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RESEARCH ARTICLE

COMMITMENT ANALYSIS OF LEVEL IV NEW PATTERNS LEADERSHIP TRAINING PARTICIPANTS IN EAST JAVA TRAINING AGENCY.

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Abstract

The purpose of this study was to determine the extent to which the commitment of the New Pattern level IV leadership training participants in accordance with the Regulation of the Head of the State Administrative Agency of the Republic of Indonesia Number 20 of 2015.

The population of this research is 370 people consisting of leadership training participants held in various cities / regencies and in the East Java Surabaya Education and Training Agency in 2018, a sample of 50 participants taken randomly in each training program, including Kota Kediri, Blitar, Bojonegoro, Malang Regency and East Java Province Education and Training Agency.

The results of the study about the high description of the training participants' commitment to the implementation of the education and training program showed that the level IV leadership training curriculum in the East Java Province Education and Training Agency was very relevant with the efforts to improve the performance of the training participants compared to the results achieved in the implementation of the previous pattern of the IV level leadership training according with the Head of the State Administration Agency of the Republic of Indonesia number 541 of 2001.

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Introduction:-

Education and training (Diklat) as an effort to improve the competencies given to civil servants as stipulated in Government Regulation Number 11 of 2017 concerning the management of the State Civil Apparatus aimed at improving the competence and professionalism of civil servants in order to improve their functions in service to the public. The implementation of the Level IV leadership training held by the East Java Provincial Education and Training Agency for PNS officials is based on the Head of State Administration Agency Regulation Number 20 of 2015, as an effort to improve the competence of Echelon IV officials or executive officers (*JP*), who are directed at optimizing the management of basic tasks and functions at the operational level of the executor.

As explained above, that level IV leadership training is an effort to improve the competence of officials at the echelon IV level as an effort to improve the quality of apparatus leaders in each regional device organization. In the development of apparatus human resource management, the implementation of the old pattern leadership training is in accordance with the Head of the State Administration Agency of the Republic of Indonesia number 541 of 2001 when compared with the implementation of the IV Pattern New leadership training based on the Head of the State

Administration Agency of the Republic of Indonesia number 2018, as far as it has been done, it is felt that it is not optimal in terms of output and outcome, especially in the formation of character and leadership integrity. Research conducted by the Institute of State Administration (2006), Subiyantoro (2006) and the Education and Training Agency of the Special Region of Yogyakarta (2005) can more or less provide an overview of the results obtained from participants' perceptions; 1. There is a negative response or pessimism from superiors, subordinates as well as the alumni themselves towards improving ideal performance and behavioral changes from officials who have participated in the Leadership Training IV of the old pattern; 2. The utilization of knowledge obtained by the Leadership Training Leader alumni has not been realized optimally in the organizational environment; 3. Utilization in the context of career development for Leadership Training alumni is also unclear; 4. Officials who have participated in Leadership Training may not be able to occupy or be promoted in structural positions.

Sudjarwo's research results (2008) through a qualitative descriptive approach, evaluates the performance of the implementation of the old pattern IV level leadership training at the Semarang Training Center. The results showed that the performance of academic services at the Level IV Old Pattern Leadership Training could not be used as a measure in improving the performance of the training participants after returning to work at the Institute. The most prominent results of the evaluation of the implementation of the IV Leadership Training and Education were the low performance of academic services when implementing the training. These results indicate that the curriculum, lecturer competence, infrastructure in the implementation of the old level IV Leadership Training Program are based on the Regulation of the Republic of Indonesia Apparatus Agency Number 541 of 2001, not yet used as an instrument to increase the competence of Level IV Leadership Training participants in returning to work at their work units.

From the results of research conducted by Subiyantoro (2006) and Sudjarwo (2008), shows that the implementation of the old pattern education and training program has not been able to provide satisfactory results in order to improve official performance. There are two important aspects that cause the failure of the old pattern training as an instrument to improve the performance of officials as training participants, namely: policy failures and implementation failures. Policy failures are related to the errors of the policy instruments themselves; while implementation failures are related to errors in the implementation / implementation of policies in the field. In relation to the level of success of policy implementation, it can be seen from the level of achievement of the policy objectives (the degree of accomplishment) and the extent to which the organizing organization can carry out all the provisions that have been regulated (Dwiyanto, 1994). IV held at the Education and Training Agency of East Java Province, in addition to being used as a measure of the success of the implementation of Level IV leadership training in accordance with the Regulation of the Republic of Indonesia Apparatus Agency Number 20 of 2018, can also be used as a comparison in the performance achievement of new pattern leadership training with the old pattern.

Previous Research:-

Research E, Makmun, S and Wirakusumah (2012) showed that the magnitude of the effect of the quality of practice curriculum implementation on graduate satisfaction and its impact on the performance of midwives as alumni of the Health Polytechnic of the Ministry of Health of Tanjungkarang Bandar Lampung, can be used as a basis for implementing training-based practices. In organizing an organization greatly influences work motivation which ultimately leads to an improvement in organizational performance.

Firmansyah R, research (2012), shows the satisfaction of medical students in training to improve clinical skills at the undergraduate stage of the Faculty of Medicine, Diponegoro University, Semarang. This research can also be used as a basis that the implementation of training based on skills to improve the practice skills of participants can improve performance when participants return to their respective work units.

Theoretical Review

Definition of Commitment

Commitment is the ability and willingness to align personal behavior with the needs, priorities and goals of the organization. This includes ways to develop goals or meet the needs of the organization which essentially prioritizes the organization's mission rather than personal interests (Soekidjan, 2009). According to Allen and Meyer (2003, in Soekidjan, 2009), commitment can also mean a strong acceptance of individuals towards the goals and values of the organization, and individuals strive and work and have a strong desire to remain in the organization.

Type of Commitment

Commitment according to Allen and Meyer (2003: 76) is divided into three components;

1. Affective components related to emotional, identification, and involvement of employees in an organization. High affective employees still join the organization because of the desire to remain a member of the organization.
2. The normative component is the employee's feeling about the obligation that must be given to the organization. The normative component develops as a result of the experience of socialization, depending on the extent of the feelings of obligations that employees have. The normative component creates a sense of obligation to employees to give a reply to what they have received from the organization.
3. The continuance component means a component based on employee perceptions of the loss that will be faced if it leaves the organization. Employees with an organizational basis are caused because these employees need an organization. Employees who have organizational commitment on an affective basis have different behaviors with employees on a continuance basis. Employees who wish to become members will have the desire to work in accordance with the goals of the organization.

Research Methods:-

Population is a collection of similar individuals who are in a certain area and at a certain time. In this study the population is all participants of the Level IV Education and Leadership Training held by the East Java Province Education and Training Agency in 2018 totaling 370 participants of the Training and Education. The sample of this study amounted to 50 people.

The location of this research is in the East Java Province Education and Training Agency which is located at Jl. Balongsari Tama Tandes Surabaya East Java. Tel. 031 - 7412274 or web site: www.bandiklatjatim.go.id. When this research was conducted, adjusted to the implementation schedule of leadership training for the 2018 fiscal year, August 2018.

The data in this study were collected through a questionnaire method, namely by submitting a list of statements to respondents that were adjusted to the research objectives. Questionnaire in this study was made based on the indicators of each research variable, while the measurement scale of the questionnaire was used in a Likert scale. Likert scale is a psychometric scale commonly used in questionnaires and is the most widely used scale in research in the form of surveys. When responding to a statement on a Likert scale, the respondent determines the respondent's level of agreement with a statement by selecting one of the available choices with the statement character. In this study five choices of scales with formats such as:

1. Strongly Disagree score 1
2. Disagree score 2
3. Doubtful score 3
4. Agree score 4
5. Strongly Agree score 5

Research Result

From the results of questionnaires, an analysis of the description of each question is as follows:

Table 1 Commitment to the advancement of agencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doubtful	1	2.2	2.2	2.2
	Agree	32	69.6	69.6	71.7
	Strongly Agree	13	28.3	28.3	100.0
	Total	46	100.0	100.0	

Based on the table above related to the responses of respondents that respondents were more proactive to the progress of the largest agencies, they agreed that as many as 32 people or 69.6%. This shows that respondents have a proactive attitude to improve the progress of their institutions.

Table 2 Commitment to improve the performance and progress of agencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doubtful	3	6.5	6.5	6.5
	Agree	35	76.1	76.1	82.6

	Strongly Agree	8	17.4	17.4	100.0
	Total	46	100.0	100.0	

Based on the table above, it relates to the responses of respondents that the respondents are obliged to improve the performance and progress of the largest agencies, they agree that as many as 35 people or 76.1%. This shows that respondents have a good obligation to improve the performance and progress of the agency.

Table 3 Commitment to achieving individual achievements in agencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doubtful	4	8.7	8.7	8.7
	Agree	29	63.0	63.0	71.7
	Strongly Agree	13	28.3	28.3	100.0
	Total	46	100.0	100.0	

Based on the table above related to the responses of respondents that the respondents worked hard to achieve individual performance in the largest institutions stated that they agreed as many as 29 people or 63.0%. This shows that respondents have a hard working attitude that is good in their institutions.

Table 4 Commitment to apply the knowledge gained from training consistently

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doubtful	4	8.7	8.7	8.7
	Agree	32	69.6	69.6	78.3
	Strongly Agree	10	21.7	21.7	100.0
	Total	46	100.0	100.0	

Based on the table above related to the responses of respondents that the respondents remain committed to applying the knowledge gained from the Education and Training consistently the highest stated agree that as many as 32 people or 69.6%. This shows that respondents have a good commitment to apply the knowledge gained at the time of Education and Training.

Discussion:-

From the results of the description analysis above, it can be explained that the training participants' commitment to the implementation of a new pattern of leadership training in the East Java Education and Training Agency shows that the lowest average score is related to the statement that it remains committed to improving individual achievement. The highest average score of the training participants' commitment variable is the commitment of the participants to always be committed to improving agency performance and progress. Overall for the description of training participants' commitment variables in the implementation of the new level IV leadership training in the East Java Province Education and Training Agency has a very high commitment to improve performance after returning to their respective work units. This result can also answer that the new pattern of leadership training with the basis of Head of the State Administration Agency of the Republic of Indonesia number 20 year of 2015 guarantees the growth of high performance improvement in its work units compared to the previous level IV pattern leadership training based on the Head of the State Administration Agency of the Republic of Indonesia Number 541 year of 2001.

Conclusion:-

Whereas from the results of the research on the analysis of the description of the commitment of the new pattern level leadership training participants in the East Java Education and Training Agency, a number of conclusions can be drawn, as follows:

1. That the level IV leadership training participants' commitment in the implementation of the Education and Training Agency in East Java Province is very high from several aspects, namely: aspects of improving organizational performance and aspects of improving the quality of personal competence of training participants.
2. That the new patterns of leadership training is based on the Head of the State Administration Agency of the Republic of Indonesia Number 20 Year of 2018, based on discussions rated ensure the sustainability of the training participants improved performance, the results of this study support the results of research conducted by E,Makmun,S and Wirakusumah (2012) and the results of research conducted by Firmansyah, R (2012),

3. Whereas the results of the performance of the participants in the old pattern leadership training based on the Head of the State Administration Agency of the Republic of Indonesia Number 541 of 2001 are in accordance as the results of research conducted by the Institute of State Administration (2006), Subiyantoro (2006) and Education and Training Agency of the Special Region of Yogyakarta (2005)

Suggestion:-

To further increase the commitment of participants in the implementation of a new level IV leadership training program, the East Java Province Training and Education Agency needs to pay attention to several matters concerning training participants' satisfaction in meeting widyaiswara competency standards, infrastructure and development of a level IV leadership training curriculum that emphasizes on utilizing information technology in the implementation of learning.

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APPENDIX 1

RESEARCH QUESTIONNAIRE

LECTURER DETECTION, FACILITIES AND INFRASTRUCTURE SATISFACTION AND COMMITMENT TO PARTICIPANTS OF LEADERSHIP EDUCATION AND TRAINING NEW PATTERN IN EAST JAVA PROVINCE EDUCATION AND TRAINING AGENCY

Training Participants' commitment

No	Statement	Jawaban				
		SDs	Ds	D	A	SA
1	After participating in the Leadership Training, always committed to the progress of the work unit					
2	After attending Level IV Leadership Training, always committed to improving high performance in the work unit					
3	After attending Level IV Leadership Training, always committed to work hard in achieving achievements in the work unit.					
4	After attending the Level IV Leadership Training, it is always committed to applying knowledge in the work unit					

APPENDIX 2

Respondent's Answer Frequency

Commitment to the agency progresses					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doubtful	1	2.2	2.2	2.2
	Agree	32	69.6	69.6	71.7
	Strongly Agree	13	28.3	28.3	100.0
	Total	46	100.0	100.0	

Commitment to improve the work culture for the progress of agencies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doubtful	3	6.5	6.5	6.5
	Agree	35	76.1	76.1	82.6
	Strongly Agree	8	17.4	17.4	100.0
	Total	46	100.0	100.0	

Commitment to work hard to achieve individual achievements in agencies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doubtful	4	8.7	8.7	8.7
	Agree	29	63.0	63.0	71.7
	Strongly Agree	13	28.3	28.3	100.0
	Total	46	100.0	100.0	

Commitment to apply the knowledge gained from training consistently					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doubtful	4	8.7	8.7	8.7
	Agree	32	69.6	69.6	78.3
	Strongly Agree	10	21.7	21.7	100.0
	Total	46	100.0	100.0	

APPENDIX 3

Reliability

Scale: ALL VARIABLES

Case Processing Summary			
		N	%
Cases	Valid	46	100.0
	Excluded ^a	0	.0
	Total	46	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics	
Cronbach's Alpha	N of Items
.901	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Commitment to the agency progresses	33.4348	9.673	.738	.884
Commitment to improve the performance and progress of agencies	33.5870	9.848	.691	.888
Commitment to work hard to achieve individual achievements in agencies	33.5000	9.411	.678	.889
Commitment to apply the knowledge gained from training consistently	33.5652	9.851	.596	.895