

Effect of Recruitment, Competency and Organization Commitment to Performance of the Indonesian Parliament Members Period 2014-2019

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Keywords: Performance, Recruitment, Competence, Organizational Commitment

Abstract: The purpose of this study was to study the effect of recruitment, competency and organizational commitment to the performance of DPR RI members. The research was conducted in Jakarta, and the data were analyzed by using path analysis method. The population of this research were 580 members of DPR RI. The study found of the following: 1. There was positive direct effect on the recruitment to the performance; 2. There was positive direct effect of competency to the performance; 3. There was positive direct effect of organizational commitment to the performance; 4. There was positive direct effects of recruitment to the commitment; and 5. There was positive direct influence of competency to the commitment.

1 INTRODUCTION

There are three types of power in Republic of Indonesia government; namely executive power, legislative power and judicial power. Executive power is to carry out or implement laws. Meanwhile, the legislative power is known as the House of Representatives of the Republic of Indonesia (DPR RI). Article 19, paragraph 1 of 1945 Constitution states that "members of the house of representatives are elected through general elections" (Undang-Undang Dasar 1945).

The house of representatives has a very important function in Indonesian government system. This can be seen in the 1945 Constitution Article 20A paragraph 1 which states "the house of representatives (DPR) have roles as legislative, budgeting, and supervisory".

People demand the transparency and accountability of DPR duties since it has not been optimal in carrying out its functions. Members of DPR often prioritize their roles as supervision and budgeting rather than as the legislative, so the discussion of the Draft Law (RUU) is often very late and inefficient. In addition, while carrying out its

supervisory, the DPR only provides criticism that shows reactive nature. The lack of optimal implementation of the roles and duties of DPR is because the system that regulates the duties mechanism of DPR members does not support effectiveness in carrying out its roles and duties. Therefore, in this period, DPR RI confronts public's assessment which seems to be overthrown its roles and duties due to its inefficient performance.

Furthermore, there are also problems with the recruitment of candidates for DPR. The pattern of recruitment of members of DPR plays an important role in the political system of a country, because the process determines members of DPR who will carry out their functions in country institutions. In this context, political parties that are chosen as members of DPR must have responsibility in finding the right leaders and in accordance with people aspirations. A modern country implies the involvement of political parties in the succession of national leadership. Thus, the system of recruiting prospective leaders (political officials) carried out by a political party determines the quality of leadership of a country. The competency selection of DPR members can be done when recruiting legislative candidates at the beginning of registration. However, in reality so far

they are still chosen by only considering electability factors rather than quality factors. In addition, there must be a strong commitment from every member of DPR, such as commitment on behalf of the people, obeying code of ethics and political ethics - such as discipline and obedience in carrying out their duties and roles, and attending meetings held by the DPR.

In the effort to encourage the performance of the apparatus, it is necessary to pay attention to the factors that can influence it. Human is the main factor because human has thoughts, feelings, self-esteem, social status and other needs. The success of an organization is not merely because it already has members with good and high competencies. However, it is also influenced by the commitment of the members themselves to work optimally using their abilities. With this commitment, the members of DPR will have passions to be able to do their roles and duties with all their capabilities.

Commitment is something that plays an important role in improving someone's duties because people who have a high commitment will do their best in completing their work as well as possible. If DPR members have political commitment, in the process of implementing the constitution will be based on the creation of supervision system and balance between high institutions of Indonesia. This commitment is increasingly felt as an important effort to produce DPR RI which is strong, productive, trustworthy, and authoritative in implementing its roles and duties as legislative, budgeting and supervisory. Organizational commitment is a condition where individuals have trust, attachments, and feelings of ownership of the organization so that individuals will prioritize the organization's concerns rather than individual's concerns. Organizational commitment is also a connection between individuals and organization so that individuals will have feeling of owning the organization they work in. Therefore, an organization which members have high organizational commitment will produce good performance to achieve organizational goals. Organizational commitment had positive and significant impact on its members' performance. (Riaz Khan, et.al: 2010)

DPR RI members must have organizational commitment that is related to a sense of identification (trust in organizational values), involvement (willingness to try as well as possible in the organization's concerns) and loyalty (the desire to remain as member of the organization). As the public knows, before becoming members of DPR RI, they have diverse professions, for example, artists, retirees, entrepreneurs, athletes or from religious leaders. It is necessary to consider and question their commitment to DPR. There are three

main elements in organizational commitment (a sense of identification, involvement and loyalty) that is a very important as based for its members to achieve success in carrying out their duties, so that good performance is created. Members who have a high commitment to the organization will improve their performance. Organizational commitment and member's competency play an important role in their performance (Renyut, 2017).

2 THEORICAL FRAMEWORK

Every organization or company wants its members or employees to have the ability to produce a high performance. This is difficult because performance depends on the results of work that are tangible to the established work standards (Dessler 2002). Thus, performance focuses on the results of the members' work. This means that performance is generated from the roles of a member on a particular job or the results of activities/ works for a certain period of time. The performance of an individual is influenced by four factors; which are: personal factor, including individual skills, competence, motivation and recruitment; quality leadership factor to give motivation, guidance and encouragement; work system and facilities factor provided by the organization; and situational factor including changes and emphasis from internal and external factors (Armstrong and Baron in Wibowo, 2014). Performance in carrying out its roles does not stand alone, but it is related to job satisfaction and reward rates, and also influenced by skills, abilities, and individual's traits.

Obtaining individuals who have best ability and quality is not easy. Therefore, many pathways are used to carry out political recruitment and selection. Several pathways that can be used in political recruitment and selection are:

- a. The coalition of parties or party leaders means parties coalitions are the most important part in political recruitment because most political agreements and appointments are adopted from the results of inter-party coalitions that play roles in a political sphere. This means that political recruitment is inseparable from the role of the party coalition.
- b. The recruitment path based on the abilities of groups or individuals means that this pathway becomes the basic criterion in recruiting someone because it is judged in various aspects and certain criteria, such as distribution of

- power, skills that are in society, directly and indirectly benefiting political parties.
- c. The recruitment based on regeneration means that each party must select and prepare its members who are considered capable and competent in obtaining higher-level political positions and able to mobilize their political parties in order to give a big influence among the public/ community.
 - d. The political recruitment based on primordial bonds. In this modern era, primordial recruitment is possible to happen in the politics world. This phenomenon occurs because of the close and strong kinship between individuals who have political positions so that they are able to transfer or give positions to their closest relatives who are considered capable in carrying out the duties. This phenomenon is known as "political recruitment based on primordial bonds (Asyifa, 2017).

Recruitment is a process in selecting to find or get someone who is expected to have competencies and abilities that are in accordance with the organization's expectations and capable of carrying out the duties assigned.

Competency in public and private organizations is needed especially to answer the demands of the organization, where changes are very rapid, the development of very complex and dynamic problems and uncertainty about the future in the order of life of society. For this individual competencies can be categorized into two, which consists of:

1. Threshold competencies or minimum competencies, is basic competencies that must be possessed by a person/ individual, such as abilities to read and write. For example, a financial manager must have at least accounting or financial knowledge and expertise.
2. Differentiating competencies, is a competency that differentiate a person/ individual with high performance or low performance with other employees, for example someone who has a high motivation orientation is usually considering the purpose beyond what is targeted by the company in working standards. For example, a salesman has more value if he/she can sell many products or a worker can produce more products in a day compare to the results of the work of others (Moeheriono, 2012).

However, knowledge and skills competency is easy to be developed by adding education and training programs to employees who are still

considered lacking in competency. While self-concept competency, character and motives are in the iceberg personality, it is hidden so that it is quite difficult to develop. One of the most effective ways to find out is through psychologists by using tests or interviews.

All behaviors of employees who are committed to the workplace related to the success of organization/ company (Steve, Jex and Britt, 2002). Therefore, managers of organizations/ companies need to pay attention to the performance factors of their members in order to improve performance especially to support the achievement of organizational success. For this reason, organizational commitment basically measures the compatibility between individual's own values and organizational beliefs (Boles, Madupalli, Rutherford, and Wood, 2007). So this organizational commitment describes the relationship between individuals and organizations; if individuals have high organizational commitment, then they will have loyalty, trust to the organization where they work. The success of a person or organization in carrying out a task or duty is often interpreted as work performance and productivity.

3 RESEARCH METHOD

This study used a quantitative approach, survey methods and path analysis techniques. The reason for choosing survey method was because it explains or describes the phenomenon being studied about several influencing variables in a path diagram. Therefore, the technique used is path analysis technique.

In this study, the influencing variables were called exogenous variables, and the variables that were affected were called endogenous variables. There were four variables studied in this study, they were variable X1 (pattern of recruitment), variable X2 (competency), variable X3 (organizational commitment), and variable Y (performance) as the main endogenous variables.

The study was carried out on members of the DPR RI at about 560 members, where each members of DPR had duties in each commission and as apparatus of the council, which was assigned by the faction.

This research was conducted through the period of trial and data collection. The implementation of the instrument trial was started in January 2018. Data collection and processing were carried out from January to July 2018 in the office of DPR RI at

Wisma Nusantara building 1 and 2 located on Jalan Gatot Subroto, Jakarta.

In order to determine the number of the study samples, the *Taro Yamane* formula was used to obtain the legitimacy of the generalization of the study population, within the formula (Riduwan and Akdon, 2006):

Note:

$$n = N / (N \times d^2) +$$

Hence, the numbers of study samples were 233 members of DPR RI. The population of this study was homogeneous because they have the same educational background and status as members of DPR RI. The sampling technique used in this study was "simple random sampling".

Before doing the hypotheses testing, path analysis requirements test was carried out. According to Murwani there are four characteristics or requirements, specifically: 1) Data for each variable is interval data. 2) The relationship between

two variables is linear and additive. 3) The relationship between each of the two variables is recursive (different directions). 4) Residual variables do not correlate each other and also with variables in the system (Muwarni, 2004). Therefore, the requirement test carried out before conducting hypothesis testing were normality, linearity test and path analysis.

4 ANALYSIS

The analysis in this study was conducted within several statistical test requirements. The analysis testing that carried out were the normality test of the regression estimation error data, the significance test and the linearity of the regression and test model.

This table was a summary of the basic data statistics on the research of central tendencies generated:

Table 1: Statistical Data

Central Tendency Value		X1 Recruitment	X2 Competency	X3 Commitment	Y Performance
N	Valid	233	233	233	233
	Missing	0	0	0	0
Mean		2.1943	2.0330	2.2803	2.1079
Std. Error of Mean		4.46131	4.67179	4.55754	4.44002
Median		2.1800	2.0700	2.2700	2.1500
Mode		157.00	131.00 ^a	161.00 ^a	170.00 ^a
Std. Deviation		6.80989	7.13118	6.95679	6.77740
Variance		4.637	5.085	4.840	4.593
Range		235.00	266.00	253.00	238.00
Minimum		99.00	57.00	94.00	90.00
Maximum		334.00	323.00	347.00	328.00
Sum		5.11E4	4.74E4	5.31E4	4.91E4

1. Normality Test

The data used in formulating the regression model were required to meet the hypothesis that the data came from populations were normally distributed. The normality hypothesis was basically stated that a regression model must be normally distributed. The test the hypothesis in this study was conducted by testing the normality of the data from the five errors of research regression that estimate to be analyzed. From the results of testing the study sample was used to draw the conclusion whether the population

observed was normally distributed or not. For normality testing, Lilliefors test was used. In this test, the error (sample) was firstly arranged according to the order of values, the standard number (Z_i), frequency S (Z_i), and the lowest frequency F (Z_i) that were then determined by the differences between the lowest frequency and the real frequency of each error value. The absolute maximum price of the difference was called Lcount. The Lcount value is then compared with Ltable for the real level α = 0.05.

If the value of $L_{count} \leq$ the value of L_{table} , then the estimated error data of Y on X came from the population with normal distribution. Conversely, if the value of $L_{count} >$ the value of L_{table} , then the error data for Y for X was not from a normally distributed population.

Table 2: Test Results of Regression Estimated Error Normality

Regression Estimated Error	N	L_{count}	$L_{table} \alpha = 0,05$	Information
Y on X_1	23 3	0,02 5	0,581	Normally distributed
Y on X_2	23 3	0,03 3	0,581	Normally distributed
Y on X_3	23 3	0,05 3	0,581	Normally distributed
X_3 on X_1	23 3	0,05 1	0,581	Normally distributed
X_3 on X_2	23 3	0,03 1	0,581	Normally distributed

2. Test of Significance and Linearity of Regression

The study hypothesis testing was conducted using regression analysis and correlation techniques. Regression analysis was used to predict the relationship model while correlation analysis was

used to determine the level of influence between research variables.

The initial stage of hypothesis testing was to state the influence of each exogenous variable on endogenous variables in the form of a simple regression equation. The equation was determined by using the result of data measurement which pairing exogenous variables with endogenous variables so that the regression equation model is the most suitable relationship. Before using the regression equation in order to draw conclusions in testing hypotheses, the regression models obtained were tested for significance and linearity by using the F test in the ANAVA table. Test criteria for the significance and linearity of the regression model were set as follows:

Significant regression: $F_{count} > F_{table}$ in the regression line

Linear regression: $F_{count} \leq F_{table}$ in the tuna line matches

The next step was to do correlational analysis by reviewing the level and significance of the relationship between pairs of exogenous variables with endogenous variables.

The overall results of the significance test and regression linearity were summarized in the following table:

Table 3: Test Results of Significance and Regression Linearity Test

Regression	Regression Equation	Significance Test		Linearity Test	
		F_{count}	$F_{table} \alpha = 0,05$	F_{count}	$F_{table} \alpha = 0,05$
Y on X_1	$\hat{Y} = -7,369 + 0,994X_1$	1.129 E5**	3,882	8,090 ns	1,42
Y on X_2	$\hat{Y} = 18,524 + 0,945X_2$	2.346 E4**	3,882	36,45 9ns	1,42
Y on X_3	$\hat{Y} = -9,314 + 0,965X_3$	1.237 E4**	3,882	1,741 ns	1,42
X_3 on X_1	$\hat{x}_3 = 5,374 + 1,015X_1$	1.701 E4**	3,882	1,268 ns	1,42
X_3 on X_2	$\hat{x}_3 = 30,796 + 0,970X_2$	2.083 E4**	3,882	1.518 ns	1,42

3. Model Testing

Based on the causal model formed theoretically, a path analysis diagram will be obtained and then the coefficient values are calculated for each path. Before the calculation was done to test the causality model by using the path analyst method, the research

data was firstly tested and had fulfilled all the necessary requirements.

One of the very important requirements that must be fulfilled was the existence of a significant correlation between related variables and to one another. The relationship that had been proven above had not concluded the occurrence of a causal

relationship between those variables. The data from the field that had been processed and completed the various required tests; hence the next step in testing the causality model was to conduct path analysis.

Table 4: Test Results of the Correlation Coefficient

Matri x	Correlation Coefficient		
	X ₂	X ₃	Y
X ₁	r ₁₂ = 0,993	r ₁₃ = 0,995	r ₁₄ = 0,999
X ₂		r ₂₃ = 0,994	r ₂₄ = 0,995
X ₃			r ₃₄ = 0,991

Within the division of the two models, namely the first sub-structure model, and the second sub-structure model, it can be explained that the path coefficient in the first sub-structure model was the path that connected the recruitment variable to the performance variable, the path that connected the competency variable to the performance variable and path which connected organizational commitment variables to performance variables.

5 RESULTS

The results obtained after conducting a model analysis that was used as a basis in answering hypotheses and drawing conclusions in this study. The results of the study data analysis on the effect of recruitment, competency and organizational commitment on the performance of members of DPR RI have been tested that the four hypotheses were submitted and examined at a significance level of $\alpha = 0.05$ and at $\alpha = 0.01$. Each path of exogenous variables towards endogenous variables had been tested for a positive direct effect.

Explanation of the answers to these hypotheses can be described as follows:

1. Positive Direct Effect of Recruitment on Performance
The results of the analysis of the first hypothesis found out that recruitment had positive direct effect on performance. Based on this finding, it can be concluded that performance was directly influenced positively by recruitment. The better recruitment will result in improved performance.
2. Competitive Positive Effect on Performance
The results of the second hypothesis analysis found out that the competency had positive effect on performance. Based on this finding, it can be concluded that performance was positively influenced by competency.
3. Positive Direct Effect of Organizational Commitment on Performance

The analysis of the third hypothesis resulted that organizational commitment had direct positive effect on performance. Based on this finding, it can be concluded that performance was directly influenced positively by commitment. The increasing of organizational commitment will result in improved performance.

4. Positive Direct Effect of Recruitment on Commitments

The results of the fourth hypothesis analysis was that the recruitment had positive direct effect on organizational commitment. Based on this finding, it can be concluded that organizational commitment was positively direct influenced by the recruitment. The better recruitment will result in increasing organizational commitment.

5. Positive Direct Effect of Competence on Commitments

The fifth hypothesis analysis resulted that competencies directly influence positively on organizational commitment. Based on the findings, it can be concluded that organizational commitment was positively direct influenced by competence. Increasing competence will result in increasing organizational commitment..

6 CONCLUSIONS

Based on the results of the analysis and discussion described previously, the conclusions of this study were as follows:

1. Recruitment had a positive direct effect on performance. This means that the better the recruitment will result in increased performance.
2. Competency had direct positive effect on performance. That is, the better the competency will lead to increase performance.
3. Organizational commitment had positive direct effect on performance. That is, increasing organizational commitment will result in increasing performance.
4. Recruitment had positive direct effect on organizational commitment. That is, the better recruitment will result in increasing organizational commitment.
5. Competency had direct and positive effect on organizational commitment. That is, increasing competence will result in increasing organizational commitment.

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