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The Implementation of Organizational Commitment in the Environment of the Jayawijaya Regency Government: A Case Study at the Wamena District Office, Jayawijaya Regency, Papua Province, Indonesia

ABSTRACT: Every employee in the organization must have a high commitment in achieving the organization's mission, vision, and goals. In public sector organizations, the bond between employees and organizations can be built on the similarity of the mission, vision, and goals of the organization. The purpose of the study was to know how the implementation of organizational commitment in the environment of the Jayawijaya Regency Government in Papua Province, Indonesia, with organizational commitment variables and indicators: job engagement, loyalty, and performance. Type of research used is descriptive and qualitative approaches, with sample of research as many as 14 employees at Wamena District Office, Jayawijaya Regency. The technique of data analysis used in the study was quantitative analysis by using minimum and maximum score table, which was simplified in the form of frequency table, then given a predicate. The implementation of employee commitment of the District Office of Wamena has been done, through the calculation of the average indicator and observation results there are discrepancy, namely that there are still employees with low levels of performance. With these findings, the authors conclude that although an employee is involved in various programs of activity and loyalty high towards the organization, then not necessarily the work of employees can be said to be good.

KEY WORDS: Commitment Implementation; Job Engagement; Loyalty; Employee Performance; Wamena District Office.

INTRODUCTION

The organization is a social entity that is consciously coordinated. The organizations

that succeed in achieving their goals and are able to fulfill their social responsibilities will be very dependent on the leadership.

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In a government agency environment, organizational commitment is known as a measure of the strength of identity and employee involvement in organizational goals and values. With the commitment given, it is expected that the performance of employees will increase. The organizational commitment as an attitude that reflects employee loyalty to the organization and is an on going process where members of the organization express their concern for the organization, towards the success of the organization and on going progress (Reilly, 1998; Thomson, 1998; and D'Ortenzio, 2012).

Every employee in the organization must have a high commitment in achieving the organization's mission, vision, and goals. In public sector organizations, the bond between employees and organizations can be built on the similarity of the mission, vision, and goals of the organization, not just a work bond. Their bond to work in government agencies is not just a salary, but rather an inner bond, such as wanting to be a servant of the state and a servant of society, social status, and so on. So that if every employee has a strong commitment to provide the best achievements for the country and the best service to the community, then of course, the performance of the public sector will increase (Tsai, 2011; Keskes, 2014; and Lavoie, 2017).

The organizational commitment is needed for the survival of an organization, because organizational commitment is not limited to the decisions of employees or employees to maintain their existence within the organization, but also determine how much effort employees make to contribute optimally to organizational development (Thomson, 1998; Keskes, 2014; and Merry & Syarief, 2017).

The organizational commitment will develop, because there are rewards and there are in accordance with the applicable provisions; there are things that are interesting and satisfying. Especially if there are many things that can provide welfare and there are facilities that support work activities, so that they can work with enthusiasm, be more productive,

and efficient in carrying out their duties (Giovannini ed., 2013; Keskes, 2014; and Merry & Syarief, 2017).

Commitment is the ability and willingness to harmonize personal behavior with the needs, priorities, and goals of the organization. This includes ways to develop goals or meet organizational needs, which essentially prioritize the organization's mission rather than personal interests (Kusek & Rist, 2004; Fapohunda, 2013; and Keskes, 2014).

Wamena District is one of the Districts in Jayawijaya Regency, Papua Province, Indonesia. To support the administration of the Wamena District Office, Jayawijaya Regency, there is a need for self-awareness from each employee who works at the Wamena District Office. The organizational commitment is needed for the survival of the organization. As a public servant, District Staff should be aware that organizational success is strongly influenced by the performance of individual employees, with the hope that what can be achieved by the organization's goals (Meyer & Allen, 1997; Carmeli, 2003; Mantra, 2003; Chauvel & Bhakti, 2004; Wibowo, 2005; and Stott, 2011).¹

In maintaining organizational commitment, the role of a leader is very much needed; and effective leadership is the main requirement. Effective leadership can help organizations to survive in future uncertainty situations. An effective leader influences his/her followers to have greater optimism, confidence, and commitment to the goals and mission of the organization. Thus, the ways leader behavior in directing followers will affect the employee's organizational commitment (Noor, 2013; Shadraonis, 2013; and Keskes, 2014).

D.M. McGregor (1966), as cited in George R. Terry & Leslie W. Rue (2001), gives a suggestion that a leader's attitude towards human nature has a major influence

¹See also, for example, "Developing Women's Entrepreneurship in the Papua Highlands" in *ILO Special Edition on Entrepreneurship Skills Development Programme*, Bilingual Edition, on November 2010. Available online also at: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms_146160.pdf [accessed in Wamena, Papua, Indonesia: July 3, 2018].

on the way that a person behaves as a leader (McGregor, 1966; and Terry & Rue, 2001:197). According to J.P. Meyer & N.J. Allen (1997), as cited also in Muhdi B.Hi. Ibrahim (2011), commitment is the individual's strong acceptance of the goals and values of the organization, and individuals strive and work and have a strong desire to remain in the organization (Meyer & Allen, 1997; and Ibrahim, 2011:146).

Organizational commitment builds when each individual develops the following three interconnected attitudes towards the organization and/or profession: (1) *Identification*, namely understanding or appreciation of the goals of the organization; (2) *Engagement*, namely feeling involved in a job or feeling that the job is fun; and (3) *Loyalty* is the feeling that the organization is the place to work and live (cf Meyer & Allen, 1997; Reilly, 1998; Pal, 2011; and Leite, Rodrigues & de Albuquerque, 2014).

Organizational commitment strives to be built for employees. Therefore, the organization must recognize the factors that influence organizational commitment, namely: (1) *Personal characteristics*, related to the needs of achievement, work period, age, education, gender of members, and work experience; (2) *Job characteristics or roles*, related to feedback, identity, assignments, opportunities for interaction, and communication; and (3) *Structural characteristics*, related to the work environment, such as the availability of facilities that support each work implementation, organizational culture (Meyer & Allen, 1997; Reilly, 1998; and Culibrk et al., 2018).

The organizational commitment of each employee is different for each individual. The influence of the personality of each different employee and employee work experience causes differences in the way they hold organizational commitment, or further it is called the consequences of commitment. Therefore, fostering employee organizational commitment needs to be improved to achieve optimal organizational

performance and goals (Vance, 2006; Keskes, 2014; and Merry & Syarief, 2017).

In this context, John R. Sparks & Shelby D. Hun (1998), as cited in Muhdi B.Hi. Ibrahim (2011), through a research sample of marketing managers, suggested that organizational commitment has a relationship with ethical orientation and ethical sensitivity (Sparks & Hun, 1998; and Ibrahim, 2011:147). The following are three main components of organizational commitment:

Firstly, *the Continuous Commitment*, in which commitments related to member dedication in sustaining organizational life and producing people, who are willing to sacrifice and invest in the organization. Secondly, *the Integrated Commitment*, in which the member commitment to the organization as a result of social relationships with other members in the organization. This happens because employees believe that the norms adopted by the organization are useful norms. Thirdly, *the Controlled Commitments*, in which the commitment of members to organizations that give behavior towards what they want. The norms that the organization has are appropriate and able to contribute to the behavior they want (cf Sparks & Hun, 1998; Ibrahim, 2011; Keskes, 2014; and Merry & Syarief, 2017).

H.L. Angel & J.L. Perry (1981), and other scholars, also suggested that organizational commitment is strong will encourage individuals to strive harder to achieve organizational goals. So that high commitment makes individuals more concerned organization rather than personal interests, and try to make the organization become even better (Angel & Perry, 1981; Keskes, 2014; and Merry & Syarief, 2017).

The research conducted by Abdul Hakim (2006) in Central Java Province, Indonesia, concluded that organizational commitment has a positive influence on employee performance (Hakim, 2006). This is also supported by research conducted by Yudha Ivano (2009) in Semarang City, Central Java, Indonesia, which states that organizational commitment has a positive effect on performance (Ivano, 2009).

I Wayan Asdita Adi, I Made Sadha Suardikha & I.G.A.M. Asri Dwija Putri (2017) conducted a study on the effect of organizational commitment, organizational culture, and SIMDA (*Sistem Informasi Manajemen Daerah* or Regional Management Information System) user satisfaction on the performance of regional work units. That organizational commitment has a positive effect on SKPD (*Satuan Kerja Perangkat Daerah* or Regional Apparatus Unit) performance, organizational culture has a positive effect on SKPD performance, user satisfaction has a positive effect on SKPD performance (Adi, Suardikha & Putri, 2017).

The organizational commitment can be explained according to several approaches. These approaches are based on different assumptions. In this context, J. Mathieu & D. Zajac (1990), as cited in Muhdi B.Hi. Ibrahim (2011), for example, said that there are two approaches to organizational commitment, namely: (1) the approach to organizational commitment based on attitude. The organizational commitment according to this approach leads to issues of involvement and loyalty. If the organization is increasingly able to generate confidence in employees, then, the higher the commitment of employees to the organization; and (2) the approach to multi-dimensional organizational commitment (Mathieu & Zajac, 1990; and Ibrahim, 2011:148).

J.P. Meyer & N.J. Allen (1997), as cited in Muhdi B.Hi. Ibrahim (2011), also formulate three components that influence organizational commitment, so that employees choose to stay or leave the organization based on their norms. The these components include: (1) the *Affective Commitment*. This commitment is related to the desire to be attached to the organization. The individuals stay in the organization because of their own desires. The individuals feel that there is a match between their personal values and organizational values; (2) the *Continuity Commitment*. The commitments based on rational needs and this commitment arises if the employee persists in an organization, because it requires salary and other

benefits, or because the employee does not find another job; and (3) the *Normative Commitment*. The commitments that are based on norms that exist within employees, contain individual beliefs about responsibility for the organization. He/she felt he/she had to endure because of loyalty. The key to this commitment is the obligation to stay within the organization. This type of commitment is more due to the moral values that employees have personally (Meyer & Allen, 1997; and Ibrahim, 2011:149).

Of the three types of commitments above, of course, the highest level is affective commitment, members/employees with high affective commitment will have the motivation and desire to contribute meaningfully to the organization. While the lowest level is the commitment of continuity, members/employees who are forced to become members/employees to avoid financial losses or other losses, will be less/cannot be expected to contribute meaningfully to the organization. Whereas normative commitment depends on the extent of internalization of the norm so that members/employees act in accordance with the goals and desires of the organization (Rachmawati, 2009; Saari & Pyoria, 2015; and Merry & Syarief, 2017).

The employee commitment in organizations is multilevel, from very low levels to very high levels. Employees who have high organizational commitment will have an impact on these employees, that is they are more satisfied with their work and their absenteeism decreases. This organizational commitment will have an impact on all organizational activities. The impact of the organizational commitment is as follows: (1) For Employees, that is for example the career development of the employee in the office; and (2) Towards the organization, namely by having employees who are highly committed to the organization will lead to high organizational performance, lack of absenteeism, and will lead to employee loyalty to where they work (*cf* Nassazi, 2013; Susanty & Miradipta, 2013; and Herachwati & Rahma, 2018).

Some ways that can be used to grow

organizational commitment are: (1) Identification of Needs; (2) Employee Involvement; (3) Trust; (4) Confidence; (5) Credibility; (6) Accountability; (7) Organizational Policy; (8) Organizational Culture; (9) Communication; (10) Creating a Sense of Togetherness; (11) Growing a Sense of Ownership; and (12) Loyalty (Schein, 2004; Tsai, 2011; and Flamholtz & Randle, 2014). The summary explanations are as following here:

First, *Identification of Needs*. Identifying needs, manifested in the form of employee trust in the organization, can be done by modifying the organization's goals, so that it includes some personal goals of employees; or in other words, the organization includes the needs and desires of employees in the goals of the organization.

Second, *Employee Involvement*. The employee involvement, or participation in work activities, is important to note because the involvement of employees causes them to be willing and happy to work together, either with the leader or fellow coworkers. One way that can be used for employee involvement is to involve their participation in various decision-making opportunities, which can foster confidence in employees that what has been decided is a joint decision.

In this context, Stephen P. Robbins (2003) defined employee or employee involvement as a participation process that uses all employee capacities and is designed to encourage increased commitment to the success of the organization. The employees in high involvement strongly favor the type of work performed and really care about the type of work (Robbins, 2003:91 and 268). The underlying theory is that by knowing the work involvement of employees; thus, employees will be more motivated, more committed to organizations, more productive, and more satisfied with their work (Robbins, 2003; Schein, 2004; Tsai, 2011; and Flamholtz & Randle, 2014).

There are several factors that can be used to see the work involvement of an employee, where these factors have been widely used by experts for work engagement studies, namely: Actively

participating in his/her work; Showing work as the main; and Seeing his/her work as something important for self-esteem.

Third, *Trust*. The building trust between management and employees. The existence of mutual trust among members of the organization will create good conditions for the exchange of information and advice without fear.

Fourth, *Confident*. Raising the confidence of employees by respecting the capabilities of employees, so that the commitment to the place to work is higher.

Fifth, *Credibility*. The maintain credibility by appreciation and develop a work environment that encourages healthy competition, so as to create organizations that have high performance.

Sixth, *Accountability*. The accountability of employees to the authority given by setting consistently and clearly about the roles, standards, and objectives of the assessment of employee performance in the settlement and responsibility for the authority given.

Seventh, *Organizational Policy*. The organizational policies that do not harm employees will lead to organizational commitment for employees. In terms of making this policy should involve all members of the organization.

Eighth, *Organizational Culture*. The organizational culture that supports the welfare of employees will be able to develop organizational commitment for employees.

Ninth, *Communication*. The communication is important in order to grow this organization's commitment. Communication of these employees can be intertwined vertically or horizontally for each part of the organization. With the smooth communication within the organization, coordination of work will also be better.

Tenth, *Creating a Sense of Togetherness*. This sense will improve cooperation and mutual support among employees.

Eleventh, *Growing a Sense of Ownership*. This sense of belonging is not easy for organizations to make employees feel they own the organization. The employees only

feel that they work within the organization, so that some of them consider the problems found in the organization not to be their responsibility, because they only feel that they are responsible for their work.

Twelfth, *Loyalty*. The employee loyalty to the organization has the meaning of one's willingness to build relationships with the organization. The willingness of employees to maintain work in organizations is important in supporting employees' commitment to the organization where they work. In general, the loyalty can be interpreted by loyalty, service, and trust given or addressed to someone or an institution, in which there is a sense of love and responsibility to try to provide the best service and behavior.

About the "loyalty", KBBI (*Kamus Besar Bahasa Indonesia* or Large the Indonesian Language Dictionary), in 2016, states that loyalty is loyalty, obedience, and obedience.² The loyalty is also the willingness to work together, which means willingness to sacrifice themselves, willingness to carry out self-supervision, and willingness to show self-interest. This willingness to sacrifice oneself involves the awareness to devote themselves to the organization. This service will always support the participation of employees in the organization (Schein, 2004; Tsai, 2011; and Flamholtz & Randle, 2014).

L.W. Porter *et al.* (1974), as cited in Muhdi B.Hi. Ibrahim (2011), argued that, firstly, loyalty to the organization as an attitude, namely the extent to which an employee identifies his/her workplace indicated by the desire to work and try his/her best; and secondly, loyalty to the organization as a behavior, namely the process where an employee makes a sure decision not to leave the organization if he/she does not make extreme mistakes (Porter *et al.*, 1974; and Ibrahim, 2011:162).

B.S. Resimin (1988), as cited in Muhdi B.Hi. Ibrahim (2011), also suggested loyalty as an linkages, namely identification of

individual psychology at work, or the extent to which the relationship between work and organization is felt as a total self image for him/her-self in the organization, which can be called past activities in the organization (Resimin, 1988; and Ibrahim, 2011:162).

About the Performance. It is very important to explain here: (1) Understanding of Performance; and (2) Factors Affecting Performance.

Firstly, the *Understanding of Performance*. Performance is the result achieved by a person or group of people in the organization with the authority and responsibility of each in order to achieve the objectives of the organization concerned legally, not violating the law and in accordance with morals and ethics. Performance can also be interpreted as a work ability, achievement that is shown or achieved in carrying out a work function within a certain period (UN, 2005; Ivano, 2009; and Merry & Syarief, 2017).

Secondly, the *Factors Affecting Performance*. The observation is the process of assessing and seeing the behavior determined by the work system. A measure used to measure a person's work performance compared to the job description specified by the personnel. The development that aims to motivate personnel to overcome their shortcomings and encourage those concerned to develop their abilities and potential (Zhang, 2012; Dobre, 2013; and Merry & Syarief, 2017).

According to Stephen P. Robbins (2003), and other scholars, that it is much easier for each working group to be productive if the entire parent organization is growing and the group gets top management support and abundant resources (Thomson, 1998; Robbins, 2003:340; and Rachmawati, 2009).

In the Indonesian context, the District is the division of administrative areas in the Provinces of Papua and West Papua under the Regency or City. The term "district" replaces "sub-district", which was previously used as in other Provinces in Indonesia. This determination is following the enactment of Law No.21/2001 concerning Special Autonomy for the Papua Province. District is

²See "KBBI (Kamus Besar Bahasa Indonesia)", p.684. Available online at: <http://kbbi.we.id/pusat> [accessed in Wamena, Papua, Indonesia: July 17, 2018].

a district or city equipment in Papua that has a certain work area led by a District Head. The Districts are subdivided into a number of Villages, or by other names according to local customs. Formation, expansion, deletion, or merger of Districts are stipulated by Regency/City Regional Regulations (Wibowo, 2005; Kolopaking, 2008; and Woods, Vob & Tjahjono eds., 2015).

In the context of regional autonomy in Indonesia, the Sub-District is a District Work Unit of a Regency or City that has a specific work area led by a *Camat*. The term “sub-district” in Papua is referred to as “district”. In Article 126 of Law No.32/2004 concerning Regional Government, which states that: (1) Sub-districts are formed in the Regency/City area with local regulations based on Government Regulations; (2) Sub-districts are led by Sub-District Heads or *Camat*, who in carrying out their duties, obtain partial delegation of authority from Regents or Mayors to handle part of the affairs of regional autonomy; (3) Head of Sub-District holds general government duties; (4) the Sub-District Head is appointed by the Regent/Mayor at the suggestion of the District/City Regional Secretary from a civil servant, who has mastered the government’s technical knowledge and fulfills the requirements in accordance with the laws and regulations; (5) the *Camat* in carrying out his/her duties is assisted by the Sub-District apparatus and is responsible to the Regent/Mayor through the District/City Secretary; (6) Sub-District equipment is responsible to the Sub-District Head; and (7) the implementation is stipulated by a Regent or Mayor regulation based on Government Regulations (King, 2004; Kolopaking, 2008; and Nasution, 2016).

In the policy context, the position of the District needs to be seen in the context of developing decentralization policies. By using the understanding of decentralization of Dennis A. Rondinelli, John R. Nellis & G. Shabbir Cheema (1983), as cited in M. Lala Kolopaking (2008), the position of the District can be seen in two aspects. Firstly, the District has to do with the District. Secondly, District relations with communities

and Villages. The issue that exists later is to find the role of Districts that can become institutions that mutually strengthen the capacity of both the District and the community and Village (Rondinelli, Nellis & Cheema, 1983; and Kolopaking, 2008:3).

There are several perspectives underlying this study. The first perspective is the structuring of District positions through a power approach that views District capacity strengthening can be done through granting the right to govern, or making the District an autonomous region in a governance system, that is the District will be able to fulfill community demands and play a good role in carrying out development functions, community empowerment, and public services if the District has autonomous power and authority in the fields of regulation, execution, and legislation (Hanif, 2002; Djaenuri *et al.*, 2003; and Nasution, 2016).

The second perspective is structuring District positions within the framework of governance approaches for institutional strengthening and social capital. Districts are seen in this regard as administrative-bureaucratic units of public service, or part of an autonomous government bureaucracy. Using a governance perspective, strengthening District institutions is entirely outside the political realm. The structuring of District institutions rests on the expansion and sharpening of the main tasks and institutional functions as contained in Law No.32/2004 (King, 2004; Kolopaking, 2008; and Nasution, 2016).

In Law No.32/2004 stated that District authority is the result of delegation of part of the Regent’s authority to handle regional autonomy affairs in the category of general government tasks starting from the administration of government activities, development-empowerment coordinators, and community services. The referring to Government Regulation No.72/2005 that Districts are facilitators or companion in the process of implementing Village governance, which is more defined in the framework of facilitating the implementation of governance, development, and empowerment of communities and

Villages, and the provision of services to the community (Kolopaking, 2008; and Nasution, 2016).

METHOD

This type of research is carried out with a descriptive and qualitative approaches. The data analysis technique used in this study is quantitative analysis using a minimum and maximum score table that is simplified in the form of a frequency table, then given a predicate (cf Sugiyono, 2001; Hadari, 2005; Suyanto, 2005; and Creswell, 2010).

RESULTS AND DISCUSSION

To show data from the results of this study, the authors make the overall data interpretation in order to see how the implementation of organizational commitment of the District Office of Wamena, Jayawijaya Regency in Papua Province, Indonesia. In analyzing organizational commitment variables, research is conducted through research indicators, namely: *job involvement*, *loyalty*, and *performance* (cf Wibowo, 2005; Renyut *et al.*, 2017; Ismail & Gunawan, 2018; and Tomic *et al.*, 2018).

The *job involvement* indicators are analyzed through statements: the employees participate in increasing organizational success; conducting discussions during work program planning; and whether leaders are satisfied with the work results of employees (Vance, 2006; Zhang, 2012; and Tomic *et al.*, 2018).

The results of data analysis indicate that the average value of employee engagement indicators on the implementation of organizational commitment in the environment of the Jayawijaya Regency Government, a case study at the Wamena District Office, Jayawijaya Regency, Papua Province, Indonesia, is 75.93%. Thus, the indicators of *job involvement* fall into the “good” category. This also shows that of the Head of District on average involves employees in participating and increasing organizational success, conducting discussions during work program planning, and of the Head of District are satisfied with

the work results of employees.

The *loyalty* indicator shows the average value of the statements in the sub-indicators: the Head of District has instilled a *loyalty* attitude well, the employee has carried out office work well, and the employee always coordinates with the leadership and co-workers in carrying out office work (Thomson, 1998; D’Ortenzio, 2012; and Goman, 2015).

On the indicator of *loyalty*, the results of the analysis in the implementation of organizational commitment in the environment of the Jayawijaya Regency Government, a case study at the Wamena District Office, Jayawijaya Regency, Papua Province, Indonesia, amounted to 79.63%. Thus, the *loyalty* indicator falls into the “good” category. This shows that of the Head of District has instilled a *loyalty* attitude well, employees have carried out office work properly, and employees always coordinate with the leadership and coworkers in carrying out office work.

The *performance* indicators show the average value of the assignment statements that are done at the office have achieved good results, the evaluation of work done at the end of a certain period, and work ability always gets a good evaluation from the leadership (Heskett, 2007; Zhang, 2012; and Tomic *et al.*, 2018).

Analysis results on *performance* indicators in the implementation of organizational commitment in the environment of the Jayawijaya Regency Government, a case study at the Wamena District Office, Jayawijaya Regency, Papua Province, Indonesia, amounted to 68.52%. Thus, the *performance* indicators fall into the “fairly good” category. From the results of the analysis of *performance* indicators show that the tasks done at the office have achieved good results, evaluation of work done at the end of a certain period, and work ability always gets a good evaluation from the leadership.

In the discussion of the results of the study carried out the calculation of the average variable analysis of organizational commitment as shown in table 1.

Table 1:
The Average of Analysis Variable Indicators of Organizational Commitment

| No | Indicators | Average Score |
|----------------------|------------------------|---------------|
| 1. | <i>Job Involvement</i> | 75.93 |
| 2. | <i>Loyalty</i> | 79.63 |
| 3. | <i>Performance</i> | 68.52 |
| Average Score | | 74.69 |

In table 1, it shows that in general organizational commitment in the District Office of Wamena, Papua, Indonesia, seen from the magnitude of the percentage of respondents' answers to indicators of *job involvement* amounted to 75.93%; *loyalty* indicators amounted to 79.63%; and *performance* indicators were 68.52%. From the results of the interpretation of the assessment category, the implementation of organizational commitment in the environment of the Jayawijaya Regency Government, a case study at the Wamena District Office, Jayawijaya Regency, Papua Province, Indonesia, can be said to be in a "fairly good" category of 74.69%.

From the results of the calculation the average indicator states that it is "quite good", but the reality is that the three indicators still need improvement. The findings in this study that for *job involvement* indicator amounted to 75.93% with a "fairly good" category; the *loyalty* indicator was 79.63% with a "fairly good" category; and a *performance* indicator of 68.52% with a "fairly good" category. When viewed from the magnitude of the results between the three indicators, the *performance* indicators are lowest when compared with indicators of *job engagement* and *loyalty*. The implementation of employee commitment in the Wamena District Office has been carried out, but the authors combine the results of the calculation of the average indicator and the results of the observations turned out to be a discrepancy, namely that there are still employees with the "low" of *performance* levels.

With these findings, the authors conclude that although an employee is involved in a variety of program activities and high *loyalty*

to the organization, then, it is not necessarily the employee's work can be said to be "good". According to the authors, there must still be an evaluation in implementing and increasing the commitment of employees. Awareness is needed for all Wamena District employees in improving commitment to the organization for future organizational development (cf WB, 2008; Wibowo, 2005; Renyut *et al.*, 2017; and Ismail & Gunawan, 2018).

CONCLUSION

Based on the results of research and discussion about on the implementation of organizational commitment in the implementation of administration of the District Office in remote area, a case study on the remote area of the District Office of Wamena, Jayawijaya Regency, Papua Province, Indonesia, that there was a discrepancy between the results of the calculation of the average indicator and the results of observations by researchers, namely that there were still employees with *low performance* level.

With these findings, the authors conclude that although an employee is involved in a variety of program activities and high *loyalty* to the organization, then, it is not necessarily the employee's work can be said to be "good".³

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³**Statement:** We are stating that this paper is our original work, and the References are properly included. Likewise, this paper is not product of plagiarism, and only be published in the HONAI journal, not to other scholarly journals.

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