

ANALYZING EMPLOYEE COMMITMENT TO EMPLOYMENT SERVICE PROVIDER COMPANY (CASE STUDY OF PT. INTRIAS MANDIRI SEJATI IN MANADO)

MENGANALISIS KOMITMEN KARYAWAN KE PERUSAHAAN PENYEDIA JASA TENAGA KERJA (STUDI KASUS DARI PT. INTRIAS MANDIRI SEJATI DI MANADO)

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Abstract: Organizations have realized that performance of their employees determines the success of the organization. It is including of how the workers act in the organization or manage their behavior. Organizational behavior can help people to investigate the impact that individuals, groups, and structures have on behavior within the organization in order to improve the effectiveness of the organization. It is important for managers to know how to get the best of their workers' performance through employee commitment. The research aims to analyse commitment of the employees to employment service provider company PT. Intrias Mandiri Sejati as outsourcing employees supplied to business partners. This research is a qualitative research using case study method based on primary data from an in-depth interview of 11 informants as the sample who were chosen by using purposive and snowball sampling technique. This result that was concluded from the three dimensions of employee commitment based on employee mind-set: affective commitment, continuance commitment, and normative commitment, shows that the employees are in a good commitment to provider company and business partners. This study suggest the company to maintain its level of attentiveness regarding employee commitment, because commitment is a determinant of the employee performance in the company.

Keywords: *employee commitment, affective commitment, continuance commitment, normative commitment, employment service provider company.*

Abstrak: Organisasi telah menyadari bahwa kinerja karyawan mereka menentukan keberhasilan organisasi. Ini termasuk bagaimana para pekerja bertindak dalam organisasi atau mengelola perilaku mereka. Perilaku organisasi dapat membantu orang untuk menyelidiki dampak yang individu, kelompok, dan struktur terhadap perilaku dalam organisasi untuk meningkatkan efektivitas organisasi. Penting bagi manajer untuk mengetahui cara mendapatkan kinerja terbaik pekerja mereka melalui komitmen karyawan. Penelitian ini bertujuan untuk menganalisis komitmen karyawan terhadap perusahaan penyedia jasa tenaga kerja PT. Intrias Mandiri Sejati sebagai karyawan outsourcing yang di sediakan ke mitra bisnis. Penelitian ini merupakan penelitian kualitatif dengan menggunakan metode studi kasus berdasarkan data primer dari wawancara mendalam terhadap 11 informan sebagai sampel yang dipilih dengan menggunakan teknik purposive dan snowball sampling. Hasil penelitian menyimpulkan bahwa dari tiga dimensi komitmen karyawan berdasarkan pola pikir karyawan: komitmen afektif, komitmen berkelanjutan, dan komitmen normatif, menunjukkan bahwa karyawan memiliki komitmen yang baik terhadap perusahaan penyedia dan mitra bisnis. Perusahaan sebaiknya mempertahankan tingkat perhatiannya terhadap komitmen karyawan, karena komitmen adalah penentu kinerja karyawan di perusahaan.

Kata Kunci: *komitmen karyawan, komitmen afektif, komitmen berkelanjutan, komitmen normatif, perusahaan penyedia jasa tenaga kerja.*

INTRODUCTION

Research Background

In this era, many organizations have realized that the performance of their employees plays a vital role in determining the success of the organization. It is including of how the workers act in the organization or manage their behavior. Organizational behavior can help people to investigate the impact that individuals, groups, and structures have on behavior within the organization in order to improve the effectiveness of the organization. In a context of dynamic and complex labor markets, gathering intelligence on current and future skill needs can support better matching of training and jobs, which is of paramount importance for every country in the world. In recent years, a better understanding of labor market needs and skills matching have featured high on the policy agenda of many countries, driven by both rapid technological advances and global competition. Skills matching can also help reduce unemployment, particularly among young people. It helps build a better life for individuals by improving employability, social mobility, and inclusion.

Employment service providers plays an important role in anticipating future skills, as they systematically track labor market information and provide regular feedback. Effective matching, strategies must be based on information about future trends and robust and reliable anticipation can only be achieved with the active involvement of employers, social partners, the education and training system, and researchers.

Commitment, and its perceived attendant benefits are perennial and topical interest to academics, employees, businesses and policymakers. Also, more recently commitment has become important in many countries, not least in terms of efforts to establish social partnership arrangements with trade unions and their underpinnings.

Employees who are committed to the organization generally feel a relationship with their organization, feel that they match and understand about the organizational goals, by showing relatively high productivity and becoming more proactive in offering their support. Also, what about an organization should do, that is established as an employment service provider company, of course looking for and recruiting employees according to their own procedures

Research Objective

Based on the research problem, the objective of this research is: To analyze the commitment of the employees to employment service provider company PT. Intrias Mandiri Sejati as outsourcing employees supplied to business partners.

THEORETICAL REVIEW

Human Resource Management

Noe, et al (2012), stated that Human Resource Management (HRM) refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance. While according to Dessler (2014), said that Human Resource Management is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns.

Organizational Behavior

Robbins and Judge (2007), organizational behavior is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge toward improving an organization's effectiveness. While according to McShane, Olekalns, and Travaglione (2013), stated that Organizational Behavior is the study of what people think, feel, and do in and around organizations. It looks at employee behavior, decisions, perceptions and emotional responses. It examines how individuals and teams in organizations relate to each other and to their counterparts in other organizations.

Commitment

One way of viewing commitment is as the dedication of employees, aspiring and even persisting to create in order to fulfill the purpose of the organization (Richards, 2004). Commitment as a concept exists mutually between an organization and its employee; it has a basis in trust, mutual values, and engagement, and works towards creating further longevity and profitability in the relationship between an employee and either an organization, a manager or a team (Neininger, et al 2010)

Organizational Commitment

Organizational commitment refers to identification with organizational goals, willingness to exert effort on behalf of the organization, and interest in remaining with the organization (Mowday, Steers and Porter, 1979). Chughtai and Zafar (2006), fostering organizational commitment among employees is very essential because employees who are highly committed toward their organizations are likely to stay longer, have better performance, and they tend to be highly involved at the workplace.

Employee Commitment

Employee commitment as the employees' dedication and aspirations towards fulfilling the purposes of the organization and their wish to be actively involved instead of remaining as mere contributors (Richards, 2004). Employees' commitment to the organization would be significantly related to their perceptions of the employer's commitment to them (perceived organizational support) as they reciprocate their perceptions of the organization's actions in their own attitudes and behavior (Shore and Tetrick, 1991).

Previous Research

Shahid and Azhar (2013), the purpose of this research is to determine when employees who are engaged in their work & committed to their organizations give their companies crucial competitive advantages – including elevated productivity and lower employee turnover and employee engagement is enduring predictor of concrete organizational performance clearly showing the two-way relationship between employer and employee compared to the three constructs: job satisfaction, employee commitment, and employee engagement.

Andrew (2017), the purpose of this study was to identify the impact of Employees' Commitment on Organizational Performance. The three commitments (Affective, Normative, and Continuous) have been taken as independent variables and Organizational Performance as the dependent variable. The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) are significantly related to Organizational Performance. The research findings reveal that there exists positive relationship between the three commitments and Organizational Performance. It has also been proved from the results that there exists strong correlation between the three independent variables and Organizational Performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level.

Simonsen, et al (2011), this research about Strategies Used by Employment Service Providers in the Job Development Process, analyzes to categorize the practices elicited from the focus groups into sequential "phases" of the job development/placement process: Pre-employment, Job-placement/hiring, and Post-placement, by using the snowball sampling and semi-structured interview to describe their preferred strategies, the strategies they found most effective, and to share examples of success. This study reviewed underscores the disparities between what employers want and need and what employment service providers are doing.

Conceptual Framework

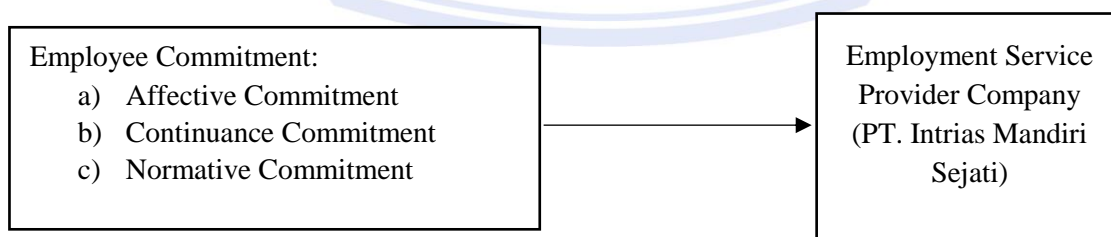


Figure 1. Conceptual Framework
Source: *Data Analysis Method (2018)*

RESEARCH METHOD**Research Approach**

This research uses qualitative research methodology which is descriptive research to describe the Employee Commitment to Employment Service Provider Company in PT. Intrias Mandiri Sejati (IMS) in Manado. The most common sources of qualitative data include interviews, observations, and documents (Patton in Miles and Huberman, 1994). Furthermore, According to Denzin and Lincoln (1994), qualitative research involves the studied use and collection of a variety of empirical materials (case study personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts) that describe routine and problematic moments and meanings in individuals' lives.

Population, Sample Size, and Sampling Technique

The population of this research is the employees of PT. Intrias Mandiri Sejati in Manado as outsourcing employees that will be the respondents in order to know about their commitment to the company. This research will use purposive and snowball sampling technique in order to get more valid and detailed result.

Type of Data and Data Source

This research is primary data and secondary data. In this research, the data will be collected using an In-depth interview with the respondents. (Saunders, Lewis and Thornhill, 2009), said that primary data is the data collected specifically for the research project being undertaken. While, in 'in-depth interviews' there is no predetermined list of questions to work through in this situation, although you need to have a clear idea about the aspect or aspects that you want to explore. The secondary data of this research collected from books, journals, articles, and relevant literature from the library and internet. According to Sekaran and Bougie (2010), secondary data are data that have already gathered by researchers, data published statistical and other journals, and information available from any published or unpublished source available either within or outside of the organization, all of which might be useful to the researcher

Operational Definition of Research Variable

To determine the employee commitment to employment service Provider Company, there are three main variables as dimensions based on employee mind-sets: Affective Commitment, Continuance Commitment, and Normative Commitment.

Testing of Research Instrument

The instrument testing of this research are the tools that prepare by the researchers for measurement while conducting the research, to determine the success or failure of a research. Lincoln and Gubs in Sugiyono (2007) said that the instrument of the choice in the naturalistic inquiry is the human. We shall see that other forms of instrumentation may be used in later phases of the inquiry, but the human is the initial and continuing mainstay. But if the human instrument has been used extensively in earlier stages of inquiry, so that an instrument can be constructed that is grounded in the data that the human instrument has product.

Validity and Reliability Test

To ensure the validity and reliability of qualitative research, it is helpful to use triangulation. There are four possible type of triangulation in qualitative research: research triangulation involves comparing methods, analysis, and interpretation of different researcher on the same topic, data triangulation requires collecting data from several different sources at different times and comparing it, method triangulation involves conducting similar research using several different methods and comparing the findings, theory triangulation is using multiple theories and perspective in interpret and explain data.

RESULT AND DISCUSSION**Result****Informant 1**

Informant 1 is an outsourcing employees who work at BTN Manado, he really enjoyed and liked his work, so he felt lucky to be in the company where he was placed. In working the main goal is to get enough income to pay for his personal needs, therefore he felt very grateful to get the job, so he felt difficult or he thought he would feel a loss if he left the job. In carrying out his work, because he is already on salary and earns income from the job, he feels he wants to work as much as he can to do and what has become his responsibility, he will continue to achieve the targets set for the success of the company and also his success personally, because if he reaches the target that has been determined he will get a bonus to increase his income and he feels worth the benefits of what he has done well, therefore he feels bound to the organization

Informant 2

Informant 2 is an outsourcing employee who work at PT. TELEKOMUNIKASI INDONESIA, Tbk Manado. She felt grateful to be in the part of PT. Intrias Mandiri Sejati, which according to her had been trusted by several companies as a provider of good labor. Because one of the evidence is that her herself was hired at PT. TELEKOMUNIKASI INDONESIA, Tbk since 2 years ago until now, and also have gotten a good position at PT. TELEKOMUNIKASI INDONESIA, even though it is only an outsourced employee but she can be trusted. She said that, in working in this company, she felt that her main goal was to get decent income to fulfill her personal needs as well as to help her family's needs, but that did not mean she would only work carelessly, she got a salary or income she needed, but she said she had to work hard to finish what had been the responsibility that had been entrusted to her, and for her it needed perseverance and hard work. She feels that relations with colleagues are very important in our work because they work to achieve a common

Informant 3

Informants 3 is an outsourcing employee who work at BTN Manado. He said that becoming an outsourcing employee hired at BTN Bank by PT. Intrias Mandiri Sejati, it was a good opportunity for him, and he also felt happy to be and work at the BTN, He also said that in working, of course, everyone wants a lot of income to meet their daily needs, as well as him, he also believes that the purpose of his work is to get a good income for the needs along with his family because he is married and has children. But it does not mean because the purpose is only to earn income and he will only work carelessly. For him, if he works well and reaches the target he has to achieve, he will also get a good bonus too, so according to him, if we want to get good we also have to give the best. The members of the organization he consider as his own family because they often cooperate to achieve their targets and that for him is something very important in an organization.

Informant 4

Informants 4 is an outsourcing employee who work at BTN Manado. He felt very happy to be part of PT. IMS and also at BTN. He works at BTN in collection division, and he said that he had been given the target of his responsibility for 1 month, where he had to work hard, struggling to achieve that target for the success of their division, and also the company. And therefore he also feels that it also brings benefits to him, because if he reaches the target besides he gets his monthly salary, he will also get a bonus that has been set if the employee has worked and achieved his target. In working, mistakes or problems often occur, but he said that in their division there was an error or problem, they would solve it together because it was for the good and fluency for their work. According to him, that is what makes them in the division feel there is a close bond that they get in work, where they have to work in a team to achieve common goals or targets.

Informant 5

Informant 5 is an outsourcing employee who work at PT. TELEKOMUNIKASI INDONESIA, Tbk Manado. He felt very happy to have become one of the outsourcing employees that had been received by PT. Intrias Mandiri Sejati and had also been hired at PT. Telekomunikasi Indonesia, Tbk. In working, he said there were times when he felt comfortable at work, and also when he felt very difficult at work. But in saying it depends on self-confidence, when a problem occurs in the organization, even though it is not a problem made by him, but as a good employee, they must cooperate in resolving these errors or problems, that will be proof that we intend and sincere intentions to work. He said that income or salary and the bonus is also very important

for every employee, because every person at work, surely the main goal is to get income or salary to meet their needs personally. The members of the organization he consider as his own family because they often cooperate to achieve their targets and that for him is something very important in an organization.

Informant 6

Informant 6 is an outsourcing employee who work at PT. TELEKOMUNIKASI INDONESIA, Tbk Manado. He felt very happy to have become one of the outsourcing employees that had been received by PT. Intrias Mandiri Sejati and had also been hired at PT. Telekomunikasi Indonesia, Tbk. He said that work is a very important thing for everyone to earn income. In working, the main goal is to get a salary that can be used to meet our needs. He said that, if we are already paid, it means that we already have a deep bond which means that the bond is a responsibility that we must carry out and complete for the common good, because if the responsibility that has been entrusted to us is not carried out properly, it will it causes problems for our division and also for the company, and we must also deal with the problem and resolve it together, so according to him if we are given responsibility we must solve it well and on time to avoid problems that can be detrimental the company also us as employees in it. In our company, we not only work alone because even though we are given each other's responsibilities, we can solve them together, meaning that we can work in teams, and that is what makes us have good ties or relationships and it is a very important thing in an organization.

Informant 7

Informant 7 is an outsourcing employee who work at PT. TELEKOMUNIKASI INDONESIA, Tbk Manado. He felt very happy to have become one of the outsourcing employees that had been received by PT. Intrias Mandiri Sejati and had also been hired at PT. Telekomunikasi Indonesia, Tbk. Working is an option to get income to meet the needs of everyday life, can be said that the main purpose of work is to get money, in the form of salaries and bonuses. He said he felt happy and grateful for being able to get a job through PT. Intrias Mandiri Sejati, where he was placed by IMS in a good place or company and also with decent work, even though he only worked indirectly with IMS, he felt that commitment was very important to maintain because even though he worked indirectly with IMS, he remain in the responsibility of IMS, therefore he has to maintain that trust, because as he knows, IMS will control all his activities at work. The sense of attachment that he experienced, which is where he has to work with the responsibilities that have been entrusted to when to be done well to completion, in order to bring benefits to the company also for me. Because he has been paid and given a bonus, he feels there is a sense of debt of gratitude towards the company where he works, especially to the IMS. In the company, he has a close relationship between employees because where we as employees must work together to achieve common goals.

Informant 8

Informant 8 is an outsourcing employee who work at PT. Samsung Electronic Indonesia, Manado. In working there are things that are easy and there are also things that are difficult to run, depending on our own abilities. She said that she very happy and grateful to be part of PT. Intrias Mandiri Sejati has placed me at Samsung, which can help her to earn income by working to meet my needs in everyday life. Even though she works indirectly with IMS, she remains in the responsibility of IMS because IMS has recruited and employed Samsung, so he works with Samsung to achieve a common goal, so she works with IMS to meet the needs of their business partners and also maintain the success of IMS. There is certainly a close bond with fellow members of the company and indeed there must be, because we have to work together to achieve a common goal.

Informant 9

Informant 9 is an outsourcing employee who work at PT. Samsung Electronic Indonesia, Manado. He said that he was very happy to have been selected by PT. Intrias Mandiri Sejati and was employed at a business partner at PT. Samsung Electronics Indonesia. In his work, he said that he still preferred to get a good profit or income for him, because it was his main goal in finding work, but he said it also didn't mean because his main goal was to only earn money and he would not work well. For him, he will work well, will carry out what has become his responsibility so that it can be comparable to what results he will receive, for example, salaries and bonuses because it works well. Even though he only worked in an irresponsible manner with IMS, he thought he would obey what he was supposed to do according to what the IMS had trained at the first time he was recruited, as what had been their previous agreement, and also what he wanted by the company where he works

now. He said, because the work he got from this IMS was enough to meet his needs, he would feel a loss if later he would leave the job, and also he felt he would be indebted to IMS and also Samsung who had helped him in getting a job and who already provided the appropriate income for him.

Informant 10

Informants 10 is an outsourcing employee who work at BTN Manado. She said that she felt very happy to be and work at PT. Intrias Mandiri Sejati and also in the Bank Tabungan Negara as the business partner, she works as a collection in depositing housing that works with BTN, so in one month she must reach the target that has been given to her, and she must reach the target so that his performance in the company will remain good and also if she reaches the target she will benefit in the form of a bonus for her. She said, in working it is difficult to run on its own, even though it gets its own target, if it cooperates with other colleagues it will all feel easier, that's the reason why she feels a close relationship like a good friend with fellow members company and division. In work, she said that she wanted to earn income to fulfill her daily needs, and that was the reason for her to work to get a decent salary.

Informant 11

Informants 10 is an outsourcing employee who work at BTN Manado. He said that he felt very happy to be and work at PT. Intrias Mandiri Sejati and also in the business partner of Bank Tabungan Negara, after about 2 years 2 months he worked, there were many offers out there offering jobs for him, but he had already enjoyed his work too much and felt loss or weight to lose his job, because even though he only working as an outsourced employee he felt that he had enough for his personal needs and was also familiar with his work and also because he often achieved targets and because of his achievements he could get bonuses and increase his monthly income, and also he often took overtime to input and so on so that he can also get overtime money, because he also thinks his purpose is to get more income to fulfill his life needs. The sense of bonding that he feels is where he has to complete the tasks and responsibilities that have been entrusted to him, where it must be completed every month, that is what he considers as a sense of being bound by the company because the IMS has made a commitment that the employee should reach the target. If there is a close relationship with fellow members of the company because he said that the close relationship is formed because in working to achieve the target, they in one division are more likely to cooperate in teams to achieve common goals.

Discussion

The employee is one of the important parts of the company that must be considered in management. Especially about their commitment to the company where their work to improve the good performance of the company. Now, some of the companies in the recruitment process more see the commitment of the employees because it will greatly affect the success of the company itself. Allen and Meyer (1997), posited the following as dimensions based on employee mind-set by the three-dimensional framework, which are: 1) affective commitment 2) continuance commitment 3) normative commitment. From that three dimensional framework will see the commitment of the employee to the company, because today almost all businesses are aware of the significance of employee commitment and its role in inspiring employees and also to fulfilling the purposes of the company or organization the employee commitment as the employee's dedication and aspiration, because it would be significantly related to their perceptions of the employer's commitment as their perceptions of the organization's actions in their own attitudes and behavior (Shore and Tetrick, 1991).

In PT. Intrias Mandiri Sejati is an employment service provider company that provides their employees to business partner companies that need the employees or workers. The employee will just work indirectly with PT. Intrias Mandiri Sejati, but even though they just work indirectly they are still under the responsibility of PT. Intrias Mandiri Sejati. This will bind their employee with a contract for commencing a commitment. The commitment of the employee with PT. Intrias Mandiri Sejati and the business partner company is the same because they are in the same contract.

The result of the interview with the employee that worked as outsourcing employee to the business partner companies that provides by PT. Intrias Mandiri Sejati according to three-dimensional framework of employee commitment posited the following as dimensions based on employee mind-sets: Affective commitment, is about the emotional bonding of employee to the organization, such an employee strongly associate himself/herself with the organization goals and seeks to stay with the organization because he/she wishes to do so. Can be seen based on interview result from the informants or the employees itself, all the employees felt happy to be a part of PT. Intrias Mandiri Sejati and also the business partner companies where

their works, it because they have been hired in accordance with what is their job in the business partner, have never been forced to work beyond their capabilities, they are also happy with the response from the company with their performance about what their work and their got from the companies that make them felt lucky to be in, and because of it can build a good corporate between employees and companies to achieve a common goals. So, when there is a problem in the companies, they would be worked together to solved that because of it also for the profit of companies and employees itself. Continuance commitment, this could be for a host of reasons - right from financial costs of salary and benefits to social costs of ties and reputation. Such an employee stays with the organization because he or she is tied in. Can be seen based on the interview result from the informants or employees, almost all informants said that the purpose of their works is to get a good income to fulfill their needs, but that did not mean they would only work carelessly, but if they already got a salary or income their needed, they should work hard to finish what had been the responsibility that had been entrusted to them, and they should work hard for that, but according to informants 4 and 5, they are believed that if their work in good performance, work together and more advance the company's success, they will get a good income from that and also not only the income but also the bonuses if their work hard and achieved their targets, it means they think about the interest of the company first and then their personal needs. Normative commitment, the loyalty aspect is strong – either due to individualized value perceptions that direct behavior or due to social norms that apply to the context and relate with the environment the organization belongs to. Can be seen based on the interview result from the informants or employees, almost all of the informants felt gratitude and in responsibility with the organization and has a good relationship with other employees because most of them like to work together or teams, so it can make them felt in a good relationship.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Based on the result and discussion in the previous chapter, can be concluded that some points about the employee commitment that works as outsourcing employee to business partners of employment service provider company PT. Intrias Mandiri Sejati in Manado. The information gathered from the informants showed that the commitment of the employees that worked as outsourcing employee to the employment service provider company is good.

In work, if the employee already work hard to finish what had been the responsibility that had been entrusted to them and after that they get the income for it, also they get the bonuses, of course they will happy with the company, they will always be in good performance and will always to the best thing in the company to achieve common goals. After that, they will feel loss and difficult to leave the company, because in work to achieve common goals they should work well especially works on a team with other employees and because of that they will get the good relationship each other that makes the difficult to leave the job and company.

From the three-dimensional framework of employee commitment the following as dimensions based on employee mind-sets, which are: affective commitment, continuance commitment, and normative commitment. More outsourcing employee in a continuance commitment, because in work, that the purpose of their works is to get a good income to fulfill what their needs, and after that in a affective commitment, because after they got what they want, they will very happy to work in the company and works together to improve the company's performance, and then after that in a normative commitment because after they got what they want and do the best for the company, they will feel in a good relationship with the other employees and they felt lost and difficult to leave their friend and the company.

Recommendation

1. Employment service provider company PT. Intrias Mandiri Sejati in Manado, in every company, human resource management is really important to control all about the employees. So, to the company especially in human resource management, to see and more care about the commitment of the employees from the recruitment, selection and training process, also until provides them to the business partners that will works as outsourcing employee, because although they are works to the business partners, they still in under responsibility from employment service provider company, also already in contract and has commitment with company that have the trust of business partners. The commitment of the employees is very important because it will affect their performance within the company and in the interests of the company's success.
2. Business partners and other companies that need outsourcing employee. Choosing a good employment service provider company to take good employees is the important thing, because of the employment

- service provider company that will recruit, select and train them and make a commitment to be a good employee. So, if the company already recruit, select and train them in very well and then provides them to business partners that need the employees, the employees will work well together in order to improve company performance, because they have been well chosen and committed.
3. Universities, to give some knowledge for the students especially economic and business students to know more about the outsourcing, outsourcing employee and employee commitment, because when becoming economic and business students, especially who wants to be a leader in the company and also employed in a company, it is important to know more about the human resource management in order to achieve the company's goals.
 4. Future research, similar research development is necessary for expanding the issue that related with this paper. Conducting it in wide areas of population, bigger sample and deep research about the employee commitment that work as outsourcing employee to business partners not just in Manado but also across city, not just in one

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