

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

Oleh :

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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 (Strata One), at the Institute of Technology Bandung and Surabaya Ten November Institute of Technology. Education and training of employees of PT PIM is designed on a regular basis, so it is 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 programs 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 technique leadership, team management and mastery of emotional intelligence competencies. One form of emotional intelligence competency training is to send employees of PT PIM Qalbu Management training in Emotional Intelligence Training Bandung and Jakarta. In terms of improving the technical capabilities, PT PIM Fertilizer entered into a partnership 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 preliminary research, indicated the existence of low social competence. The emphasis on 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 habit 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), organizational commitment is an attitude reflected in the loyalty of employees pitch in organizations and a continuous process in which organizations pastisipan express concern for the organization and success and continues to 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 work done to meet targets 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. Arise impression as if the employees do not care whether the fertilizer bring fruitful results to users or not.

Reality orientation is low on its state-owned enterprises are the same as described in a study conducted by the Macintosh (2007), which states partly of the workers who use high-tech low customer orientation. This is because the form of customer orientation that run the workers as being standardized by the company and must be executed by the employee. Though ideally according to Martin. and Bush (2003:117), a customer-oriented employees must have concern for the customer, can diagnose and determine the needs, willing to work hard to establish long-term job satisfaction and actively help those customers who have had problems and are asking.

2. Problem Formulation

Formulation of the problem in this research is:

1. How much influence the competence of the customer orientation of employees at PT Pupuk Iskandar Muda North Aceh.?
2. How much influence the organizational commitment to customer orientation of employees at PT Pupuk Iskandar Muda North Aceh?
3. How much influence 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 the competencies are the 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 (dikutib of opinion Strebler et al., 1997; Jubb and Rowbotham, 1997). Research in this field and also in the practical 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 seperti Strebler et al. (1997) suggests two distinct meanings competency. Pertama, 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 (2000:473), 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., (1996:374), 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, research demikianberdasarkan 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), behavior (behaviors), and skills (expertise). Based on this opinion interaction quality 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 the 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 to conclude 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 this marketing, customer orientation perspective customers or consum

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

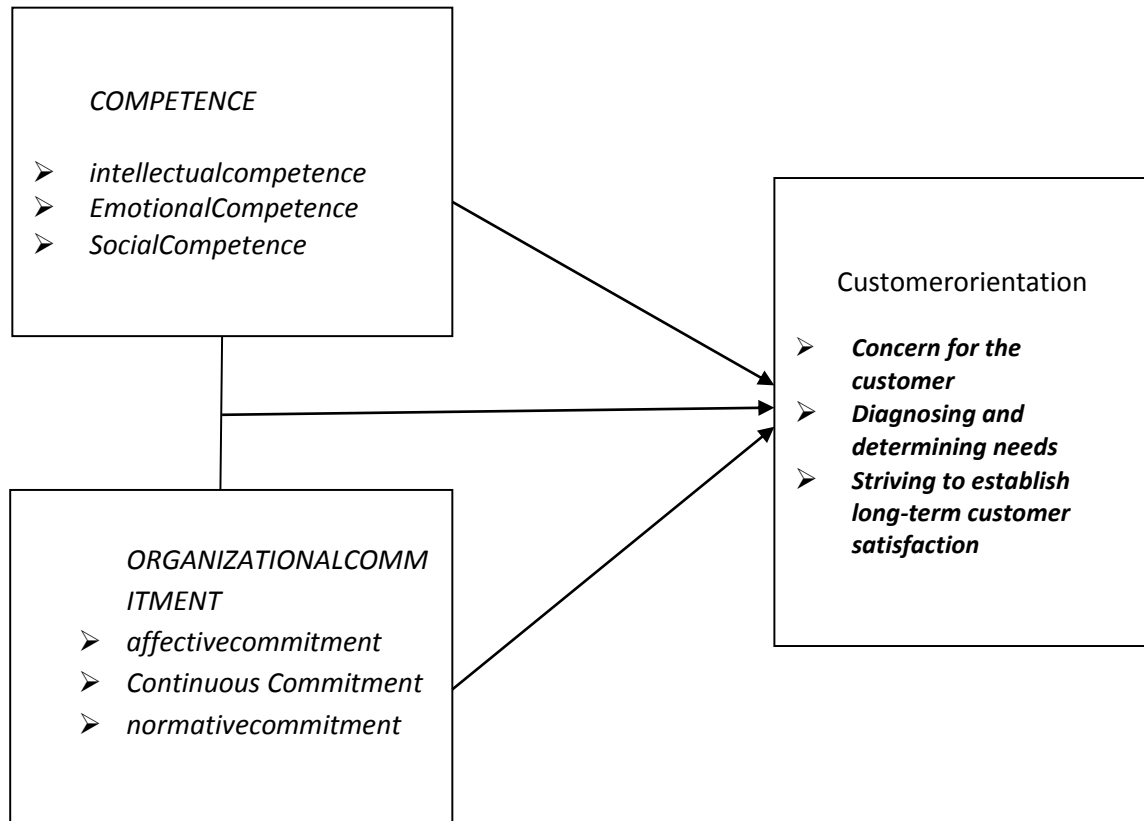


Figure 1. Framework for Thinking.

2.2 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 ie 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 conducted using Random Sampling metodeStratified. 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 the field study (field research) is to conduct observations and interviews directly to an object / location surveyed through a questionnaire that has been prepared.

4. Data Analysis Techniques

The method used in the data analysis in this study is multiple regression analysis (multipleregression analysis). Regression analysis is used to see how much influence the independent variable on the dependent variable. Because the method requires the measurement scale on the data are at least interval, before the analysis of linear regression analysis needs to be done to raise the scale conversion from ordinal scale to an interval scale Susessive 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 Lhokseumawe - North Aceh by the availability of natural gas reserves, the source 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 year and even can export through the port facility itself. Factory PT PIM consists of :

- Urea Prill Plant Unit (Urea Plant 1) with a production capacity of 570,000 tons / year, 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 Acces.
- Ammonia Plant Unit (Ammonia Plant 2) with a 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 date August 7, 1997; corporate name change from PT Pupuk Iskandar Muda (Limited) to :

Table 1. Multiple Linear Regression Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 ^a	.839	.836	.158720

a. Predictors: (Constant), Komitmen Organisasional, 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 Organisasional	.824	.059	.704	14.065	.000

a. Dependent Variable: Orientasi Pelanggan

Based on Table 2. above it can be concluded as follows:

1. Values for the regression coefficients obtained for 0.285 Competence variable with a value of t-count equal to 5.643 and p-value of 0.000. Because p-value <5%, then H0 is rejected. This means that with 95% confidence it can be stated that if the Organizational Commitment considered fixed, the Competence positive and significant impact on customer orientation.
2. Regression coefficients for the variables of Organizational Commitment obtained for 0.824 with t-value of count equal to 14.065 and p-value of 0.000. Because p-value <5%, then H0 ditolak. Artinya with 95% confidence it can be stated that if competence is considered fixed, Organizational Commitment has positive and significant impact on customer orientation.

Simultaneous testing performed by analysis of variance (ANOVA-Analysis of Variance) using the F-test statistic. Tabular analysis of variance was explained in the previous section. The results of calculations with the help of the program package SPSS for Windows for diversity analysis and test results obtained the results as in Table 3.

Table 3. Analisis Variance and Results The tests

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.086	2	7.543	299.426	.000 ^a
	Residual	2.897	115	.025		
	Total	17.983	117			

a. Predictors: (Constant), Komitmen Organisasional, Kompetensi

b. Dependent Variable: Orientasi Pelanggan

Based on Table 3. F-count equal to 299.426 or the p-value (Sig.) of 0.000, for p-value < α , 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 "there 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 antaraKompetensi 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) Employee Competencies Customer Orientation positifterhadap influential PT Pupuk Iskandar Muda in Aceh. The magnitude of the effect is determined by the dimensions of Employee Competency intellectual competence, competence emosioanal and social competence.
- 2) Organizational Commitment positive effect on customer orientation in PT Pupuk Iskandar Muda Aceh. The magnitude of the effect is determined by the dimensions of Organizational Commitment Affective Commitment, Normative Commitment Continuous and commitment.
- 3) Employee Competence and Organizational Commitment jointly positive effect on customer orientation in PT Pupuk Iskandar Muda Aceh.

2. Suggestions

Based on the findings and conclusions in this study, it is recommended that the following things.

- 1) 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 a situation in which people can continually learn and relearn. Leaders should understand the advantages and disadvantages of employee competency
- 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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