada organisasi tersebut (Robbins & Judge :2009). Komitmen organisasi juga didefinisikan sebagai ikatan emosional antara karyawan dengan organisasi, dan merupakan pengaruh dari perlakuan yang dilakukan karyawan bagi organisasi (Qureshi *et al* 2011). Komitmen organisasi adalah tingkat di mana karyawan terikat dalam suatu organisasi atau sejauh mana seorang karyawan mengidentifikasi perusahaannya dan bersedia untuk melakukan upaya atas nama perusahaannya (Noe *et al* 2011). Van Scooter (2000) menyatakan bahwa pekerja dengan komitmen yang tinggi akan lebih berorientasi pada kerja, disebutkan pula bahwa pekerja yang memiliki komitmen organisasi tinggi akan cenderung senang membantu dan dapat bekerja sama.

Komitmen organisasional sebagai (1) keinginan yang kuat untuk tetap menjadi anggota dalam suatu organisasi; (2) kemauan untuk mengerahkan tingkat usaha yang tinggi untuk organisasi; (3) suatu keyakinan tertentu dan penerimaan terhadap nilai-nilai dan tujuan-tujuan organisasi (Luthans: 2011). Dari beberapa pengertian diatas, maka dapat disimpulkan bahwa komitmen organisasi adalah sikap karyawan dimana karyawan tersebut merasa terikat dengan organisasi sehingga dapat memberikan kontribusi yang terbaik bagi organisasi yang bersangkutan.

Tiga langkah untuk membangun komitmen menurut (O'Reilly & Chatman, 1986), yaitu:

1) Penyesuaian (*Compliance*). Pada tahap ini, fokus jatuh pada kepatuhan karyawan dalam menerima pengaruh orang lain terutama yang bermanfaat bagi karyawan melalui remunirasi atau promosi. Dalam tahap ini, sikap dan perilaku diadopsi bukan karena keyakinan bersama melainkan untuk mendapatkan *reward*. Selain itu, karyawan dalam tahap ini juga melakukan penyesuaian dengan organisasi.

2) Identifikasi (*Identification*). Dalam tahapan ini, karyawan bertahan dalam organisasi karena apa yang mereka terima. Karyawan merasa bangga menjadi bagian dari suatu organisasi, mereka memandang peran yang dimilikinya sebagai bagian dari identitas diri mereka dan perusahaan.

3) Internalisasi (*Internalization*). Pada tahap ketiga, ketika karyawan menemukan nilai organisasi untuk menjadi *reward* intrinsik dan sesuai dengan nilai pribadi mereka maka karyawan akan mengikatkan diri mereka ke dalam perusahaan.

David dalam Sopiah (2008) mengemukakan empat faktor yang mempengaruhi komitmen karyawan pada organisasi, yaitu : 1) Faktor personal, misalnya usia, jenis kelamin, tingkat pendidikan, pengalaman kerja, kepribadian, dll; 2) Karakteristik pekerjaan, misalnya lingkup jabatan, tantangan dalam pekerjaan, konflik peran dalam pekerjaan, tingkat kesulitan dalam pekerjaan, dll; 3) Karakteristik struktur, misalnya besar/kecilnya organisasi, bentuk organisasi seperti sentralisasi atau desentralisasi, kehadiran serikat pekerja dan tingkat pengendalian yang dilakukan organisasi terhadap karyawan; dan 4) Pengalaman kerja. Pengalaman kerja karyawan sangat berpengaruh terhadap tingkat komitmen karyawan pada organisasi. Karyawan yang baru beberapa tahun bekerja dan karyawan yang sudah puluhan tahun bekerja dalam organisasi tentu memiliki tingkat komitmen berlainan.

Untuk mengukur tingkat komitmen pegawai terhadap organisasi terdapat tiga komponen dasar dalam komitmen organisasi menurut Allen & Meyer (1990), yaitu :

1) *Affective Commitment*. Karyawan dengan *affective commitment* yang tinggi akan bertahan dalam organisasi karena mereka ingin (*want to*) bertahan di perusahaan tersebut. Komitmen ini berkaitan dengan keterikatan secara emosional antara karyawan dengan perusahaannya.

2) *Continuance Commitment*. Karyawan dengan *continuance commitment* akan bertahan pada organisasi karena merupakan kebutuhan (*need to*) untuk bertahan dalam perusahaan tersebut. Karyawan merasa akan lebih diuntungkan jika tetap menjadi karyawan perusahaan tersebut.

3) *Normative Commitment*. Karyawan dengan *normative commitment* akan bertahan dalam organisasi karena keharusan atau kewajiban (*ought to*) untuk bertahan dalam organisasi.

2.2. Job Insecurity

Greenglass (2002) menjelaskan *job insecurity* sebagai kondisi yang berhubungan dengan rasa takut seseorang akan kehilangan pekerjaannya atau prospek akan demosi atau penurunan jabatan serta berbagai ancaman lainnya terhadap kondisi kerja yang berasosiasi dengan menurunnya kepuasan kerja. Smithson & Lewis (2000) mengartikan *job insecurity* sebagai kondisi psikologis seseorang (karyawan) yang menunjukkan rasa bingung atau merasa tidak aman dikarenakan kondisi lingkungan yang berubah-ubah (*perceived impermanance*). Menurut Ermawan (2007), *job insecurity* didefinisikan sebagai kegelisahan pekerjaan yaitu sebagai suatu keadaan dari pekerjaan yang terus menerus dan tidak menyenangkan. Pegawai yang mengalami *job insecurity* dapat menurun semangat kerjanya sehingga dapat mengakibatkan turunnya produktivitas kerja. Menurut Greenhalgh dan Rosenblatt (1984) sebagai rasa tidak berdaya untuk mempertahankan kelangsungan (kerja) dalam kondisi kerja yang terancam.

Berdasarkan uraian diatas, maka dapat disimpulkan bahwa *job insecurity* merupakan suatu kondisi dimana karyawan merasa tidak aman akan pekerjaannya.

Adapun berbagai aspek-aspek *job insecurity* menurut Rowntree (2005) yang terjadi dalam lingkup organisasi sebagai berikut: 1) Ketakutan akan kehilangan pekerjaan, karyawan

yang mendapat ancaman negatif tentang pekerjaannya akan memungkinkan timbulnya *job insecurity* pada karyawan begitu pula sebaliknya; 2) Ketakutan akan kehilangan status sosial di masyarakat. Individu yang terancam kehilangan status sosial akan memiliki *job insecurity* yang tinggi dibanding yang tidak merasa terancam mengenai pekerjaannya; 3) Rasa tidak berdaya. Karyawan yang kehilangan pekerjaan akan merasa tidak berdaya dalam menjalankan pekerjaannya.

Menurut Ashford *et al* (1989) dalam Novliadi (2009), mengkategorikan faktor-faktor penyebab *job insecurity* kedalam 3 kelompok sebagai berikut:

1) Kondisi lingkungan dan organisasi. Kondisi lingkungan dan organisasi ini dapat dijelaskan oleh beberapa faktor, misalnya: komunikasi organisasional dan perubahan organisasional. Perubahan organisasional yang terjadi antara lain dengan dilakukannya *downsizing*, *restrukturisasi*, dan *merger* oleh perusahaan. Menurut Deston dan Wisdom (1991) dalam Novliadi (2009), menyatakan bahwa organisasi yang paling sukses dalam menghadapi perubahan yang terjadi adalah organisasi yang menciptakan tradisi pembelajaran. Menurut Susanto (2004) dalam Novliadi (2009), menyatakan bahwa organisasi pembelajar merupakan organisasi yang siap menghadapi perubahan dengan mengelola perubahan itu sendiri (*managing change*).

2) Karakteristik individual dan jabatan pekerja. Karakteristik individual dan jabatan pekerja terdiri dari: usia, gender, senioritas, pendidikan, posisi pada perusahaan, latarbelakang budaya, status, sosial ekonomi dan pengalaman kerja.

3) Karakteristik personal pekerja. Karakteristik personal pekerja yang dapat mempengaruhi *job insecurity* misalnya: *locus of control*, *self esteem*, dan perasaan optimis atau pesimis pada karyawan.

Berdasarkan penelitian Ashford *et al* (1989) dalam Novliadi (2009), diketahui bahwa *job insecurity* yang tinggi yang dirasakan karyawan akan berhubungan dengan :

1) Keinginan untuk mencari pekerjaan baru. Ketegangan yang dipengaruhi oleh *job insecurity* juga penting disebabkan karena efeknya terhadap *turnover*. Seperti *stressor* yang lain, *job insecurity* mungkin berhubungan dengan respon penarikan diri atau sebuah usaha untuk menghindari stres. Oleh karena itu, *job insecurity* seharusnya mempunyai hubungan yang positif dengan keinginan untuk bekerja. Menurut Greenhalgh dan Rosenblatt dalam Novliadi (2009), orang yang mengalami *job insecurity* mungkin juga meninggalkan pekerjaan demi alasan yang masuk akal. Hal ini akan masuk akal bagi karyawan yang khawatir terhadap kesinambungan pekerjaan mereka, kemudian mencari kesempatan karir yang lebih aman.

2) Komitmen organisasi yang rendah. Menurut Ashford *et al* (1989) dalam Novliadi (2009), menyatakan bahwa orang yang mengembangkan pendekatan efektif dalam sikap terhadap perusahaan sepanjang waktu menunjukkan sebagai level komitmen, kepuasan dan kepercayaan yang tinggi. Perasaan *job insecurity* dapat mengancam pendekatan tersebut terhadap perusahaan. Karyawan mengharapkan perusahaan dapat diandalkan untuk menegakkan akhir dari kontrak diantara mereka. Penerimaan *job insecurity* mungkin merefleksikan persepsi individu bahwa perusahaan telah membatalkan kontrak, dalam hal ini tampilan penting terancam, pekerjaan berada dalam bahaya (bahkan keduanya) dan kesetiaan dipengaruhi secara negatif.

3) *Trust* organisasi yang rendah. Menurut Ashford *et al* (1989) dalam Novliadi (2009), menyatakan bahwa individu yang merasa bahwa perusahaan tidak dapat diandalkan untuk menghasilkan komitmen terhadap karyawannya, dapat mengurangi komitmen karyawan terhadap organisasi. *Job insecurity* akan berhubungan secara negatif dengan komitmen karyawan dan kepercayaan mereka terhadap perusahaan. Hubungan ini akan terjadi karena karyawan yang *insecure* akan kehilangan kepercayaan dan keyakinan bahwa perusahaan dapat diandalkan dan pendekatan mereka terhadap perusahaan mereka akan berkurang. 4) Kepuasan

kerja yang rendah. Menurut Ashford *et al* (1989) dalam Novliadi (2009), menyatakan bahwa persepsi terhadap *job insecurity* akan berhubungan secara negatif dengan pengukuran kepuasan kerja. Karyawan dengan tingkat persepsi terhadap *job insecurity* yang rendah akan kurang puas dengan pekerjaan mereka. Para peneliti telah mendefinisikan kepuasan kerja sebagai suatu respon efektif terhadap pekerjaan dan tugas. Orang yang merespon secara efektif terhadap pekerjaan dalam kondisi dimana mereka secara kognitif mempresentasikan atau menerima pekerjaan tersebut.

Menurut Hellgren *et al* (1999) indikator *job Insecurity* yang meliputi:

1) Ketidakamanan kerja kuantitatif. Mengklasifikasikan sebagai kekhawatiran tentang kehilangan pekerjaan itu sendiri. Yaitu munculnya perasaan terancam pada total pekerjaan seseorang, misalnya seorang dipindahkan ke posisi yang lebih rendah dalam organisasi, dipindahkan ke pekerjaan lain dengan level yang sama dalam organisasi atau diberhentikan sementara. Pada sisi lain kehilangan pekerjaan mungkin dapat terjadi secara permanen atau seseorang mungkin di pecat atau dipaksa pensiun terlalu awal.

2) Ketidakamanan kerja kualitatif. Perasaan terancam terhadap tampilan kerja (*Job features*): Misalnya perubahan organisasional mungkin menyebabkan seseorang kesulitan untuk mengalami kemajuan dalam organisasi, mempertahankan gaji ataupun meningkatkan pendapatan. Hal ini mungkin berpengaruh terhadap posisi seseorang dalam perusahaan, kebebasan untuk mengatur pekerjaan, penampilan kerja, dan signifikansi pekerjaan. Ancaman terhadap tampilan kerja mungkin juga berperan dalam mengakses sumber-sumber yang sebelumnya siap dipakai. Seperti: merosotnya kondisi kerja, kurangnya kesempatan promosi dan menurunnya gaji.

2.3. Kinerja Karyawan

Kinerja pada dasarnya adalah mengenai apa yang dilakukan atau tidak dilakukan oleh karyawan, kinerja karyawan yang umumnya diukur dari beberapa elemen yaitu kuantitas dari hasil, kualitas dari hasil, ketepatan waktu dari hasil, kehadiran dan kemampuan berkerja sama (Mathis & Jackson : 2009). Kinerja merupakan hasil kerja yang dicapai karyawan dalam melaksanakan tugas – tugas yang dibebankan kepada karyawan yang didasarkan atas kecakapan pengalaman, kesungguhan serta waktu (Hasibuan : 2010). Kinerja adalah sebagai dari kemampuan maupun motivasi yang digunakan untuk menyelesaikan tugas atau pekerjaan dengan tingkat kemampuan tertentu (Rivai & Sagala : 2011). Menurut Mangkunegara (2016) menyatakan bahwa kinerja adalah hasil kerja secara kualitas dan kuantitas yang dicapai oleh seorang pegawai dalam melaksanakan tugasnya sesuai dengan tanggung jawab yang diberikan kepadanya. Maka dapat disimpulkan bahwa kinerja karyawan adalah kemampuan karyawan untuk menyelesaikan tugasnya sehingga menghasilkan hasil yang positif bagi perusahaan.

Menurut Robbins (2006), faktor-faktor yang mempengaruhi kinerja karyawan dipengaruhi oleh sejumlah faktor antara lain: Iklim Organisasi; Kepemimpinan; Kualitas pekerjaan; Kemampuan kerja; Inisiatif; Motivasi; Daya tahan/ kehandalan; Kuantitas pekerjaan; dan Disiplin kerja.

Kinerja (*performance*) menurut Simamora dalam Mangkunegara (2009) dipengaruhi oleh tiga faktor, yaitu : 1) Faktor individual yang terdiri dari : Kemampuan dan keahlian; Latar belakang; dan Demografi. 2) Faktor psikologis yang terdiri dari : Persepsi, *Attitude*, *Personality*, Pembelajaran, dan Motivasi. 3) Faktor organisasi yang terdiri dari : Sumber daya, Kepemimpinan, Penghargaan, Struktur; dan *Job design*.

Menurut Hasibuan (2008) terdapat enam macam unsur dalam penilaian sebuah kinerja seseorang, yaitu: 1) Prestasi; Penilaian hasil kerja baik kualitas dan kuantitas yang dapat dihasilkan oleh karyawan; 2) Kedisiplinan: Penilaian disiplin dalam memenuhi peraturan-peraturan yang ada dan melakukan pekerjaan sesuai dengan instruksi yang

diberikan kepadanya; 3) Kreatifitas: Penilaian kemampuan karyawan dalam mengembangkan kreatifitas untuk menyelesaikan pekerjaannya sehingga dapat bekerja lebih berdaya guna dan berhasil guna; 4) Kerjasama: Penilaian kesediaan bekerjasama dengan karyawan lain secara vertikal (dengan pimpinan atau bawahan) dan horizontal (dengan sesama); 5) Kecakapan: Penilaian dalam menyatukan dan menyelaraskan bermacam-macam elemen yang terlibat dalam menyusun kebijaksanaan dan dalam situasi manajemen serta kemampuan dalam mengambil keputusan dalam batas kuasanya; dan 6) Tanggung Jawab: Penilaian kesediaan karyawan dalam mempertanggung jawabkan kebijaksanaannya, pekerjaan dan hasil kerjanya, sarana dan prasarana yang digunakan, serta perilaku pekerjaannya.

3. METODE PENELITIAN

Penelitian menggunakan metode kuantitatif, sedangkan format yang dipakai adalah eksplanasi dan survey. Lokasi penelitian ini di PAM Tirta Moedal Kota Semarang Jawa Tengah. Sampel ditetapkan dengan menggunakan tehnik sampling total terhadap seluruh karyawan sebesar 31 orang yang selanjutnya menjadi responden. Data dikumpulkan melalui penyebaran kuesioner kepada seluruh responden. Untuk mengecek dan memperdalam temuan data yang diperoleh dari kuesioner, dilakukan pula wawancara kepada sebagian responden secara acak dan pengumpulan data melalui teknik dokumentasi.

Data diolah dengan teknik analisis regresi linier berganda. Sebelum diolah dengan teknik regresi liner berganda, lebih dulu kuesioner diuji validitas maupun reliabilitasnya. Kemudian, data diuji pula dengan uji asumsi klasik yang meliputi : uji normalitas, heteroskedastisitas, dan multikolinearitas. Dalam analisis data ini, peneliti dibantu oleh software SPSS versi 23.

4. HASIL DAN PEMBAHASAN

Hasil uji validitas menyatakan bahwa seluruh item pertanyaan atau pernyataan dalam angket untuk variable komitmen organisasi, variable job insecurity, dan variable kinerja karyawan dinyatakan valid, karena r hitung $> r$ tabel dan besaran signifikansi $< 0,05$.

Hasil uji validitas menyatakan bahwa seluruh variable dinyatakan reliabel, karena nilai *Cronbach Alpha* $> 0,60$. Hal ini menunjukkan bahwa seluruh pernyataan dalam kuesioner reliabel dan memiliki keandalan yang baik sehingga dapat digunakan analisis selanjutnya.

Hasil uji normalitas menyatakan bahwa distribusi normal, karena berdasarkan hasil uji statistik *Kolmogorov-Smirnov* pada *Exact Sig (2-tailed)* adalah sebesar 0,200 yang berarti $> 0,05$. Maka dapat disimpulkan data berdistribusi normal sehingga dapat diolah selanjutnya.

Hasil uji multikolinearitas dapat diketahui bahwa besar *tolerance* pada komitmen organisasi dan *job insecurity* adalah sebesar 0,774 yang mana berarti *tolerance* $> 0,10$. Lalu pada perhitungan VIF pada variabel komitmen organisasi dan *job insecurity* adalah 1,292 yang berarti bahwa $VIF < 10$. Maka dengan demikian dapat disimpulkan bahwa tidak terdapat problem multikolinieritas pada variabel komitmen organisasi dan *job insecurity*.

Hasil uji heteroskedastisitas menyatakan bahwa pada kolom signifikansi pada variabel komitmen organisasi yaitu sebesar 0,943, sedangkan pada variabel *job insecurity* sebesar 0,088. Karena signifikansi dari kedua variabel tersebut $> 0,05$ maka dapat disimpulkan bahwa tidak terjadi problem heteroskedastisitas.

Uji statistik F untuk menjawab apakah semua variabel bebas yang terlibat dalam model mempunyai pengaruh secara bersama-sama terhadap variabel terikat. Adapun dasar pengambilan keputusan dalam uji F ini yaitu : 1) Jika nilai F hitung $> F$ tabel dan nilai signifikan $< 0,05$, maka variabel bebas secara simultan (bersama-sama) berpengaruh secara signifikan terhadap variabel terikat; 2) Jika nilai F hitung $< F$ tabel dan nilai signifikan $> 0,05$, maka variabel bebas secara simultan (bersama-sama) tidak memiliki pengaruh signifikan terhadap variabel terikat.

Hasil statistik uji F yang telah dilakukan pada SPSS versi 23 menyatakan hasil sebagai berikut :

Tabel 2 : Hasil Uji F

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	252.736	2	126.368	13.169	.000 ^b
Residual	268.684	28	9.596		
Total	521.419	30			

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Komitmen Organisasi, *Job Insecurity*

(Sumber : Data primer yang diolah, 2020)

Dari table 2 dapat dilihat bahwa F hitung sebesar 13,169 > F tabel 3,33 dan mempunyai signifikansi 0,000 < 0,005. Maka dapat disimpulkan bahwa variabel komitmen organisasi dan *job insecurity* mempunyai pengaruh secara simultan atau bersama-sama terhadap kinerja karyawan.

Dari uraian tersebut maka pernyataan hipotesis ke satu (H1) yang menyatakan “ada pengaruh positif signifikan variabel komitmen organisasi dan *job insecurity* secara simultan terhadap kinerja karyawan” diterima.

Uji statistik t menunjukkan seberapa besar pengaruh satu variabel independen secara individual dalam menerangkan variasi variabel independen (Ghozali, 2016). Dasar pengambilan keputusan dalam uji t sebagai berikut : 1) Jika nilai Sig. < 0,05 atau t hitung > t tabel maka terdapat pengaruh variabel bebas terhadap variabel terikat; 2) Jika nilai Sig. > 0,05 atau t hitung < t tabel maka tidak terdapat pengaruh antara variabel bebas terhadap variabel terikat. Hasil uji t tertera pada Tabel 3 sebagai berikut :

Tabel 3 : Hasil Uji t

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.921	4.394		6.127	.000
	Komitmen Organisasi	.234	.073	.496	3.215	.003
	<i>Job Insecurity</i>	.276	.138	.307	1.992	.056

a. Dependent Variable: Kinerja Karyawan

(Sumber : Data primer yang diolah, 2020)

Dari tabel diatas dapat dihtakan bahwa variabel komitmen organisasi besar t hitung 3,215 > t tabel 2,048 dan sig. 0,03 < 0,05. Maka dapat disimpulkan bahwa terdapat pengaruh variabel komitmen organisasi terhadap kinerja karyawan secara signifikan. Sedangkan pada variabel *job insecurity*, t hitung sebesar 1,992 < t tabel 2,048 dan sig. 0,056 > 0,05. Maka

disimpulkan bahwa tidak terdapat pengaruh variabel *job insecurity* terhadap kinerja karyawan. Dengan demikian hipotesis ke dua (H1) yang menyatakan bahwa “ada pengaruh positif signifikan variable komitmen organisasi dan job security secara parsial terhadap kinerja karyawan” diterima tetapi tidak sepenuhnya. Hasil penelitian ini sejalan dengan hasil penelitian Nugraha yang berjudul “Pengaruh Ketidakamanan Kerja dan Kepuasan Kompensasi terhadap Kinerja Karyawan”. Penelitian dilakukan studi pada karyawan kontrak PT Bank Rakyat Indonesia cabang Semarang Patimura”, menyatakan bahwa ketidakamanan kerja berpengaruh negative terhadap kinerja karyawan.

Dengan memperhatikan hasil uji hipotesis ke dua, maka dapat disimpulkan bahwa hipotesis ke tiga (H1) yang menyatakan bahwa “diantara variable komitmen organisasi dan variable job security, variable komitmen organisasi berpengaruh paling signifikan terhadap kinerja karyawan” diterima. Hasil temuan ini sejalan dengan penelitian terdahulu oleh Ida & Frans (2015) yang berjudul Pengaruh Komitmen Organisasi, Motivasi, Kapabilitas dan Kepuasan Kerja terhadap Kinerja Karyawan (Studi Empirik pada Inspektorat Kabupaten Malang) yang menyatakan bahwa komitmen organisasi berpengaruh positif dan signifikan terhadap kinerja karyawan.

Hal ini bisa dimaknai bahwa semakin tinggi rasa komitmen pada organisasi yang dirasakan oleh karyawan maka akan mempengaruhi kinerja karyawan yang semakin baik pula. Dari rasa komitmen tersebut dapat mendorong karyawan untuk meningkatkan kualitas kerja yang dihasilkan.

Menurut Allen & Meyer (1990), terdapat 3 komponen dasar dalam komitmen organisasi, yaitu *affective commitment*, *continuance commitment* dan *normative commitment*. Karyawan dengan *affective commitment* yang tinggi akan bertahan dalam organisasi karena mereka ingin (*want to*) bertahan di perusahaan tersebut. Karyawan dengan *continuance commitment* akan bertahan pada organisasi karena merupakan kebutuhan (*need to*) untuk bertahan dalam perusahaan tersebut. Karyawan dengan *normative commitment* akan bertahan dalam organisasi karena keharusan atau kewajiban (*ought to*) untuk bertahan dalam organisasi.

Para responden cenderung memberikan skor 4 – 5 (pada keterangan setuju dan sangat setuju) pada pernyataan-pernyataan variabel komitmen organisasi. Hal ini menunjukkan bahwa tingkat komitmen organisasi pada karyawan Perumda Air Minum Tirta Moedal Kota Semarang Cabang Timur sangat tinggi.

Uji koefisien determinasi bertujuan untuk mengukur seberapa jauh kemampuan model dalam menerangkan variasi variabel dependen. Nilai yang mendekati satu berarti variabel-variabel independen memberikan hampir semua informasi yang dibutuhkan untuk memprediksi variasi variabel dependen (Ghozali, 2016). Hasil uji determinasi tertuang dalam Tabel berikut ini :

Tabel 4 : Hasil Uji Koefisien Determinasi

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.485	.448	3.0977

a. Predictors: (Constant), Komitmen Organisasi, *Job Insecurity*

(Sumber : Data primer yang diolah, 2020)

Pada Tabel 4 diatas dapat dilihat pada kolom *R Square* yaitu nilainya sebesar 0,485. Dengan demikian dapat dinyatakan bahwa kontribusi atau pengaruh variabel bebas yang terdiri dari komitmen organisasi dan *job insecurity* terhadap variabel kinerja karyawan sebesar

48,50%. Maka dapat disimpulkan bahwa masih ada sebesar 51,50% variable lain yang tidak terlibat dalam penelitian ini namun mempengaruhi kinerja karyawan, kompensasi, budaya organisasi, beban kerja, pendidikan dan pelatihan, dan lain-lain.

5. SIMPULAN DAN SARAN

Berdasarkan hasil pengolahan data dan hasil uji hipotesis, dapat disimpulkan bahwa : 1) Variabel komitmen organisasi dan *job insecurity* berpengaruh positif signifikan secara bersama-sama atau simultan terhadap kinerja karyawan; 2) Variabel komitmen organisasi berpengaruh positif signifikan terhadap kinerja karyawan; 3) Variabel *job insecurity* berpengaruh tidak signifikan terhadap kinerja karyawan; dan 4) Variabel komitmen organisasi berpengaruh paling signifikan terhadap kinerja karyawan.

Berangkat dari temuan penelitian dan simpulan hasil penelitian, maka dapat diusulkan saran ke perusahaan sebagai berikut : Perusahaan perlu melibatkan karyawan dalam pengambilan keputusan atau pemecahan masalah agar tumbuh rasa memiliki terhadap perusahaan sehingga dapat tercipta rasa komitmen yang makin tinggi. Selanjutnya, agar tidak muncul gejala *job insecurity*, perusahaan sebaiknya melakukan deteksi awal gejala *job insecurity* terhadap karyawan sebagai upaya pencegahan. Upaya itu bisa dilakukan dengan cara memperbaiki hubungan ketenagakerjaan sebagai upaya perbaikan dalam masalah *job insecurity* ini. Kepada peneliti yang akan datang, disarankan untuk meneliti variable-variabel yang tidak terlibat dalam penelitian ini namun mempengaruhi kinerja karyawan.

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The Correlation between Information Technology Capability and Organizational Learning and Organizational Performance in PT "XXX" Pharma, Tbk., Pasuruan, East Java

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