

ORGANIZATIONAL COMMITMENT OF EXPEDITION COMPANY DELIVERY OF GOODS SERVICES IN COMPENSATION IN THE PHASE OF COVID 19 IN WEST JAVA – INDONESIA

Deden Sutisna
Dedi Mulyadi
M. Adzi Alif Pamungkas
Isphan Taufik Munggaran
Putri Aprillintang Ayu Wahyudi
Muhammad Yogi Firmansyah
Waras Wasisto

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Deden Sutisna

Email: Deden.sutisna@widyatama.ac.id

Dedi Mulyadi

Email: Dedi.mulyadi@widyatama.ac.id

M. Adzi Alif Pamungkas

Email: Adzi.alif@widyatama.ac.id

Isphan Taufik Munggaran

Email: Isphan.taufik@widyatama.ac.id

Putri Aprillintang Ayu Wahyudi

Email: Putri.aprilia@widyatama.ac.id

Muhammad Yogi Firmansyah

Email: muhammad.yogi@widyatama.ac.id

Waras Wasisto

Email: Waras.wasisto@widyatama.ac.id

ABSTRACT

The purpose of this research is to find out how the condition of the organizational commitment of the shipping business for delivering goods to consumers during COVID 19 is related to the compensation given to workers in that sector. West Java was chosen as a research location, because this area is inhabited by the majority of the Indonesian population, as a creative city, a city of education, a buffer city for the capital and a tourist city in Indonesia.

The research method used is descriptive with a purposive sample of 95 business people and workers. Data was taken using a questionnaire with google form, tested with validity and reliability as well as classical assumptions. To answer the hypothesis, data analysis used regression, correlation and determination assisted by SPSS Version 25.

The results showed that 1) the condition of the business actor's organizational commitment was very good, 2) the condition of direct compensation was not good, and 3) indirect compensation was very good.

Based on the above, it can be concluded that organizational commitment has an impact on compensation with different quantitative variations.

KeyWord: Organizational Commitment, Direct Compensation, Indirect Compensation, Purposive Sampling, Quantitative Variation.

RESEARCH BACKGROUND

The existence of an organization, be it a political, social, business or government organization will have a high level of dependence on the environment and its conditions. The environment in question can be internal or external, including international externals. In short-term environmental conditions, it will encourage regulations and organizational policies that are momentary in nature. The goal is limited to overcoming operational disruptions, so that business processes can run with risk minimization. The target is that operational costs can be covered by operating results at that time, while waiting for a normal and profit-friendly environmental situation. The practical duration of this disruption is less than 6 months of the organization's operational life. In the long term, organizational regulations and policies are more directed to strategies that are organizational survival. The organization seeks to control the entire total operation of the company from each existing unit. Unpopular policies will be launched, such as downsizing, shortening working hours, early retirement, layoffs, freezing certain unit operations, stopping recruitment, robotization and amputation as well as releasing some unproductive assets. The time that can be categorized as a long-term disturbance in practice is usually more than 6 months. In a business setting, the ideal time for a company's ability to survive or survive is 6 months, if from operations it does not produce input or cashin. The organization only has reserves for 6 months, the rest of the operational costs will not be met.

Regarding the survival rate of an organization, as a result of environmental influences or conditions such as Covid 19, it is currently difficult to find a permanent solution, because this pandemic cannot be detected when it will end and the environment will return to normal. It is difficult to determine the parameters, at least the symptoms of the pandemic can only be seen from the number of victims exposed in each country or region. Therefore, for an organization an established policy is needed, so that the problem can be understood by every worker and the feedback from the workers is loyalty and willingness to stay in the company or otherwise leave because the organization has not given a clear commitment to them.

[1] stated that commitment is related to the intention to stay in the organization, but not directly related to performance because performance is also related to motivation, role clarity, and ability employees [2].

Theoretically, it can be stated that organizational commitment is one of the behaviors in organizations that is widely discussed and researched, both as dependent variable, independent variable, and mediator variable. This is partly because organizations need employees who have a high organizational commitment so that the organization can continue to survive and improve services and products that are available

it produces. According to [3], employees who have high organizational commitment is employees who are more stable and more productive so that in the end it is also more profitable for the organization.

Thus the size of a commitment from an organization will determine the level of loyalty of the workers in it. Only a causal problem arises related to this organizational commitment, namely organizational commitment will be able to run well if the tools used in the commitment itself are properly available such as the funds needed for the implementation of activities. At the same time, input from business processes is disrupted due to an unfavorable environment, resulting in organizational commitment not functioning fully.

[2] stated that employees who have High organizational commitment will be more motivated to be present in the organization and strive to achieve organizational goals. Meanwhile, Randall, Fedor, and Longenecker ([3] states that commitment organization is associated with a high desire to share and sacrifice for organization. On the other hand, high organizational commitment has a strong relationship negative with absenteeism and turnover rates [4] [5] [6] also with the level of inaction at work [7].

The organizational commitment proposed by [1] et al is characterized by: 1) strong belief and acceptance of the organization's goals and values; 2) readiness to work hard; and 3) a strong desire to stay in the organization.

This commitment is classified as an attitude or affective commitment because it is related to the extent to which individuals feel that their personal values and goals are compatible with those of organization. The greater the congruence between individual values and goals with values and organizational goals, the higher the commitment of employees to the organization.

The last typology of organizational commitment was proposed by [8] with three organizational components, namely: affective commitment (affective) commitment), continuance commitment, and normative commitment (normative commitment). The common features of these three commitment components are views commitment as a psychological condition that: (1) describes a relationship individuals with the organization, and (2) have implications for decisions to continue or not membership in the organization.

Effective organizational commitment will also be determined by policies and provisions within an organization related to the budget or budget related to the welfare of its employees, such as basic salary, allowances, benefits for workers, education, career and company environment.

When COVID-19 occurs in all countries, of course, theoretical calculations will be well monitored how organizational commitment in practice occurs. Because covid 19 has a multidimensional effect on various sectors in the world, the business network chain is almost exhausted and everything is broken, starting from producers, supply chains and consumers or the market is disrupted and stagnant. In conditions like this, we should explore how the condition of the organizational commitment carried out by the organization in maintaining the human resources of workers. on the other hand that there is a paradigm shift in the world of markets such as in the process of goods transactions. Delivery of goods, maintenance of goods, payment of goods, complaints or after-sales customer service, from offline to online. Of course, the change from offline to online system will have an impact on the condition of each business unit such as the production and service sectors, including the freight forwarding business during the Covid pandemic.

Systematically the development of covid in Indonesia towards the age of two years starting from March 2019 to mid December 19, 2021 can be explained as follows that the number of people exposed to it is 4,260,000 people and those who died are 144,000, thus 4,116,000 have recovered. for the last six months in late 2021 can be explained by the graph below:

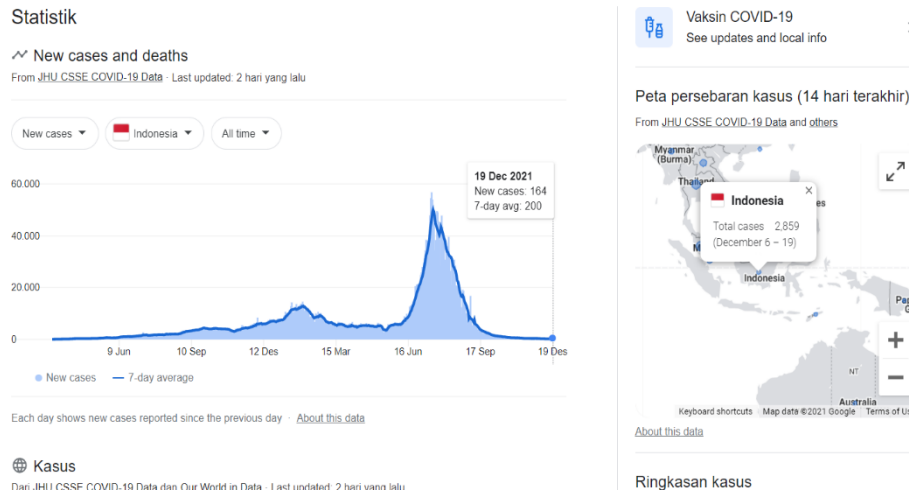


Figure 1: Indonesian Development Covid19 Graph 19 Des 2021 periods

Source: [https://www.google.com/search?lei=lzvBYYHLC-aWseMP-pWl0Ag&q=statistik+covid-](https://www.google.com/search?lei=lzvBYYHLC-aWseMP-pWl0Ag&q=statistik+covid-19+indonesia+terkini&ved=2ahUKEwieqceu7PP0AhXLTGwGHZtuDH4QyNoBKA B6BAgNEAA&biw=1280&bih=609&dpr=1.5&stick=H4sl)

[19+indonesia+terkini&ved=2ahUKEwieqceu7PP0AhXLTGwGHZtuDH4QyNoBKA B6BAgNEAA&biw=1280&bih=609&dpr=1.5&stick=H4sl](https://www.google.com/search?lei=lzvBYYHLC-aWseMP-pWl0Ag&q=statistik+covid-19+indonesia+terkini&ved=2ahUKEwieqceu7PP0AhXLTGwGHZtuDH4QyNoBKA B6BAgNEAA&biw=1280&bih=609&dpr=1.5&stick=H4sl)

It can be seen that at the end of 2021, it appears that the development of covid in Indonesia is quite encouraging compared to the previous month and year, although from June to September there was an increase in exposure, but the number of people exposed was relatively controlled.

The Covid-19 condition like this was only under control in mid-June 2021, while previously there were relatively high exposures and this happened after the government carried out a vaccine program. This condition certainly has an impact and relationship on business development in Indonesia in general and in West Java in particular, more specifically for the expedition business. Regarding the development of the expedition business in Indonesia and West Java in the middle of covid 19, it can be explained as reported by the Indonesia Logistics Report 2021 as follows:

2021 Indonesia Logistics Report

Indonesia's economic growth which is supported by industrial growth, the e-commerce sector, and improvements in government policies, have generated increased demands for the logistics industry. Society also demands faster and cheaper shipping. Digitalization and automation are the answers for the logistics sector to this demand. Shipper has involved digitalization to their logistics system by involving digital 4PL partners to handle shipping & provides smart warehouse management.

https://marketing.shipper.id/industry-report/?utm_source=SEM&utm_medium=Logistik_Adset_Indo&utm_campaign=Indus try_Report#whats-inside

Industry Overview

Logistics has always been one of the problems in Indonesia due to the archipelago geography with uneven infrastructure. Yet, the logistics industry has been developing rapidly in the past few years and continues to grow. In response to these challenges, the player in the logistics industry should be adaptive to capitalize on Indonesia's rapid development and build the networks necessary for the country

to maximize its growth. This report explores everything related to the digital logistics industry in depth that you might need.

Based on the above background, it can be concluded that there is a correlation and effect between the commitment of an organization and the rights received by workers in an organization such as salaries, benefits, education, career development and so on. For this reason, in this research the problem identification is how the level of this organization's contribution has an impact on the payroll system in the expedition business in West Java when the pandemic is running and even reaching the age of 2 years. While the formulation of the problem in this research is, 1) what is the condition of organizational commitment and compensation for workers in the expedition business sector during covid19 in West Java, 2) what is the impact of organizational commitment on the amount of compensation for workers in West Java during Covid19 in West Java.

THEORETICAL BASIS

[9] prefer to use the term component of organizational commitment rather than type of commitment organization because an employee's relationship with the organization may vary in these three components. In addition, each commitment component develops as a results from different experiences and have different implications.

For example, an employee may simultaneously feel attached to the organization and also feel obliged to stay in the organization. Meanwhile, another employee can enjoy working in the organization while realizing that he is better stay in the organization because of the uncertain economic situation. However,

Other employees feel they want, need, and are also obliged to continue working in the organization.

Thus, the measurement of organizational commitment should also reflect the three components of commitment, namely affective commitment, continuance commitment, and normative commitment.

Compensation

[10] states that "Compensation" is a service fee or remuneration provided by the organization to its employees workforce because the workforce has contributed labor and thoughts for the progress of the organization in order to achieve the goals that have been set.

According to [11] states that "Compensation is one of the functions" important in human resource management (HRM). Due to compensation is one of the most sensitive aspects of a working relationship. [12]states that "Compensation is part of of a reward system that is only related to the economic part, but since the belief that individual behavior is influenced by the internal system a wider spectrum, the compensation system cannot be separated from overall reward system provided by the organization".

[13] states that:"Compensation is everything that is received by employees as remuneration for work"they".

From some of the opinions of the experts above, it can be concluded that compensation is the right of employees after giving energy, thoughts and time and is given by the company based on policies, which can affect future performance.

Function and Purpose of Compensation. According to [14] there are several objectives of compensation that need to be considered, namely:

1. Appreciate work performance
2. Ensure fairness
3. Retain employees.
4. Obtaining quality employees

- 5. Cost control
- 6. Comply with regulations

[15] states that the development of organizational compensation systems need to be done with a variety of mutually supportive strategies. These strategies include:

with respect to:

1. Job analysis, it is necessary to prepare job descriptions, job descriptions and job standards, contained in an organization.

2. Job appraisal related to internal justice. In carrying out job appraisals, efforts are made to arrange the ranking of jobs, determine the "value" for each job, the arrangement of comparisons with other jobs with the organization and award points for each job.

Survey of various compensation systems. By conducting a survey of various systems applicable compensation in order to obtain materials related to justice external. Organizations surveyed can be government agencies that directly Functional authorities have the authority to take care of manpower, chambers of commerce and industry, organizations professions, trade unions, other employee user organizations and consulting organizations, especially those specializing in management

RESEARCH METHODS

This research is descriptive and verification of management economic symptoms that occurred due to the COVID 19 pandemic that occurred in West Java – Indonesia, in the service industry engaged in the expedition sector. West Java was chosen as the research location because this area is a buffer against the capital city of Indonesia, namely Jakarta and is also a centre for industry, education and the largest population. Departing from such basic data, the sample is carried out by saturated sampling with the number of 95 people. The data collection technique is a questionnaire with the help of google form.

The results of the field data were tabulated, then weighted and tested the data. The test data used are 1) validity test, 2) reliability test, 3) multicollinear test, 4) autocorrelation test, 5) heteroscedasticity test and 6) data normality test. To answer the description analysis between the variables studied, descriptive analysis is used verifikatif while to answer the hypothesis related to 1) the level of organizational commitment contribution to direct compensation, 2) the level of organizational commitment contribution to indirect compensation, and 3) the level of organizational commitment contribution to compensation, used correlation analysis, regression, determination with a degree of freedom 5%.

Table 1

Characteristics of Respondents Based on Gender

Gender	Frekuensi	Percentagy
Man	42	0,442
Leady	53	0,558
TOTAL	95	1

Based on the table above, it shows that the dominance of this work is more managed by women compared to men. This involvement shows that the level of interest of women in this business is quite high and has a percentage of 55.80%,

while men are only 44.20%. In this business, not a few women are directly involved in the field as drivers or deliverers, even though the dominance remains with men.

Table 2

Characteristics of Respondents Based on Education

Last Education	Last Education	Percentagy
SD	SD	0,011
SMP	SMP	0,074
SMA	SMA	0,568
DIPLOMA	DIPLOMA	0,095
SARJANA	SARJANA	0,253
TOTAL	TOTAL	1,001

The data in table 2 above shows that this business is carried out more by those with a high school education background or the equivalent as much as 56.80% and the remaining 43.20% are those with education below it with a record of mastering information technology and above, namely undergraduates.

Table 3

Characteristics of Respondents Based on Work Experience

Year of Service	Frekuensi	Percentagy
Under 1 Year	42	0,442
On 1 Year	23	0,242
On 3 Year	20	0,211
On 5 Year	5	0,053
On 7 Year	5	0,053
Total	95	1

Of the 95 respondents who are business activists, the majority have a working period of less than one year and 68.40% under 2 years, meaning that there is a correlation between the spread of online businesses, online services and COVID19 when the research was conducted. The rest are old business actors in this field before COVID19 existed.

Based on the characteristics of the respondents in this research, the description of the respondents in this research can be determined, namely:

1. The level of interest from women in this business is quite high and has a percentage of 55.80%, while men are only 44.20% and not a few women also take positions as field officers.

2. This business is carried out more by those with a high school education background or its equivalent as much as 56.80% and the remaining 43.20% are those who are educated below it with a record of mastering information technology and above, namely bachelors.

3. The majority of respondents have a working period of less than one year and under 2 years by 68.40%, meaning that there is a correlation between the spread of online businesses, online services and COVID19 when the research was conducted. The rest are old business actors in this field before COVID19 existed.

Test Data

Data obtained from Expeditionary Business actors in West Java for the three variables, namely 1. Organizational Commitment, 2. Direct Compensation, and 3. Indirect Compensation after testing the data the results are as follows:

Table 4

Data Result Test

No	Variabel	Cronbach Alpha	Avr Corected ITC	Conclusion
1.	Organization Comitment	0.875	0,68	0,87 > 0,70 0,68 > 0,30
2.	Direct Compensation	0.877	0,68	0,87 > 0,70 0,68 > 0,30
3.	Indirect Compensation	0,907	0,72	0,907 > 0,70 0,72 > 0,30

Based on the table above, it shows that the three variables have valid and reliable data, so that the data is feasible to be included in the next process.

Conditions of Organizational Commitment, Direct Compensation and Indirect Compensation of Goods Expeditionary Business in West Java When Covid19 Runs.

Organizational Commitment

Organizational commitment is the same as the willingness (in the form of ability and willingness) of an organization to provide fulfillment of workers' rights in accordance with applicable regulations. Meanwhile, direct compensation is the right that workers receive from the company in the form of cash, while indirect compensation is the right of workers from the organization but not in the form of cash but in the form of facilities or benefits.

Table 5

Descriptive Analysis of Organizational Commitment

		VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006
N	Valid	95	95	95	95	95	95
	Missing	0	0	0	0	0	0
Mean		3.2000	3.2421	3.1053	3.2421	3.0632	3.3158
Median		3.0000	3.0000	3.0000	3.0000	3.0000	3.0000
Minimum		1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00

The table above shows that the commitment of shipping companies in West Java to their workers at the time of COVID-19 was in quite good condition, because on average they were at a mean of 3.30.

Table 6

Descriptive Analysis of Direct Compensation

		VAR0000 1	VAR0000 2	VAR0000 3	VAR0000 4	VAR0000 5	VAR0000 6
N	Valid	95	95	95	95	95	95
	Missing	0	0	0	0	0	0
Mean		3.7895	3.6316	3.6526	3.4105	3.4421	3.4947
Median		4.0000	4.0000	4.0000	4.0000	4.0000	4.0000
Minimum		1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00

The table above shows that the direct compensation condition of the shipping companies in West Java owned by their workers at the time of COVID19 was in good condition, because on average they were at a mean of 3.60.

Table 7

Descriptive Analysis of Indirect Compensation

		VAR0000 1	VAR0000 02	VAR0000 03	VAR0000 4	VAR0000 05	VAR0000 06	VAR0000 07	VAR0000 08
N	Valid	95	95	95	95	95	95	95	95
	Missing	0	0	0	0	0	0	0	0
Mean		3.2526	3.3684	3.2526	3.2842	3.2316	3.2105	2.9579	3.2105
Median		4.0000	4.0000	3.0000	4.0000	3.0000	3.0000	3.0000	3.0000
Minimum		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum		5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00

The table above shows that the condition of indirect compensation for shipping companies in West Java owned by their workers at the time of COVID19 was in good condition, because on average they were at a mean of 3.20.

Organizational Commitment Effect

Quantitatively, the effect given by organizational commitment to direct and indirect compensation of workers in the object under study shows the following results:

Table 8

Corellation Coefficient Value

		Org Comitment	Direct Compensation	Indirect Compensation
Pearson Correlation	Org Comitment	1.000	.288	.478
	Direct Compensation	.288	1.000	.323
	Indirect Compensation	.478	.323	1.000
Sig. (1-tailed)	Org Comitment	.	.002	.000
	Direct Compensation	.002	.	.001
	Indirect Compensation	.000	.001	.
N	Org Comitment	95	95	95
	Direct Compensation	95	95	95
	Indirect Compensation	95	95	95

The correlation level of organizational commitment to direct compensation is 0.289, while the indirect compensation is 0.48, with a determination level of 8.35% and 23.04%.

CONCLUSIONS, SUGGESTIONS AND RECOMMENDATIONS**Conclusion**

Based on the results of the analysis, it can be concluded that:

1. The condition of organizational commitment to workers in the expedition sector in West Java is quite good.
2. The condition of direct compensation owned by workers in the expedition sector in West Java is good.
3. The condition of indirect compensation owned by workers in the expedition sector in West Java is good.
4. The effect given by organizational commitment to direct compensation is quite small and this effect is not significant.
5. The effect given by organizational commitment to indirect compensation is quite large, and this effect is significant.

Suggestion

1. The condition of the organizational commitment of shipping companies in West Java, especially related to the fulfillment of their obligations to workers, needs to be monitored by stakeholders, so that it continues to run better.
2. Direct compensation provided by the company's management needs to be reviewed and encouraged for strengthening.
3. The existence of indirect compensation in the company, becomes a savior in this business, when there is a covid in relation to organizational commitment.

Recommendation

1. Policy makers for government regulations need to oversee more strictly in the form of regulations regarding further organizational commitment, so that there is an understanding between companies and workers.
2. For companies operating in this sector, a stronger focus and providing advantages is in terms of direct compensation management, so that they are able to take over from the indirect compensation position which should have played a

greater role. This condition needs to be maintained and made the flagship of this business management.

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