

THE INFLUENCE OF INTRINSIC AND EXTRINSIC FACTOR ON COMMITMENT AND THE IMPACT ON THE PERFORMANCE OF EMPLOYEES

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Abstract

This study aimed to determine the influence of intrinsic and extrinsic factors on commitment and impact on the performance of employees of Sejahtera Sunindo Trada Company. The populations in this study were employees of Sejahtera Sunindo Trada totaling 100 people. The entire population was sampled, so that the samples were 100 respondents. No sampling technique for this study since used census study which all employees which the workshop became respondents. The analytical tool used in this research was Structural Equation Model (SEM) using Partial Least Square (PLS). The first hypothesis testing showed there was no significant positive influence between intrinsic factors and commitment by the t value was smaller than the value t table $1.274 < 1.96$. The second hypothesis testing showed there was no with significant positive influence between extrinsic factors with the commitment to the value of t is greater than t table is $1.973 > 1.96$. The third hypothesis testing showed no significant positive influence between commitment and performance and the intrinsic value of the t less than the value t table is $1.181 < 1.96$. The fourth hypothesis showed there was no significant positive influence between intrinsic and performance with the value t was greater than t table $3.008 > 1.96$. The fifth hypothesis was there no significant positive influence between extrinsic factors and performance by the t value greater than the value t table is $3.864 > 1.96$.

Keywords: Intrinsic factor, Ekstrinsik factor, Commitment, Performance

Abstrak

Penelitian ini bertujuan untuk menentukan pengaruh faktor intrinsik dan ekstrinsik pada komitmen dan dampaknya terhadap kinerja karyawan perusahaan Sejahtera Sunindo Trada. Populasi dalam penelitian ini adalah karyawan Sejahtera Sunindo Trada berjumlah 100 orang. Seluruh penduduk adalah sampel, sehingga sampel adalah 100 responden. Tidak ada teknik sampling untuk penelitian ini karena penelitian yang digunakan sensus dimana semua karyawan yang lokakarya menjadi responden. Alat analisis yang digunakan dalam penelitian ini adalah Structural Equation Model (SEM) menggunakan Partial Least Square (PLS). Pengujian hipotesis pertama menunjukkan tidak ada influence positif yang signifikan antara faktor intrinsik dan komitmen dengan nilai t lebih kecil dari nilai t tabel $1,274 < 1,96$. Pengujian hipotesis kedua menunjukkan tidak ada dengan influence positif yang signifikan antara faktor ekstrinsik dengan komitmen terhadap nilai t lebih besar dari t tabel adalah $1,973 > 1,96$. Pengujian hipotesis ketiga menunjukkan pengaruhnya tidak positif yang signifikan antara komitmen dan kinerja dan nilai intrinsik dari t kurang dari tabel nilai t adalah $1,181 < 1,96$. Hipotesis keempat menunjukkan tidak ada pengaruh positif yang signifikan antara intrinsik dan kinerja dengan nilai t lebih besar dari t tabel $3,008 > 1,96$. Hipotesis kelima ada pengaruh positif yang signifikan antara faktor ekstrinsik dan kinerja dengan nilai t lebih besar dari nilai t tabel adalah $3,864 > 1,96$.

Kata kunci: Faktor intrinsik, Faktor ekstrinsik, Komitmen kinerja

JEL: M54

1. Research Background

Company has been built for certain purpose that is intended and has to be achieved. Because of that, each company, whatever the form of business is, need human resources that have the ability to think, act, and also skilled in facing the business competition. One of the most important aspects in company is performance of employee which is how employee does everything that related with some works or roles in certain company. The role of human resource within an organization is a very important determinant for effectivity and succeeds of an organization to achieve its goal. For that, company demanded to increase the quality of human resource so it is hoped there will be increasing in performance of employee.

Each individual that works in a company or organization has to have commitment in terms of working, because with the commitment in working, the goal of the company can be achieved. But sometimes a company or organization paying less attention to their employee's commitment, it is affecting the decreasing of performance of employee or the loyalty of employee become reduces.

PT. Sejahtera Sunindo Trada as the main dealer of Suzuki R4 is one of the branches of Sunmotor Group that established in 23 January 1998, it is a company which engages in the branch of automotive which are car sales, workshop, and spare parts for car under the brand of Suzuki, and committing to become a leading company by giving the best service for consumer with the moto "serve wholeheartedly". In order to achieve that goal, the best human resource with high organization commitment is needed so it will increase the performance of employee and company. One of the organization commitments of employee can be performed through the result of the service achievement on each month. The higher service achievement, the better performance has been achieved.

The valuation of performance for service advisor is done directly by Halo Suzuki Team. Valuation is done by the way of calling customers directly with the deadline of 3 up to 7 days after service and asks a few questions about the comfort of workshop and the service of service advisor. For the service of service advisor, customer is asked to give mark from 1 up to 10 and those marks will be accumulated and averaged so that the advisor will get the mark that they call CSI (Customer Satisfied Index). Service advisor is stated as doing good job if the CSI mark minimum is 900. In order to get 900 up to 1000 mark, besides giving great service, service advisor must also give information about the car which is during the registration, working up to the total cost of the service also following up the customer 1 or 2 days after the service by asking the comfort of the car after the service, and also asking the customer about the customer satisfaction value. If the customer is satisfied and gives good mark, so the data of the customer will be sent to Halo Suzuki Team and they will randomize the data that will be given to call.

Suzuki workshop in PT Sejahtera Sunindo Trada gives extra compensation insentive for service advisor that make 900 CSI mark and they also enacted reduction of insentive if the CSI mark is below 900 on each month. Central Suzuki located in Jakarta rates the performance of service advisor in order to keep and increase the quality of the service for the customer. CSI value becomes the motivation for service advisor because in 1 year service advisor in Indonesia will be chosen from the highest CSI value and given award. The award that is given to best service advisor is a motorcycle. The company also gives award to employee from workshop section in form of cash with the best employee category which are service advisor, forman, mechanics, and sparepart admin.

Intrinsic factor is the factor that comes from the employee themselves which are age, education, work experience, stability of personality, and gender. The age of employee of PT. Sejahtera Sunindo Trada is in the range of 20 – 40 years old, with the most educational background of STM or SMK because most of them are mechanics, and then D3 and S1. Working experience

of most of the mechanic employee are obtained from their schools which are STM or SMK with the major of automotive and also from apprentice or training. Employee have attitude or sense to help each other, this can be seen from one work that does not get finished by 1 mechanics only but other mechanic or those who have not got their work order letter (SPK) help the other mechanics that get the SPK already. Most of the workshop employees are male.

Extrinsic factor is the factor that comes from within the organization, for instances recruitment, training and development, compensation, and partnership. Employee recruitment section workshop pass the stages that have been determined which are interview with HRD, psychotest, and interview with head of each division. There are a lot of training for employees that have position as service advisor, forman, and mechanics such as softskill training that held in order to socialized the way to serve the customer in the best way. Meanwhile for forman and mechanics there is technical training which is held in order to socialized the way to finish the work based on the procedure that has been determined. Beside that, there is training that is held for service advisor, forman, and mechanics at the same time which is new product training. Beside in order to get training, employees also have the chance to get a better career or career path in the order of mechanics to be forman, forman can be service advisor and service advisor can be service manager. The form of compensation for employee is basic salary, meal and transportation allowance, insentive. Beside that, employees also get the health insurance for inpatient and medicine claim for outpatient with the ceiling that has been determined by the company and insurance.

From the analysis above formulated problems as follows:

1. How is the influence of intrinsic factors on commitmen of employee?
2. How is the influence of exterinsic factors on commitmen of employee?
3. How is the influence of commitment on performance of employee?
4. How is the influence of intrinsic factors on performance of employee?
5. How is the influence of exterinsic factors on performance of employee?

The purpose that wants to be achived in this study is to know the influence of intrinsic and extrinsic fators on commitment also the impact on performance of employee.

1.1 Literature Review

1.1.1 Performance

Performance is a general terminology that is for all or part of act or activity form an organization in 1 periode with the reference in some numbers of standards such as the cost of past or the one that projected with accountability efficiency based or management accountability or else.

Performance is the result or outcome of a process (Nurlaila, 2010:71). According to behavioral approach in management, performance is quality and quantity of something that is resulted or service that is given by someone that does the work (Luthans, 2005:15)

Performance also can be described as the level of achievement of implementation of activity in creates target, goal, mission, vision of company that decanted in formulation of strategy planning a company.

There are three dimensions to measure performance of employee, which are (Wirawan, 2012:54):

a. Work result

Is the the outcome of work in form of goods and service that can be counted and measured the quantity and quality?

b. Work behaviour.

There are two kinds of work behaviours which are personal and work behavior. Personal behavior is behavior that has no correlation with work, such as the way of walking; the way

of speaking etc. meanwhile work behavior is the behavior of employee that has correlation with the work such as hard working, friendly with customer etc.

c. **Personal Character**

Personal character that has correlation with the work is the personal character that is needed for doing the work.

1.1.2 Commitment

Commitment came from the latin “commiter” which means combining, uniting, trusting, and doing that. According Gibson (1997) it is the identification of sense, involvement of loyalty that is revealed by the workers toward organization. Commitment is showed in accepting attitude, strong belief on the values and goals of the organization, and the existence of encouragement to maintain the membership within the organization in order to achieve goal of the organization.

Organizational commitment is the level in which employee believe and accept the goal of the organization, and also willing to live together with the organization, Robert L. Manthis, John H. Jackson (2006). Mayer and Allen (Purnamie, 2014) mentioned three dimensions of commitment which are:

a. **Affective Commitment**

Affective Commitment refers to emotion that clings to employee to identify and involve them with the organization. Employee with strong affective commitment tends to regularly loyal to the organization because it is their true will within their heart.

b. **Normative Commitment**

Normative Commitment refers to reflection of feeling on obligation to be employee of the company. Employee with high normative commitment feel that they has to keep working on the organization where they are currently working

c. **Continuance Commitment**

Continuance Commitment refers to awareness of the employee that related to the cause of the dead of the organization.

1.1.3 Intrinsic Factor

According to Herzberg (1987), intrinsic factor also called as intrinsic motivator which is the factor that is related to aspects contained within the work itself.

Sjafari Mangkuprawira (2011), also mentioned that intrinsic factor is the factor that can encourage the commitment degrees which comes from the employee themselves. The factor intrinsic covers social economic condition of family, age, education, working experience, stability of personality and gender.

1.1.4 Entrinsic Factor

According to Herzberd (1987), entrinsic factor also called as hygien factor which is factor that exists around the working implementation.

According to Sjafri mangkrupawira (2011), entrinsic factor is the factor that can encourage the occurance of commitment degrees in all kinds of aspects of organization or factor that comes from within the organization, which covers carrier management, performance management, recruitmen, training, and development, compensation, and partnership.

Theoretical frame that is used in thois research refers to the concept from Prof. Dr. Ir. Tb. Sjafri Mangkuprawira, (2003:248). The picture of the Theoritical theory is as follows:

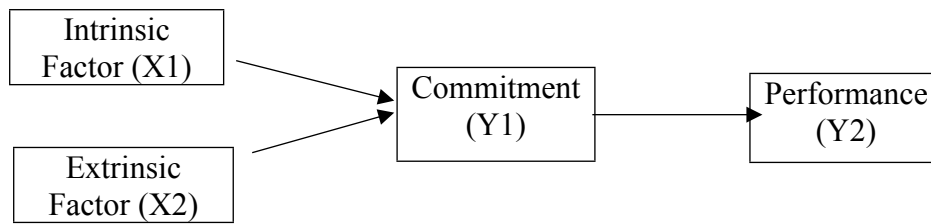


Figure 1. Theoretical Frame
Source: Mangkuprawira (2003:248)

1.1.5 Hypothesis

1. Ha1: there is significant positive influence of intrinsic factor on employee commitment.
2. Ha2: there is significant positive influence of extrinsic factor on employee commitment.
3. Ha3: there is significant positive influence of commitment on performance of the employee.
4. Ha4: there is significant positive influence of intrinsic factor on performance of the employee.
5. Ha5: there is significant positive influence of extrinsic factor on performance of the employee.

2. Research Methods

This research is comparative casual, which is types of research with the problem characteristic in the form of causality between two variables or more (Indrianto & Supomo, 2002). Operational definition for each variable is:

2.1 Performance (Y2)

There are three indicators to measure performance of employee, which are (Wirawan, 2012:54): work result, work attitude, and personal characteristic which have correlation with the work.

2.2 Commitment (Y1)

Indicator to measure commitment according to Mayer and Allen (Purnamie, 2014) are: affective Commitment, Normative Commitment, and Continuance Commitment.

2.3 Intrinsic Factor (X1)

Factor that comes from the employee themselves (intrinsic factor) covers (Mangkuprawira, 2011): Social Economic Condition of Family, Age, Education, Working Experience, Stability of Personality and Gender.

2.4 Extrinsic Factor (X2)

The basic indicators of measurement are (Mangkuprawira, 2011): Carrier Management, Performance Management, Recruitmen, Training, and Development, Compensation, and partnership.

Population in this research is the whole employees of Suzuki car workshop in PT Sejahtera Sunindo Trada which are 100 people. In this research, the whole population is made as sample which is 100 employees. This research uses census research because total population made as sample. This kind data used in this research is primary data, which is obtained directly from the source through the questionnaire spread to the workshop employee in PT. Sejahtera Sunindo Trada. Primary data is data and information that obtained directly from the source which is workshop employee in PT. Sejahtera Sunindo Trada, about the response of the employee extrinsic

factor (X1), extrinsic factor (X2), commitment (Y1), and performance (Y2). Secondary data is the data that obtained from another source, for instance books, journal, and another literature.

Descriptive analysis is the picture or description of certain data which is seen from mean, deviational standard variant, maximum, minimum, sym, range, kurtosis, and skewness (distributional slant) (Ghozali, 2011). Quantitative analysis is the data processing in form of numbers. In this research data processing uses analytical tools as follows:

1. Validity Test

Validity test used to test the accuracy of the question that is used as the instrument in variable acknowledgment. Validation of the research data is determined by the accurate process of measurement (Indriantoro and Supomo, 1990). Validity test used to test the legitimate and valid or no in terms of questionnaire. Questioner stated as valid if the question within the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2011).

Validity test is done as much as 100 questionnaires that shared to the workshop employee of PT. Sejahtera Sunindo Trada as the response. In this research validity test is done by look at Convergent validity from measurement model with the reflective indicator can be seen from the correlation between score item and indicator with the constructor score. Individual indicator considered as reliable if it has the correlation value above 0,70. Even so, in developmental stage research scale, loading 0,50 up to 0,60 still can be accepted.

2. Reliability Test

Reliability test is the tools to measure a questionnaire which is the indicator of variable. A questionnaire stated as reliable if the answer of the correspondent on the question within the questionnaire is consistent from time to time (Ghozali, 2003). Individual indicator said as reliable if it has correlation value above 0,70. Even so, in developmental stage research scale, loading 0,50 up to 0,60 still can be accepted.

3. Data Analysis Technique

In counting the data processing, this research uses Structural Equation Model (SEM) with the analytical tool Partial Least Squares (PLS). in order to get quantitative data, Likert scale is used. Analytical tool to test the hypothesis in this research is Multivariate Structural Equation Model (SEM) by using the Partial Least Squares (PLS) version 3.0 which is the alternative in structural equation method (Ghozali, 2014). Stages that have to be done for data analysis by using Partial Least Squares (PLS) version 3.0 analytical tool

3. Result and Discussion

3.1. Measurement Model

Convergent validity of measurement model with the reflective indicator can be seen from the correlation between score item or indicator with the construction indicator. Individual indicator can be said as reliable if it has value above 0,70. But even so, in the developmental stage research scale, loading 0,50 up to 0,0 is still acceptable. Figure 2 shows the validity test of the model result with the stage 1 convergent validity.

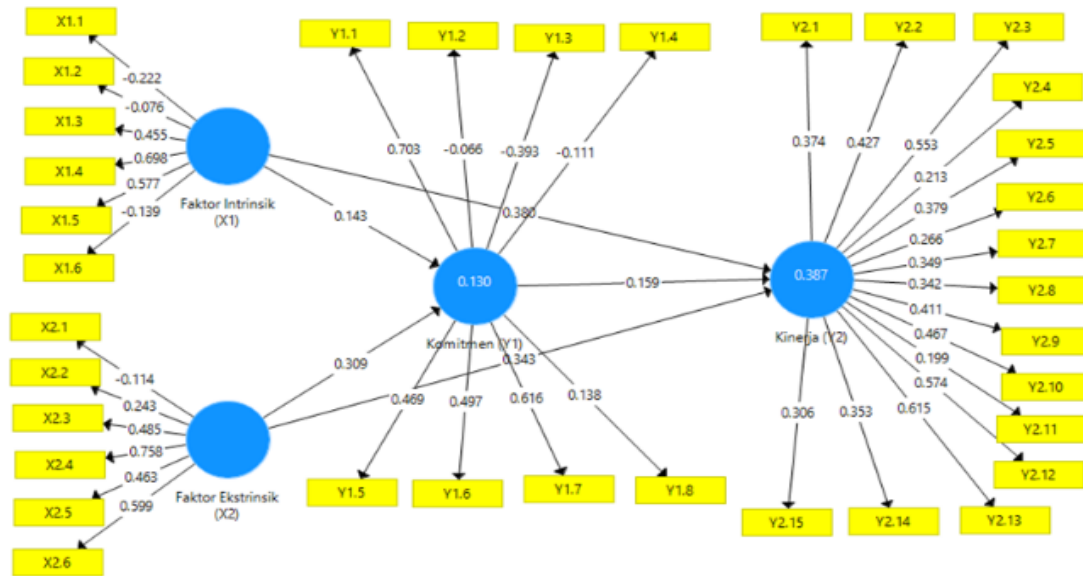


Figure 2. Test Result of Convergent Validity Model Stage 1

Source: Output result PLS, 2014

Based on Figure 2 above, it is seen that some indicators that shapes constructional variable are yet to be valid partly because of the value of loading factor is smaller than 0,5 which is X1.1, X1.2, X1.3, X1.6, X2.1, X2.2, X2.3, X2.5, Y1.2, Y1.3, Y1.4, Y1.5, Y1.6, Y1.8, Y2.1, Y2.2, Y2.4, Y2.5, Y2.6, Y2.7, Y2.8, Y2.9, Y2.10, Y2.11, Y2.14 AND Y2.15. Because of that retest of validity is done by erasing the indicator for the model. The retest validity result can be seen in picture 3 as follows:

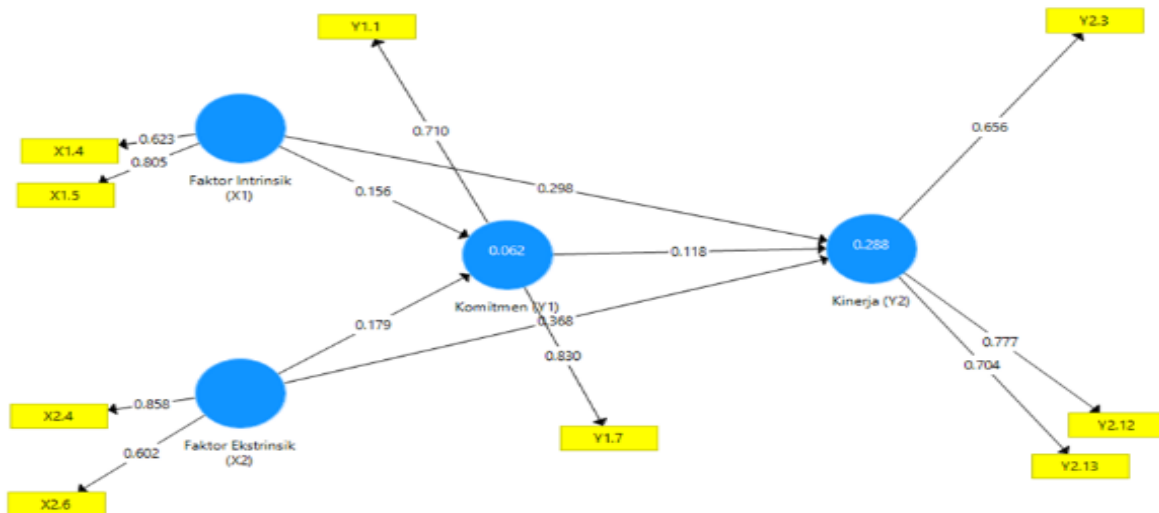


Figure 3. Tets Result of Convergent Validity Model Stage 2

Source: Output result, 2014

From Figure 3 above can be seen that all of the indicators that form constructional variable has already valid because the value of the loading factor is more than 0, 50.

Beside the con vergent validity model above, validity test can be done with discriminant validity model to ensure that every concept of each latent variable is different to another variable.

Discriminant validity model is good if every cross-loading value from each indicator in latent variable have the biggest cross loading value compare to another loading value on another latent variable. The next table is shows the test result of model validation by discriminant validity.

Tabel 1. Discriminant Validity

Variable	AVE	Composite Reliability	Cronbach's Alpha
Intrinsic Factor (X1)	0.518	0.679	0.571
Extrinsic Factor (X2)	0.550	0.703	0.694
Commitment (Y1)	0.597	0.746	0.629
Performance (Y2)	0.510	0.756	0.522

Source: Output result, 2014

Table above shows that all indicators have already valid forming its constructional variable because it has the higher cross loading value compare to another constructional variable.

Table 2. Output Result of Reliability Model

Indicator	Intrinsic Factor (X1)	Extrinsic Factor (X2)	Commitment (Y1)	Performance (Y2)
X1.4	0.623	0.190	0.071	0.235
X1.5	0.805	-0.021	0.167	0.273
X2.4	0.133	0.858	0.157	0.377
X2.6	-0.020	0.602	0.133	0.227
Y1.1	0.103	0.182	0.710	0.135
Y1.7	0.159	0.127	0.830	0.229
Y2.2	0.186	0.438	0.183	0.656
Y2.12	0.299	0.190	0.112	0.777
Y2.13	0.296	0.232	0.214	0.704

Source: Output result, 2014

Reliability test is done by composite reliability which is measuring the internal and external consistency or measurement tools (reliable). The criteria of validity and reliability also can be seen from the value of composite reliability, cronbach alpha and average variance extracted (AVE). individual indicator considered as reliable if the correlation value is above 0, 70. But even so, in developmental stage research loading 0,50 up to 0, 60 still acceptable (Ghozali, 2014:1). The following table is the output result of reliability model.

Table 3. Test Result of R Square

Variable	R Square
Performance (Y2)	0.288
Commitment (Y1)	0.062

Source: Output result, 2014

From the table above can be seen 0,288 for construction value of performance of employee, which means that intrinsic factor (X1), extrinsic factor (X2) and commitment (Y1) are able to explain the performance of employee variant (Y2) as 28,8%. R value also exist in

commitment (Y10) which influenced by intrinsic factor (Y2) and extrinsic factor (X2) as much as 0,02 or intrinsic factor (X1), extrinsic factor (X2) are able to 6,2% commitment (Y1).

Hypothesis testing is done by bootstrapping procedural method. Significant value that is used (two tailed) t-value or t table value is 1,65 (significance level = 10%), 1,96 (significance level = 5%), and 2,58% (significance level = 1%). In this research significance value that is used is 5% = 1,9 for standard t table value. It means that if the t table value is more than 1,96, the testing is stated as significant, and in the opposite, if t table is less than 1,96 so the testing will be stated as insignificant. The result of hypothesis result is as follows:

Table 4. Result of Hypothesis Testing

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
(X2) ->(Y2)	0.368	0.388	0.095	3.864	0.000
(X2) ->(Y1)	0.197	0.209	0.111	1.973	0.107
(X1) ->(Y2)	0.298	0.297	0.099	3.008	0.003
(X1) ->(Y1)	0.156	0.161	0.122	1.274	0.203
(Y1) ->(Y2)	0.118	0.117	0.100	1.181	0.238

Source: Output result, PLS, 2014

3.2 Influence of Intrinsic Factor (X1) on Commitment (Y1)

Test result shows that there is no influence of intrinsic factor (X1) on commitment (Y1) that is shown with the t table value 1,96 with t count is 1,274 so hypothesis 1 states that intrinsic factor has positive influence on commitment is rejected.

According to Colquitt, Lepine, and Wesson, (2009:67) commitment of organization is the strength of involvement of employee within organization. Employee that live in the organization for a long periode tend to be more committing to the organization compare to those who work in shorter periode. This thing can be seen from the years of service of response whereas there are 42 that have years of experience 0 – 5 years. In years of service 0 – 5 years, employee still considered as new and do not have commitment to the organization yet because in that years of experience, usually there are some employees that come in and resign. This thing also happens in PT Sejahtera Sunindo Trada; new employee (under 5 years) will tend to find another job that gives more if the employee is still at young age, better education, or even try to gain experience in work.

Green *et al.*, (2005) in Medina (2008) contend that employee which is significantly different in terms of age and gender with the employee will have lower work satisfaction and commitment to organization compare to other employees. The result of this research is corresponding with the research of B. Medina Nilasari (2008) which is stated that age and gender differences are not having any influence on commitment for organization and work satisfaction for employee of Grapari Telkomsel Jakarta.

3.3 Influence of Extrinsic Factor (X2) on Commitment (Y1)

Result of this research shows that there is influence of extrinsic factor (X2) on commitment (Y1) which is shown with the t table value of 1,96 with the t count of 1,93 so that hypothesis 2 is accepted. It means that extrinsic factor (X2) variable has positive significant influence on commitment (Y1) of employee of PT Sejahtera Sunindo Trada in workshop section.

Babakus *et al.*, (1993) in Wilujeng (2012) contend that there is influence of compensation fairness on organizational commitment. Inverson and Roy (1994) (Roberts Coulson 1999) in Wilujeng (2012) connected between payment fairness through work satisfaction that can build organizational commitment and minimize the turnover level.

In this research can be seen that the answer of the corespondense within the questionnaire that extrinsic factor which is partner can increase the performance of employee by having good relationship with fellow work partner will cause to emerge brotherhood that can increase performance. This result of the research is in accordance with the research of WIlujeng Rahayu (2012) that stated that perception of compensation fairness has positive influence and significant on commitment of employee of PT PG Rajawali I Unit I Kreet Baru Batulawang Malang.

3.4 Influence of Commitment (Y1) on Perfomance (Y2)

The result of the research shows that there is no influence of commitment (Y1) on Performance (Y2) that is shown with t table value of 1,9 with t count of 1,181 so that hypothesis 3 that stated commitment has positive influence on performance is rejected.

Kalbers and Fogarty (1995) in Sri Trisnarningsih used two views about organizational commitment which are affective and continuance. The result of the research stated that affective organizational commitment related to one professionalism view which is dedication to profession, meanwhile continuance organizational commitment related positively with the experience and negatively with the social obligation professionalism view. The result of this research is in accordance with the research of Sri Trianigsih that stated that there is significant influence between organizational commitment variable on accountant lecturer variable.

3.5 Influence of Intrinsic Factor (X1) on Performance (Y2)

The result of the research shows that there is influence of Intrinsic factor (X1) on performance (Y2) which is shown by t tablevalue of 0,9 with t count of 3,008 so that hypothesis 4 is accepted. It means that intrinsic factor (X1) variable has significant positive influence on performance of employee (Y2).

In this research, can be seen that the answer of the respondense in the questionnaire that intrinsic factor indicator which is age has important role in working for company. Because the respondense has productive ages or in another word there is no respondense that have age more than 50 years. In productive age, someone will be more enthusias to do their life activities like working.

Education is teaching learning process in terms of increasing the ability of human resources in doing their job. Meanwhile, job is showing the position, responsibility, authority, and right of someone within the organization (Edison 2009:96-97). The result of this research is in accordance with the research of Rahmatina Aulia J.S that education has positive influence on performance of inpatient nurse in RSUD in Siak Region.

3.6 Influence of Extrinsic Factor (X2) on Perfomance (Y2)

The result of this research shows that there is influence of extrinsic factor (X2) on performance (Y2) which is shown by t table value of 1,96 with t count of 3,864 so that hypothesis 5 is accepeted, which means that extrinsic factor (X2) variable has significant positive influence on performance of employee (Y2).

According to Schermerhorn (1999:323), training is series of activities that give chances to get and increase the skill that related to work. If by training can increase the skill, then the skill will be developed also.

The result of this research is in accordance with the research of Paulus Saweduling (2013) which stated that compensation and training and development have positive influence on performance of teacher in SMP in Talaud Island Region.

4. Conclusion

4.1 Conclusion

1. Intrinsic Factor (X1) has no positive influence on Commitment of Employee (Y1).
2. Commitment (Y1) has no positive influence on Perfomance of Employee (Y2).
3. Intrinsic Factor (X1) has positive influence on Perfomance of Employee (Y2).

4. Extrinsic Factor (X2) has positive influence on Performance of Employee (Y2).

4.2 Sugestions

1. In this research, intrinsic factor (X1) variable has no influence and has low t count of 1,274 on commitment (Y1). In that case, all things related to commitment needs to be increased, such as giving training that more intense which in this term the leader has to rate the test during the training also so that the leader know how much the employee understand the job. If the employee understands the job, it will increase the commitment of the employee to work. Leader giving more advise to the employee that has younger age or employee that work under 5 years especially if there is problem during the work, so that the employee become more understand in working and also the employee will be the role model in working enthusias so that the employee become more enthusias in doing their job and also can increase the commitment in working
2. In this research, commitment variable (Y1) also has no influence on performance (Y2), so everything related to those variables need to be improved, for instance the understanding in work (given training that is suitable with SOP to the employee per section) and more improving the sense of commitment for employee so that it can get a better performance. Also in giving the compensation (insentive/bonus) according to the position of employee or according to the work of the employee itself. Because of giving compensation that suitable or more will increase the commitment and performance of the employee
3. For future research expected to use a different analytical tool, for instance covariance-based SEM so that it can describe the result that is close to the real condition, because it needs a bigger amount of sample which is minimum by 200 respondenses. Beside that, this research refers to the theory of concept according to Mangkuprawira (2003:248), it is expected for future research can use the concept based on another expert, for instance, according to Mathis & Jackson (2006) or Titisari (2014)

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