

**EFFECT OF COMPETENCE AND ORGANIZATION COMMITMENT
TO CUSTOMER ORIENTATION OF THE EMPLOYEES
PT. FERTILIZER ISKANDAR MUDA ACEH**

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EFFECT OF COMPETENCE AND ORGANIZATION COMMITMENT TO CUSTOMER ORIENTATION OF THE EMPLOYEES PT FERTILIZER ISKANDAR MUDA ACEH

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ABSTRACT

The purpose of this study was to determine the effect of Organizational Competence and Commitment to Customer Orientation of the Iskandar Muda Aceh Fertilizer KaryawanPT. Hypotheses tested were (1) There is a significant effect between Customer Orientation competency of the employees of PT Pupuk Iskandar Muda Aceh, (2) There is a significant influence of organizational commitment to the Employee Customer Orientation PT Pupuk Iskandar Muda Aceh, and (3) There is a significant influence between Competence and Organizational Commitment together against the Employee Customer Orientation PT Pupuk Iskandar Muda Aceh. The method used is survey with quantitative methods. The sampling technique used in this study were saturated sample or census, the number of sample of 118 respondents. Statistical analysis was used to test the hypothesis in this study is multiple regression analysis. Calculation process performed by SPSS for Windows version 15. The results of the study are: (1) Competence significant effect on the Employee Customer Orientation PT Pupuk Iskandar Muda Aceh. Competency is determined by the magnitude of the influence of the dimensions of intellectual competence, and social emosioanal, (2) Organizational Commitment significant effect on the Employee Customer Orientation PT Pupuk Iskandar Muda Aceh. The magnitude of the effect is determined by the dimensions of organizational commitment Affective Commitment, Normative Commitment to Continuous and commitment, (3) There is significant influence between organizational competence and commitment jointly to the customer orientation of employees at PT Pupuk Iskandar Muda Aceh

Keywords: *Competence, Organizational Commitment, Customer Orientation.*

INTRODUCTION

1. Background

As one of the state-owned PT. Fertilizer Iskandar Muda (PT PIM) have experienced the ups and downs that led to the company in 2003 had ceased operations in 2007 and had to operate again. This is because the supply of gas received by PT PIM stopped by PT. Exxon. The car therefore returned after the operation, the management of PT PIM must think appropriate steps to improve corporate performance through improving the performance of its employees. In improving the competence of its employees, PT. PIM, holding various forms of education and training programs aimed at enhancing the skills of its employees. Based on interviews with the Head of Human Resources, PT PIM provides opportunities for qualified employees to take a high school diploma are three levels (D III) at the Polytechnic Lhokseumawe and for employees who qualified education diploma, given the opportunity to continue their studies in graduate education S-1 (Tier One), at the Bandung Institute of Technology and the Institute Ten Technology November Suarabaya. Education and training of employees of PT PIM is designed on a regular basis, so it expected for employees which still can be improved knowledge and skills, can get the opportunity to participate in educational programs and training.

The shape of the training program provided by PT PIM for employees with a high school education qualification, diploma and bachelor degree. Provision of training programs is expected that employees have the technical knowledge related to the acquisition of equipment and machinery used for the execution of the work and expertise of soft skills, such as how to master the techniques of leaderships, team management and mastery of emotional intelligence competencies. One form of emotional intelligence competency training is to send employees of PT PIM Qolbu Management training in emotional Intelligence Training Bandung and Jakarta. In terms of improving the technical capabilities, PT PIM Fertilize entered into a partnerships with PT Sriwijaya in machine operation and maintenance training. Cooperation aimed at improving the competence of the employees. However, based on observations and interviews as specialization is emphasized by the company in the following education and training programs have led to more emphasis on employees carrying out the duties entrusted to him alone. There is no strong desire to participate in completing the task peers. Besides, it also found the fact that the emotional state of employees is less stable. They are easily offended if there are tasks assigned appropriate disrespected. Factors feel valued and able to do the work is believed to be the main cause of low emotional competence of these employees. However, according to interviews with employees, high levels of emotional factors is due to the natural conditions of employees in North Aceh were hot and the meat eating habits so thought this to be a major cause of high levels of emotional employees. The fact of lack of commitment to the employees of PT PIM is certainly contrary to the meaning of organizational commitment of employees where, according to Luthans (2005:217), commitment Organizational is an attitude seen in employee loyalty to the organization and a continuous process in which organizations partisipan express concern for the organization and subsequent success and survive.

With regard to the views of customers or customer orientation, found a lower orientation of the employees. This is indicated by their insensitivity to respond to something that is complained by the customer. They only work in accordance with what is instructed and no initiative to assist or act on the problems faced by the customers. Orientation work should be directed to give satisfaction to the users of fertilizers but sometimes only done to satisfy target work alone. If there is a negative response from the customers or users of fertilizer, it is rarely acted upon by the employee to be submitted to the management. The impression is as if the employees do not care whether the fertilizer brings fruitful results to users or not. The fact that low orientation on company-owned Enterprises same country as expressed in the research conducted by Macintosh (2007), stating that most of the workers using high technology has low customer orientation. This is because the form of customer orientation that carried the workers as something already standardized by the enterprise and should be done by professionals. But ideally according to Martin, and Bush (2003:117) a customer oriented employees should have a concern for the customer, can diagnose and determine the needs, willing to work hard to develop long-term satisfaction and actively help customers who have problems and who to ask.

2. Formulation of Problem

Problem formulation in this study are :

1. How large the influence of competence on the customer orientation of employees at PT Pupuk Iskandar Muda North Aceh ?
2. How large the influence of organizational commitment to customer orientation of employees at PT Pupuk Iskandar Muda North Aceh ?
3. How large the influence of organizational competence and commitment together towards customer orientation of employees at PT Pupuk Iskandar Muda North Aceh ?

3. Research Objectives

The purpose of this research is to :

1. Competence to determine the effect of customer orientation of employees at PT Pupuk Iskandar Muda North Aceh.
2. Knowing the influence of organizational commitment towards customer orientation of employees at PT Pupuk Iskandar Muda North Aceh
3. Knowing the influence of organizational competence and commitment together towards customer orientation of employees at PT Pupuk Iskandar Muda North Aceh

LITERATURE REVIEW

1. Basis Theory

1.1. Competence

Boyatzis (2008-B:93) suggests, competencies defined as the underlying characteristics of a person that lead to or cause effective and outstanding performance. This means that competence is basic characteristics of a person who leads or has outstanding effectiveness and performance.

Hoffmann (1999:275) stated, the term competency (competency) has no single definition that can be widely accepted (cited of opinion Strebler et al., 1997; Jubb and Rowbotham, 1997). Research in this field and also in the partial reality has developed some sense of this term which presents a work focus researchers and practitioners to implement competency in working them. This approach yields a diverse multi concept called competencies (competencies). The term competencies is considered the most rational in the use of the term competence. The difference in the meaning and use of the new label for this term more intense lately developed through the use of journals, books and other publications. The group of experts in the UK as Strebler et al. (1997) suggests two distinct meanings competency. First, Competencies Expressed as a "Behaviours that an individual needs to demonstrate" (expressed as the behavior of an individual needs to show). Second, "Expressed as minimum standards of performance" (expressed as a minimum standard of performance)(Strebler et al (1997).

Spencer & Spencer (1993:34) classifies the dimensions or components of individual competence into three parts, namely : (1) intellectual competence, (2) emotional competence, and (3) social competence. Spencer & Spencer look at the components of competence and human dimension aspects of inter-personal relationships, but do not include components spiritual competence.

1.2. Organizational Commitment

According to Newstrom and Davis (2002:211), organizational commitment is the degree to which individuals impartially and to actively participate continuously in the organization, which is reflected through the following characteristics : (a) a strong belief and acceptance of the values and goals of the organization, (b) willingness to seek the best for the organization, and (c) there is a definite desire to stay in an organization.

According to Sharma and Patterson (2004:473), organizational commitment is a further establishment of employee loyalty that leads to the similarity of the values that exist in the company to the value of the trust.

According to Jacobsen (2000:190), organizational commitment is something that causes a person to be able to survive working in a company, and it is done with a sincere heart and a happy heart.

According to Robbins (2001:69), organizational commitment is the degree to which an employee is in favor of a particular organization and objectives, and intend to maintain membership in the organization.

According to Durkin (1999:127), organizational commitment is a strong feeling of someone close to the goals and values of an organization in relation to their role towards achieving the goals and values.

According to Steers et al., (1994:374), organizational commitment is a psychological attachment to an employee of the organization, including a very deep involvement in work, loyalty and belief in the values that exist in the organization.

1.3. Customer Orientation

Discussion of the concept of customer orientation is often used in the scientific study of marketing management. This is because the concept of customer orientation focused on how to provide the best possible services to consumers or customers in the form of improved quality of care (service quality). Opinion explains that the study of customer orientation is given by Kotler (2003:121) states that in an environment of intense competition, the company expected customer oriented. So the pillars of the marketing concept is to identify and satisfy customer desires is intended to improve customer relationships.

However, based on research Brady and Cronin, (2001:38) states that there are three factors of interaction (interaction quality) made by any employee with a customer that is : attitude (attitude), behaviors (behaviors), and skills (expertise). Based on the opinion this interaction qualified by employees to customers should include a good attitude to be highlighted by the employee. Furthermore, employees also need to show behavior that reflects the professionalism of employees, and how employees demonstrated sufficient expertise in dealing with customers.

According to Shukla & Sethi (2004:49-62), customer orientation comes from willingness to improve the competence of its employees. This means that the higher the competency of the employees in a company, the better orientation to the customer. Competencies owned by employees should be able to improve employee orientation towards customers. Based on the above it can be concluded that the concept of customer orientation in the context of marketing management is more aimed at the circumstances in which companies deal directly with the customer in which the customer can immediately see and

judge how far a company has been customer oriented. In the context of marketing, customer orientation perspective customers or consumers.

Relationships among variables in the study are presented in the framework of thinking as in Figure 1.

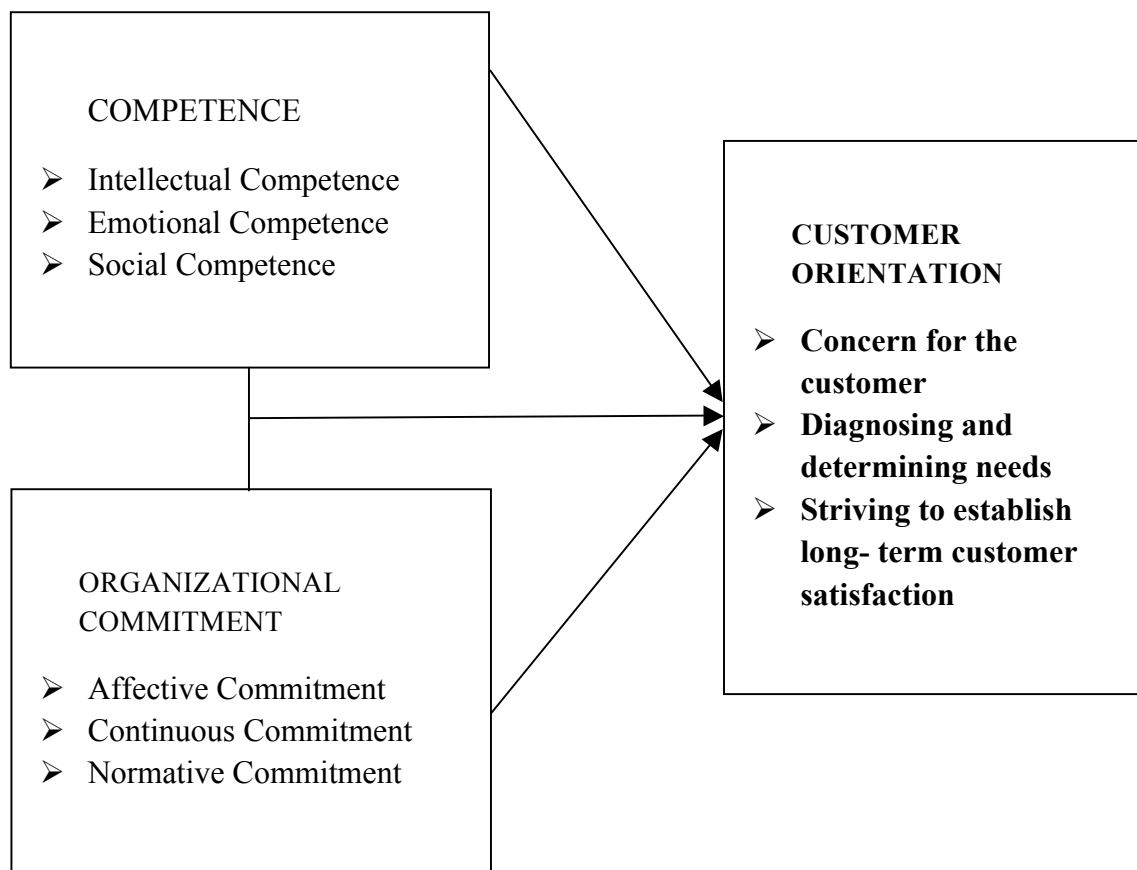


Figure 1. Framework for Thinking

2. Research Hypothesis

The hypothesis in this study can be formulated as follows :

1. There is a partial influence of variable competence and organizational commitment to customer orientation of employees at PT Pupuk Iskandar Muda North Aceh
2. There is a simultaneous effect of variable competence and organizational commitment to customer orientation of employees at PT Pupuk Iskandar Muda North Aceh.
3. Competence Variables affecting predominantly the customer orientation of employees at PT Pupuk Iskandar Muda North Aceh.

METHODS

1. Scope of Research

This study is associative is research conducted in order to determine or influence the relationship between the variables. The method used in this study is a survey research methods.

The Purpose of this study was to obtain an overview of the condition of competence, organizational commitment and customer orientation of employees at PT. Iskandar Muda Fertilizer, and test hypotheses about the influence of organizational competence and commitment to customer orientation. In accordance with these objectives, the type of research is in the form of descriptive research and verification.

2. Population and Sample

The population in this study were all employees of PT. Iskandar Muda Aceh Fertilizer consisting of units of the population to be studied as much as 1171 employees in 2011, which spread within five (5) the company PT. Fertilizer Iskandar Muda Aceh. Sampling method in this study were calculated using stratified random sampling. This method is used on the basis that members of the study population was composed of several strata (Sugiyono, 1999:57) as many as 118 samples.

3. Data Collection Techniques

Data collection techniques used in this research is to use field study (field research) is to conduct observations and interviews directly to an object/location of the studied melalui questionnaire has been prepared.

4. Data Analysis Techniques

The method used in the data analysis in this study is multiple regression analysis (multiple regression analysis). Regression analysis is used to see how much influence the independent variable on the variable not free. Because the method requires the measurement scale on the data are at least interval, before the analysis of linear regression analysis needs conversion done by increasing the scale of the ordinal scale to an interval scale successive Method Interval (MSI). The processing of data is done with the help of the program package SPSS for Windows version 15.

RESULTS AND DISCUSSION

1. Discussion of Results Related to Research Areas

PT Pupuk Iskandar Muda or so-called PT PIM is a subsidiary of PT Pusri (Limited) is engaged in manufacturing of urea and other chemical industries, is the first large-scale project that the Government entrusted to contractors nationwide. PT PIM was established by notarial act Soeleman Ardjasmita SH. 54 on the date of February 24, 1982, with the name of PT Pupuk Iskandar Muda (Limited). Plant location determination PT PIM in Lhoksemawe-North Aceh by the availability of antural gas reserves, the sources of raw water and fertilizer plants port facilities PT AAF as the loading and unloading of equipment manufacturers, as well as a very strategic location for export destinations. PT PIM is a urea fertilizer plant in indonesia to 11 and a urea fertilizer factory to 2 after PT AAF in the province. Currently, PT PIM has two factories producing unit types prill urea (granules) and granule (tablets), each with a capacity equal. Both types of urea fertilizer supply is projected to be in the region every yaer and even can export through the port facilty itself. Factory PT PIM consists of :

- Urea Prill Plant Unit (Urea Plant 1) with a production capacity of 570,000 tons/years, using technology Mitsui Toatsu Japan.
- Ammonia Plant Unit (Ammonia Plant 1) with a production capacity of 386,000 tons/year using technology Kellogg USA.
- Unit Granule Urea Plant (Urea Plant 2) with a production capacity of 570,000 tons/year, using technology from Japan's Toyo Access.
- Ammonia Plant Unit (Ammonia Plant 2) with production capacity of 396,000 tons/year using technology Kellogg USA.

Articles of Association have been amended several times, among others, changes in the capital by PP. 28 dated August 7, 1997; corporate name change from PT Pupuk Iskandar Muda (Limited) to PT Pupuk Iskandar Muda, which is a subsidiary of holding PUSRI. Where all the shares transferred to the PT government PUSRI with 99.99% share holding structure of PT PIM is being fertilizers and other petrochemical companies are reputable and has advantages that can compete both domestically and internationally. Mission PT PIM are :

- Produsing and marketing the highest quality Urea in accordance with national standards in order to meet domestic demand to support sel-sufficiency and to increase international market share
- Participate actively developing partnerships with small and medium enterprises and cooperative
- Participate in the development of petro-chimical industries that use environmentally sound technologies
- Have a commitment in satisfying the parties concerned, with due regard to the performance of the company in order to grow and develop

2. Hypothesis Testing Results In Multiple Regression Analysis

Multiple regression analysis performed with SPSS for Windows is a summary of the results obtained by the model as shown in table 1.

Table 1 Summary of Multiple Linear Regression Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate
1	.916 ^a	.839	.839	.158720

- a. Predictors: (Constant), commitment Organization Kompetensi

Based on Table 1. Above, the value of multiple correlation of 0.916. This value indicates a strong positive relationship between competence and Organizational Commitment together with customer orientation. Value of coefficient of determination (R²) of 0.839. This indicates that the model can explain the variation in the data at 83.9 percent. In other words, there is the influence of Organizational Commitment and Competence together towards customer orientation at 83.9 percent.

The values of the regression coefficient estimation results with the least squares method (Ordinary Least Square) looks like in Table 2.

Table 2. Regression coefficients and values the test results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1. (Constant)	-.169	.130		-1.301	.196
Kompetensi	.285	.050	.282	5.643	.000
Komitmen					
Organizational	.824	.059	.704	14.065	.000

- a. Dependent Variabel : Orientasi Pelanggan

Based on table 3. F-count equal to 299.426 or the p-value (sig.) of 0.000, for p-value $< \alpha$, then H₀ is rejected. That is, the real level of 5% can be stated that there is a positive and significant correlation between Competence and Organizational Commitment together towards customer orientation in PT Pupuk Iskandar Muda Aceh.

Thus, the hypothesis that “there is no influence of Competence and Organizational Commitment to Customer Orientation” was rejected, while the hypothesis that “that is the influence of Competence and Organizational Commitment together towards customer

orientation” acceptable. This means that customer orientation is influenced by the Competence and Organizational Commitment.

The test results showed simultaneous positive and significant relationship between Competence and Organizational Commitment to Customer Orientation. That is the kind of Competence and Organizational Commitment, then Customer Orientation in PT Pupuk Iskandar Muda Aceh will also be better.

CONCLUSIONS AND RECOMMENDATIONS

1. Conclusion

Based on the analysis and discussion can be summarized as follows.

- 1) To improve customer orientation, then the employee should be maintained Competence, leaders of PT Pupuk Iskandar Muda Aceh need to know how to act and react in situation in which people can continually learn and relearn. Leaders should understand the advantages and disadvantages of employee competence.
- 2) To improve customer orientation should be led PT Pupuk Iskandar Muda Aceh maintain or improve Organizational Commitment as giving reward and punishment consistent, because the variable Organizational Commitment is the factor most dominant influence customer orientation in PT Pupuk Iskandar Muda Aceh.
- 3) The Management of PT Pupuk Iskandar Muda Aceh should quickly and actively take measures aimed at satisfying customers, with customer complaints and the matter will immediately respond positively to customer complaints.

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