

# Staffs' Organizational Commitment at Archive and Library Department of Bima District

Nur Anilawati

*Master Program Study of Human Resource Development*

*Postgraduate School of Universitas Airlangga, Campus B. Jl. Airlangga No. 4-6 Surabaya, Indonesia*

**Keywords:** Organization Commitment, Leadership, Staffs' Motivation, Policy.

**Abstract:** This study aims at finding out the development of human resource in improving organization commitment at Archive and Library Department of Bima District. It examines some factor, that including leadership, staffs' motivation, and policy. This study used a qualitative method with a descriptive analysis by giving a picture of staffs' organization commitment at Archive and Library Department of Bima District located in Jl. Soekarno Hatta Manggemaci, Bima District, West Nusa Tenggara. Data collection was conducted by using an observational technique, in-depth interview, documentation, and triangulation. This study involves 9 staffs at Archive and Library Department of Bima District which were selected with purposive sampling. According to the evaluation result, staffs' commitment towards Archive and Library Department of Bima District was excellent. It was proven that no staffs wanted to resign from this organization. This occurred because they accepted the organization's goals, put efforts and were motivated to be a part of the organization. The staffs' leadership and motivation of Archive and Library Department of Bima District was excellent. The reason of their decision to work in public institution (bureaucracy) was not based on physiological needs, but safety and security needs as well as esteem needs and self-actualization.

## 1 INTRODUCTION

Archive and Library Department of Bima District is an institution that has valuable sources about cultures and advantageous knowledge for society. In addition, Archive and Library Department of Bima District also has vision and mission to "be advanced in literacy informational literacy and archiving for Bima society that put reading, developing and archiving in advance".

All of commitment in Archive and Library Department of Bima District is very important because commitment can make staffs be more responsible for their job. Committed staffs will work optimally since they put effort, thought, and time for their job. Thus, what they have done will be in line with the organization's expectation.

Organizational commitment as defined by Luthans (1995) is an act of staffs' devotion and a continual process on how a member of the organization expresses their attention for the success and goodness of their organization. Moreover, devotion is indicated by three things that include (1) strong willingness to be a member of an

organization, (2) willingness to put an effort for an organization, (3) belief and acceptance towards the values and organizational purposes. Motivation is important because it is expected to make staffs work hard and enthusiastically to achieve the high work productivity. A person's action is influenced by the willingness of fulfilling the needs, purpose, and satisfaction. This stimulus will boost people to do their activity. According to Rivai (in Kadarisman, 2012:276), motivation is a set of actions and values that influence individuals to reach individual's goals. Action and value are invisible components that strengthen individuals to act in achieving the goals. As Maslow explains in the motivation theory (in Sopiah, 2008.173), motivation is a levelling human's need from the lowest to the highest level. Maslow also mentions that human's need creates a hierarchy. The lowest hierarchical need should be fulfilled first prior to higher hierarchical need. In order to maintain commitment in an organization, leader's role is very crucial, and effective leadership becomes the main requirement. Effective leadership may help the organization to survive in ambiguity in the future. Garl Yukl (1994) asserted that effective

leadership influences the followers to have higher optimism, confidence, and commitment on the organization's purpose and missions. Thus, the way leaders guide their followers influences their staffs' organizational commitment. Therefore, board of leaders in Archive and Library Department of Bima consist of heads of library. He is helped by heads of library, and heads of three sections to manage and guide the library through various activity, such as leadership or management according to each leader's speciality area. Specifically, the head of library as a supervisor is in account to supervise, establish, correct, and initiate the agenda in the library department. Besides, the head of library is a leader to build collaborative relation and co-operation among employees. It is expected that all each person will be able to move together in achieving the goal through the willingness of accomplishing the task efficiently and effectively. Therefore, all plans in the library will be reinforced for improving the quality of the library in general and specifically to train the staffs do the task operationally. It is interesting to notice that the regional Archive and Library Department, as governmental public organization, includes staffs' motivation, leadership, and policy about the human resource to create commitment. As a regional governmental organization, civil servants in this department always give optimal public services to society.

## 2 METHODS

This study used a qualitative method with a descriptive analysis by giving a picture of staffs' organization commitment at Archive and Library Department of Bima District located in Jl. Soekarno Hatta Manggemaci, Bima District, West Nusa Tenggara. Data collection was done by using an observational method, in-depth interview, documentation, and triangulation. This study involved 9 subjects, such as staffs at Archive and Library Department of Bima District that had been chosen by purposive sampling.

## 3 RESULT AND DISCUSSION

### 3.1 Staff's Motivation in the Archive and Library Department of Bima

Motivation of the staffs in the Archive and Library Department of Bima was based on one reason in terms of why they decide to be civil servants, purpose, and expectation of being a civil servant for the first time. Work stability, suitability of education background, and work insurance are the reasons for them to be a civil servant. It is in line with the argument of Kadarisman (2012 : 277) that says motivation process begins from the needs. Then, it is followed by reinforcement and goals. Other informants said that they wanted to be a professional civil servant by applying their expertise. According to Maslow's motivation theory (in Sopiah, 2008 : 173), there are some levels of the human's needs from the lowest to the highest. They range from physiological needs, safety and security needs, social needs, esteem needs, and self-actualization.

This shows that motivation that belongs to staffs depends on the need of safety and security needs, not physiological needs, esteem needs, and self-actualization.

### 3.2 Leadership in the Archive and Library Department of Bima

Leadership becomes one of key factors in organizational activities and public sector. Rivai asserted that (2004:2) leadership is an influencing process or giving example to the followers through the process of communication to achieve the organization's goals. On the other hand, leadership is defined as thorough action for influencing and reinforcing the effort to achieve the goals. Conceptually, leadership is a process of giving easy way to help others' work more organized in a formal organization to achieve the goals.

To find out leadership, the researcher proposed some questions related to leadership as following:

A leader accomplishes their task by keeping comfortable work environment, and as an example of this, three heads of Archive and Library of Bima is by doing the task based on the division, socializing it, appreciating staffs, being open-minded, sharing to the experienced staffs and listening to the society's complaints. As it is stated Kouzes and Posner (1987) on their initially theory, leadership is related to the ways of challenging the process, ability of facing some challenges for the

organization's development with some indicators; using probability and taking risks.

In terms of leader's support for their followers to achieve the organization's goals and how vision and mission are socialized to all staffs, the findings show that vision and mission are always socialized in the first time of being a civil servant. Three heads in those sections were assigned in early 2017 in the Archive and Library of Bima, and they translated vision and missions in every section to arrange programs that will be ways to achieve the organization's goals and empower as well as utilize the ability of staffs by combing all potentials of the staffs. This is in line with the second explanation about leadership developed by Kouzes and Posner (1987) which asserted that members in an organization should establish common vision with several indicators, such as predicting the future and involving others.

Information obtained from three heads of the department in terms of whether or not leaders reinforce their staffs' motivation to work and guide their productivity to achieve the target shows that evaluation and confirmation on task division were conducted monthly. According to the head of counselling and promotion for the library, extra refreshment and main course used as tips as a tradition in the Archive and Library Department of Bima to boost staffs' motivation. This tradition is not applied in other departments. From the head of archive, it was stated that staffs' need is always facilitated by counselling and coordination after being informed to the head of Archive and Library Department of Bima. This finding is in line with the third leadership from Kouzes and Posner (1987) who said that keeping collaboration among the members and strengthening the relation with the staffs are factors that drive them to perform an action.

In terms of developing staff's mindset and work of the staffs, three heads in the Archive and Library Department serve as role models. They themselves are determined and consecutive at work. Aside from that, they are also willing to guide staffs directly in facing the challenge they encounter. This is in line with the fourth leadership from Kouzes and Posner (1987). Being a role model is an ability to be a good leader that can direct followers to develop.

In terms appreciation and attention towards staffs' performance as well as leader way of expressing feeling & attention, it was found that the Archive and Library Department of Bima applies reward and punishment to appreciate them. In a meeting of staffs evaluation, staffs are given time to give their opinion and express their feeling as well

as to innovate. This is in line with the fifth leadership from Kouzes and Posner (1987) that explained evoking spirit is used to incite individual's contribution and build common spirit. The leadership factor in this case was based on the third rank in the Archive and Library Department of Bima which includes the heads of library section, counselling and promotion section as well as archive section.

The findings of this study show that leadership from the heads of the sections in the Archive and Library Department of Bima was great. This can be seen from the conformity of reality and expectation in terms of work and leadership of the leaders in the sections.

### 3.3 Policy

To find out the policy of the Archive and Library Department of Bima, the researcher proposes some questions about work and position replacement, such as professional track record as well as the researcher asked for their reasons) and future plan of working in other institutions. Moreover, the researcher also asked for the government's policy background for placing them in the Archive and Library Department of Bima and opinions about the government's objectivity in evaluating the staffs' performance. More than half of the staffs have moved to another institution, while others have never moved to another institution. There were more than half of staffs having more than five year professional experience. There were some staffs that never got replaced from the first time they worked for 8 years. Other staffs who had worked for 11 years never had been moved. Moreover, some staffs who had worked for 30 years got moved to other institution twice. Once they were asked about the reasons on their replacement of work, it was found that most of them moved because of government's authority. In terms of government's policy background, the staffs were placed in the Archive and Library Department of Bima because they were given opportunity for other responsibilities and promoted.

## 4 CONCLUSIONS

As a result, the study show that commitment was obtained by the staffs at Archive and Library Department of Bima District was high. It was proven that there was no staff who wanted to resign from the organization. It happened because they accepted organization's vision and mission,

worked hard, and got motivated to take a part in the organization. The leadership of staffs at Archive and Library Department of Bima District was outstanding. In terms of staffs' motivation, the main reason of working for state-public institution was not based on physiological needs. It is, however, safety, security, self esteem as well as self-actualization that have driven/motivated them.

Talking about facilities, archive and library facilities were still far from sufficient since service room and staff administration room are in the same place. In addition, book and archive storage was not well-arranged. Bima government was supposed to solve this problem in order to facilitate the regional Archive and Library Department since it was the source of information that should not be marginalized. This study examined the staffs' organizational commitment that involved motivation, leadership, and governmental policy. The findings showed that the government's policy on the employment specifically staff placement, assessment, and transfer applied to the staffs at Archive and Library Department of Bima District was not well-executed objectively. Therefore, it is recommended that future research focuses on the government's policy in supporting the organization's commitment.

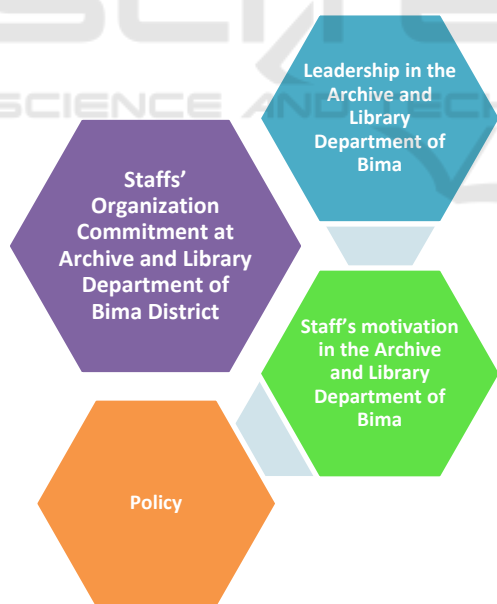


Diagram 1: The development of human resource in improving organization commitment at Archive and Library Department of Bima District.

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