

# Understanding Organizational Commitments in the Public Sector: A Case Study of Commissioners and Investigators at The Business Competition Supervisory Commission (KPPU)

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## Abstract

Considering that KPPU is the only institution that handles law enforcement in the field of business competition, it is necessary to have high employee commitment and organizational strength. This study aims to explore the commitment of KPPU's commissioner and investigator organizations. This research is a qualitative design study of a case study. The data were collected from interviews with six commissioners and twenty-one investigators. This study found that the commitment of commissioners and investigators to achieving the vision and mission in the field of law enforcement has been indicated by the emotional ties and involvement with the organization through the egalitarian principles instilled by the previous commissioners. The commitment of the commissioners and investigator is built on the agreement that the place of dedication realize ideas and contributions to the state in improving people's welfare that is appropriate. By considering these findings, KPPU needs to strengthen its internal function of supervision to maintain high organizational ethics, integrity, and independence in performing its tasks. Considering the organizational culture, KPPU needs to build a higher levels of public service motivation to get a greater organizational commitment.

## Keywords:

commissioner; investigator; KPPU; organizational commitment

## Introduction

The development of implementation and discussion of business competition policies in Indonesia does not encourage many researchers to see the role of commissioners and investigators in enforcing the law of business competition in Indonesia. The researchers in this study remain in the discussion of policies

and regulations in creating a conducive business climate in Indonesia (Pangestu et al., 2002; Prasetyo, 2012; Sayekti, 2015; Siswanto & Hutajulu, 2018; Sugarda & Wicaksono, 2019; Tobing & Law, 2017; Wie, 2002). Nevertheless, commissioners and investigators have a crucial role in enforcing the law of business competition. The commissioners are in charge

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of leading and coordinating the duties of *Komisi Pengawas Persaingan Usaha* or the Business Competition Supervisory Commission (KPPU) as supervisors of business actors in carrying out their business activities to avoid the practice of monopoly and other unfair business competition. Meanwhile, investigators are assigned to perform an operational technique in researching, reviewing, investigating, and monitoring allegations of violations in business competition, as well as conducting data collection and processing related to their duties. Therefore, this study aims to analyze the affective and normative commitments of commissioners and investigators of KPPU in the law enforcement of business competition.

In Indonesia, the awareness of having a conducive business environment started since the fall of oil prices in the mid of 1980s (Pangestu et al., 2002; Siswanto & Hutajulu, 2018). Realizing the importance of this awareness, the government focuses on its major deregulation to diversify the economic structure and stay away from high dependence on oil and direct domination of the state on economic activities. Then, in the 1990s, the government took a bolder step by signing an ASEAN free trade agreement and its WTO commitments. The policies mentioned earlier have been believed to have positive implications in terms of non-oil and gas exports and economic growth (Pangestu et al., 2002).

Considering the conditions of competition, the government needs to play a role in enforcing competition law to ensure competition between business actors takes place healthy and fairly towards consumers. To overcome this problem, on March 5, 1999, the Government and the House of Representatives formed an institution of the Business Competition Supervisory Commission (KPPU) as an independent institution whose task was to supervise unfair business competition by business actors. A number of KPPU's authorities include investigations, law enforcement, and litigation.

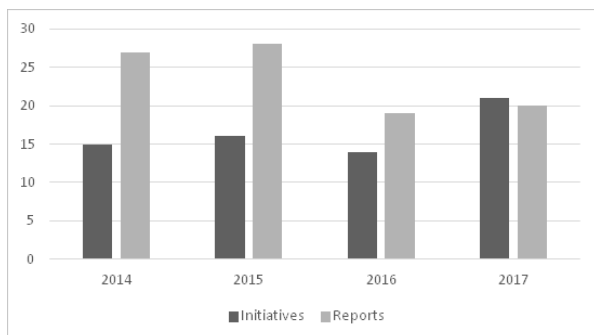
Another task and function of the KPPU are to render a verdict after an investigation and inspection carried out to gather evidence of violations of Law 5 of 1999. The decision is final and is accompanied by sanctions for violators.

Twenty years after the formation of KPPU, law enforcement of business competition is still limited or based on unfair competition. *Prinsip Persaingan Usaha* or principle of business competition (PPU) is still not a significant component in economic policymaking and regulation (CSIS, 2016). On the other hand, the objectives contained in the anti-monopoly law are considered confusing and produce different interpretations. Some experts agree that the goal of achieving an efficient market and improving consumer welfare is difficult to achieve at the same time. Other interpretations of this goal state that they represent the high expectations of new laws in the context of minimal human resources and a lack of a competitive culture. Some findings even say that competition law does not have a future in Indonesia because it is contrary to Indonesian culture based on the aspect of togetherness.

In addition, facts and data in the field indicate that KPPU's institutions have been challenged a lot. Incoming dispute cases show the challenges faced by KPPU. Various problems not only come from business actors, which are the most prominent objects of KPPU's duties but also come from the government which has not accommodated legal regulations and laws regarding business competition values. The regulation also has not been as expected, either from the interests of KPPU, the government, or the business sector. On the other hand, KPPU is also required to continue to improve its performance. Figure 1 shows the development of the number of investigations, both initiatives, and reports from 2014-2017.

Considering that KPPU is the only institution that controls the law enforcement in the field of business competition, it is essential to have high employee commitment that constitutes

**Figure 1.**  
**Development of Number of Investigations**



Source: KPPU, 2018

the organizational strength of KPPU. Therefore, organizations are required to review their practices to ensure that they increase organizational commitment (Gong, Huang, & Farh, 2009; Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Spector, 2012). Active involvement and creativity of employees in the organization are influenced by the leadership. The success of leaders in influencing employees to work properly, make positive initiatives, and build a good work culture is the key to the success of the organization in meeting the expectations of its customers. Therefore, organizational commitment is energy that strengthens professional relationships among employees.

Organizational commitment is the emotional and psychological bonds of the employees with an organization (Meyer & Allen, 1997). It is an indication of the willingness of employees to remain members of the organization (Bulut & Culha, 2010). A committed employee demonstrates loyalty, psychological attachment to work, and comply with organizational goals (Bulut & Culha, 2010). Research shows that employees with strong organizational commitment are valuable assets of an organization; as committed workers, they can ensure increased organizational performance, and increase productivity and competitiveness (Mahal, 2012). Organizational commitment has been considered to be a factor

that has the power to bind someone to execute targets and actions to achieve these targets (Meyer & Herscovitch, 2001). Among various types of frameworks, the Meyer & Allen's (1997) model is the most widely used.

Various types of studies have quantitatively examined the relationship between organizational commitment and various other variables. Some variables that have been observed include job performance (Ketchand & Strawser, 2001; MacKenzie, Podsakoff, & Fetter, 1993; Riketta, 2002), employee turnover (Mathieu & Zajac, 1990; Stallworth, 2004), organizational change (Iverson, 1996; Vakola & Nikolaou, 2005) and productivity and organizational performance (Hau siu Chow, 2002; Mathieu & Zajac, 1990). Meanwhile, no studies have been conducted to explore the organizational commitment of individuals in the organization qualitatively and how these commitments are maintained

This article consists of the introduction section which contains the importance of conducting a study on organizational commitment of individual employees qualitatively in public organizations, followed by a literature review of organizational commitment in the public sector, and a research method section that contains justification of method selection, data collection, interpretation, and analysis. Then, the author presents findings which are then analyzed and concludes with conclusions and suggestions.

### **Organizational Commitment in the Public Sector**

The public sector is considered as an inefficient organization with lazy and self-interested employees (Baldwin, 1990). Public sector organizations are also characterized as overly bureaucratic organizations that overemphasize rules and procedures, tiered and, formal decision-making processes (Farnham, Horton, & Corby, 1996). On the other hand, public organizations have an authority

that is limited by a variety of conflicting public interests resulting on the obscure organizational goals (Hughes & Galinsky, 1994), which then lead to the next problem, namely the difficulty of measuring organizational performance (Baldwin, 1990). The next issue is less loyal and less committed human resources owned by the public organization (Buchanan, 1975). It is caused by the ambiguity of goals that are too broad and scattered. In addition, the level of organizational commitment from employees is also found to be low as a consequence of the existence of rigid human resource management (Zeffane, 1994).

Research on organizational commitment highlights more about the importance of commitment components. O'Reilly & Chatman (1986) asserted that there are three forms of bonding between employees and organization, namely: (a) compliance, which is instrumental involvement as a way to get appreciation; (b) identification, which is defined as a way to maintain relationships with organizations because of the interest to the organizational goals; (c) and the last is internalization, which is defined as conformity between individual and organizational values. Another popular framework is proposed by Meyer & Allen (1997) which details the concept of organizational commitment into (a) affective commitment, acceptance, and internalization of the goals and values of the organization and willingness to exert effort on behalf of the organization; (b) ongoing commitment, which is a calculation and exchange of costs dealt with when leaving the organization and perceptions of the availability of alternative jobs; (c) normative commitment, which is the feeling of obligation to stay with the organization.

## **Methods**

### **Research design**

This research is qualitative research with a case study approach. The choice of research design was determined based on the nature

of the research question (Creswell, 2013) that intended to explore the commitment of KPPU's commissioners and investigators. This research involves an emphasis on examining meaning and process, not on calculations in terms of number, frequency, or quantity (Labuschagne, 2003). This research design was chosen because it is most suitable for research projects where phenomena remain unexplained, the nature of the research is broad or uncommon, the research aim is in-depth narrative theory or knowledge development (Hammersley & Atkinson, 1983), and the lack or even none of previous theories (Patton, 2002).

This study aims to reveal, analyze, and inspect a case study related to the commitment of employees of the Business Competition Supervisory Commission (KPPU) in terms of aspects and sub-aspects of research that are in accordance with the duties and functions of the law enforcement sector carried out by commissioners and investigators in the KPPU in Jakarta. The commitment of the commissioners and investigators consists of two aspects, (1) affective commitment; and (2) normative commitments. Both aspects of the employee commitments will be examined qualitatively, which serves the essential part in carrying out the duties and mandates of Law No. 5/1999.

### **Data Source**

Data is collected using in-depth semi-structured interview methods and documentation to collect secondary data. In more detail, this study uses a semi-structured interview method. This method is considered flexible because it allows the researcher to ask new questions during interviews (Yin, 2014). Sugiyono (2014) added that this method requires special interview skills. In implementing this method, the researcher prepares an interview guide first and then explores other questions by noting the informant's answers. In this study, the interviews were conducted with six commissioners and twenty-one investigators.

We interviewed six commissioners who represented various Commissioners' periods and were the most knowledgeable and skilled in involving business competition law enforcement situations. The commissioners involved in this study including KBSS, KBMS, KBKS, KBAMTA, and KBKL. Meanwhile, the twenty-one investigators were IAT, IAAR, IDSA, IDS, IID, IIS, IMR, IAM, IRM, IRR, ISET, IWW, IAZ, IAAR, IAHP, IBP, IFFN, IFK, IFEB, IHP, ILM, ILS, IRW, IVI, ITA, and IZUL.

During the interview process, audio recorders were used. Data on interviews were also collected through written records made by the researcher with permission from each informant. Records were made during the interview, which consisted of accounts of individual responsibilities within their organization and their experiences about the commitment as commissioners and investigators. Throughout the interview stage, although the bias is experienced by the researcher, an open mind is tried to keep in facing unexpected information that appears during the interview.

### **Data Analysis**

After recorded, the interviews were then transcribed while checked with the field notes used to record important points obtained during the interview process. Transcripts of interviews and field notes are then read several times and analyzed following a repetitive process. They were then thematically analyzed to group data based on responses that emerged from the meaning of organizational commitment for investigators and commissioners. The stages of coding were initially descriptive. Then, the data that had been coded was revised to become more focused (Hammersley & Atkinson, 1983). Subsequently, data based on the informants, codes, and themes were finally gathered. As a form of data analysis, each finding was examined about the previous research to juxtapose and compare.

Data validity and reliability were done in

several ways. The former was done by asking for confirmation from the informant about the research findings as a means to check the validity of the data. To ensure data reliability, each theme must be presented with its meaning and evidence of data from various sources. The researcher will then add a visual representation of the theme produced and its relationship. To improve data reliability, the researcher also conducted team reviews and feedback.

### **Results**

#### **Duties and Functions of KPPU's Commissioners and Investigators**

In carrying out its functions, KPPU has nine commissioners who are responsible for leading and coordinating the implementation of KPPU's functions, duties, and authorities. Therefore, the commissioners are in charge of leading and controlling the implementation of the following activities:

- a. Prevention and supervision of the occurrence of monopolistic practices and unfair business competition.
- b. Law enforcement of prohibition of monopolistic practices and/or unfair business competition.
- c. Evaluation of planned union or consolidation or merger of business entities, procurement or acquisition of shares and/or assets, or the formation of joint ventures that can lead to monopolistic practices and/or unfair business competition.
- d. Provision of advice and consideration of government policies relating to monopolistic practices and/or unfair competition.

In conducting an investigation, the commissioners are assisted by a functional group of investigators who function to carry out operational technique of reception and clarification of reports, investigations, filing, prosecution, litigation, and execution. The investigators also monitor the implementation of KPPU's decisions on the Deputy of Law

Enforcement. The duties of the investigator include:

- a. Preparation of work plans in order to receive and clarify reports, investigations, filings, prosecutions, litigations, executions, and monitoring the implementation of KPPU's decisions.
- b. Preparation of official documents and reports in order to receive and clarify reports, investigations, filings, prosecutions, litigations, executions, and monitoring the implementation of KPPU's decisions.
- c. Implementation of data and information collection in order to receive and clarify reports, investigations, filings, prosecutions, litigations, executions, and monitoring the implementation of KPPU's decisions.
- d. Implementation of data and information collection in order to receive and clarify reports, investigations, filings, prosecutions, litigations, executions, and monitoring of KPPU's decisions.
- e. Implementation of reception and clarification of reports, investigations, filings, prosecutions, litigations, executions, and monitoring the implementation of KPPU's decisions.
- f. Reporting the results of reception and clarification of reports, investigations, filings, prosecutions, litigations, executions, and monitoring the implementation of KPPU's decisions.

### **Affective and Normative Commitments of KPPU's Commissioners**

#### **1. Affective Commitment**

##### **a. Emotional Bonds and Engagement with Organizations**

The commissioners feel that KPPU and its employees are like a part of a family, showing that in the practice of the organization at KPPU, there has been communication and social interaction within KPPU's employees. The agreed egalitarian principle is a unifying tool for the commissioners both with fellow

commissioners and with investigators and all other employees. A KBSS Commissioner stated an opinion as follows:

"The vision and mission of KPPU will be accomplished if there is a solidity of the apparatus that embodies this vision. Then, organizational consolidation and building understanding with all apparatus and staff are carried out by opening mutual communication space between commissioners (as superiors) and all staff members in order to establish mutual trust and build credibility of the performance of the commissioners so that they can become role models for all staffs." (KBSS, personal communication, January 13, 2014).

The existence of emotional involvement is believed to be accurate by the commissioners that the vision will be achieved by KPPU has provided benefits for its existence and future. Therefore, the participation of each commissioner and investigator in implementing the vision and mission is absolute through debriefing Law Number 5 of 1999 using training methods that are functioned to achieve the organization's vision and mission. The important thing is to give motivation and confidence that their actions will have a positive impact on each and for the organization. The methods that have been carried out so far are to conduct monthly periodic meetings between KPPU employees and/or between structural employees and commissioners through internal discussions. In result, they can explore difficulties and find solutions together with the KPPU-related environment.

##### **b. Alignment/synergy of KPPU's values and goals with the values and goals of life**

The commissioners believe that the alignment of individual values with the value of the institution becomes vital to build performance both individually and

institutionally. The value of healthy competition, transparency, fair law enforcement, defense against the weak are aligned with the values that have been believed and become the foundation in making institutional policy decisions, decisions in cases and patterns of relations both internally and externally. Indeed, individual life goals are undoubtedly different from the goals when entering into an organization. Although the organization is indeed more described by the desires of the leaders, the interests or values or goals of individuals must be in line with the goals of the organization. In KPPU, especially, the leaders who are not permanent will, of course, also create a different management style. However, the objectives and principles of the Act become the KPPU's guideline for activities.

An opinion from a commissioner of KBSP of a commissioner of businesses actor is as follows:

“As a business actor, they have idealism values that are inherent in themselves. Therefore, when they join KPPU, these values are certainly appropriate. The value of professionalism wants to be realized in the KPPU. The value and purpose of KPPU should be in harmony with the values and objectives of each member/commissioner of the KPPU.” (KBSP, personal communication, January 14, 2014).

Overall, the commissioners believe that the basic values such as being professional, independent, credible, transparent and responsible are the values that have been established before entering the KPPU which began from when taking college or in the previous work as academics, entrepreneurs, practitioners, and bureaucrats.

#### **c. Motivation and contribution**

Motivation and contribution manifested in upholding justice and defending the weak are the leading spirits in enforcing competition

law. A large number of cartels and business actors who commit economic crimes will result in the level of consumption of the people in accessing national capital such as food, energy, and people's basic needs, only for the accumulation of benefits for a group of people. It underlies the hard work of the commissioners to enforce competition law.

In addition, the motivation that drives to join KPPU is in accordance with the opinion of the KBSP's commissioner, stated as follows:

“The motivation that drives me to join KPPU is to give the best contribution as a citizen by leaving a legacy for the descendants in terms of realizing a prosperous economy in Indonesia.” (KBSP, personal communication, January 14, 2014).

Being a part of the law enforcement process of business competition is not merely an act of law enforcement. Further, there is a value of worship that will make a business or enterprise in Indonesia to compete healthily without a monopoly so that quality and prices of the market are not always borne by the consumer. It is a strong foundation in performing the duties and responsibilities in carrying out the mandate of the constitution in business competition. Temptations and obstacles often become stumbling blocks in carrying out their duties and functions in handling cases of the mafia of rice, beef, chicken, sugar, salt, cooking oil. It is because they face influential capital owners and sometimes face other policies issued by other ministries. Intense pressure from the outside does not discourage from resolving significant cases which often originate from individuals who act in the name of “Capital Owners”.

#### **d. The desire to remain in the KPPU**

KPPU has had a significant meaning in the life of the commissioners where it becomes a place to unite opinions, thoughts, and

contributions to the nation, state, and people of Indonesia.

“It is in accordance with the following opinion of the KBMS Commissioner:

In my view, law enforcement of business competition is not only an act of law enforcement. There is a value of worship that will do businesses in Indonesia to compete in a healthy manner without a monopoly so that quality and prices in the market are not always borne by consumers.” (KBMS, personal communication, March 10, 2014)

On each occasion the gathering, meeting and socialization, it is stated that the role of KPPU in the economy sector in Indonesia will be determined by one of the functions of KPPU in enforcing competition law, encouraging an economy to be more equitable and equal business opportunities, to improve the nation’s competitiveness. Hence, commissioners and investigators need to carry out their duties properly. Broadly speaking, the commissioners have a high level of affective commitment as evidenced by the number of cases handled and good performance, especially in the era of President Joko Widodo’s administration. It has placed the commissioners as the spearheads in enforcing competition law with the level of seriousness in guarding the KPPU and loyalty to continue working at KPPU until the completion of the term of service every five years. They continue to carry out their duties and responsibilities, which are the mandate of the Law and the authority granted at the time of receipt of the Presidential Decree concerning Appointment as Commissioners.

## **2. Normative Commitments**

### **a. The obligation in performing tasks**

The obligation as commissioners is quite substantial because they must provide socialization, motivation, and at the same time enforce the law in the field of competition, an area

that is new to Indonesian people since they are accustomed to living and cooperating in kinship principles. Sometimes, these practices become a conflict with competition principles such as non-discriminatory. However, it is a challenge that has been undertaken as one form of struggle and dream to be achieved. The following opinions are given by KBAMTA Commissioner:

“In my opinion, the obligation imposed on me when I became a commissioner was quite heavy because I had to provide socialization, motivation, and at the same time enforce the law in the field of competition. It is a new field to the Indonesian people who were accustomed to living and cooperating in kinship principles. Sometimes, it is contrary to the principles of competition, such as non-discriminatory.” (KBAMTA, personal communication, January 13, 2014).

The tasks that have been a part of the enforcement of competition law in Indonesia are handling cases in the assembly trial, providing understanding to business actors and other stakeholders related to business competition. It is in order to improve economic competitiveness in Indonesia amid openness in the Economic Community ASEAN, as well as the Economic Community of ASEAN Countries with China, Japan, and the Asia Pacific Region. There is an additional task burden of protecting MSMEs in partnership supervision and realizing competition culture mental revolution among business actors, academics, and governments both in central and regional areas in encouraging the business climate to be synergistic and in line with the Business Competition Law in the form of Competition Check List. Another heavy duty is to complete the institutional status of KPPU as a State Institution which has been fought for by the commissioners so that the



authority becomes stronger. In addition, they must also complete the Secretariat Staffing Status which has not been resolved during its establishment to prevent employee turnover both investigators and other employees which will have an impact on the institution's performance due to the investigator's career ambiguity and differences in employment rights with other government employees (PNS).

#### **b. Ethical and Norm Considerations**

In handling cases of violations of Law No. 5/1999, the commissioners have put forward the aspects of ethics and norms as the basis for consideration. According to the interview results and answers to the questionnaire to a commissioner, it shows that the commissioner agrees that norms and ethics become the foundation and basis. They must be owned and managed by policymakers and breakers because the law was enforced to maintain public morals and ethics carried out and implemented. Both of these things become general rules so that the rights and obligations of each are valued and balanced. Opinions from a KBAMTA commissioner is as follow:

"Ethics and norms or propriety aspects are taken into consideration in deciding cases, especially in the imposition of sanctions, in the form of appropriateness/reasonableness related to violations committed by business actors, as well as losses suffered by the community due to their violations." (KBAMTA, personal communication, January 13, 2014)

Ethics and norms are the highest aspects of the legal and economic elements that form the basis of carrying out their duties and responsibilities as commissioners. On the other hand, the ethical aspect here means that entrepreneurs must continue to respect the efforts of others, while the norm aspect is the aspect of upholding the law. The commissioner

as the Commission Assembly is not free from interventions that can come from litigants or other parties. The commissioners adhere to and hold to existing norms and rules to overcome this problem. They also have worked based on the current norms and regulations.

#### **c. Moral Role in Performing Tasks**

The moral role is very fundamental in carrying out the mandate of the Law, especially the moral attitude of the commissioners as part of the Assembly Members in handling a case. The commissioners have performed a business process with morals which is shown to be "fair and honest" as a judge in the Commission Assembly. In the Business Competition Law, business actors can file an objection if they think that the Assembly's decision is not in accordance with the corridor of business competition law. They can file an objection to the Local District Court. The opinions of the KBAMTA Commissioner are:

"The moral role in handling each case entered into KPPU is very big because I believe that with a moral and ethical foundation, God willing, handling unfair competition cases is handled honestly and independently, taking into account the principles of justice, and the benefit of the public." (KBAMTA, personal communication, January 13, 2014).

The performance of several KPPU commissioners and employees appears to be declining in carrying out their duties and obligations. It is not due to the reduced commitment, but some factors have no certainty about the future of KPPU Institutions and employee welfare. However, currently, the performance needs to be increased again because there are still constraints related to employee welfare, resulting in efficient use of the budget by controlling official travel so that the work is completed as expected.

## **Affective and Normative Commitments of KPPU**

### **1. Affective Commitment**

#### **a. Emotional Bonds and Engagement with Organizations**

In order to achieve the KPPU's vision and mission, it is necessary to have emotional ties and involvement of investigators with the KPPU's environment. The emotional bond is still at a reasonable level, considering that KPPU is not a family company. This emotional bond can begin with respecting oneself and increasing ownership. One way that can be taken is to provide a basic understanding of this emotional bond through education and training with a reasonably long period, such as in other institutions. It has been carried out through an investigator training center that works with BAIS and the National Police Bareskrim to each investor.

The opinions conveyed by the IAT Investigator are as follows:

"Emotional ties and involvement with the KPPU environment can be realized by prioritizing a sense of "awareness" created through a "well-established" system on how to appreciate employees as essential assets of God's creation." (IAT, personal communication, July 17, 2013).

Emotional attachment by itself emerges through quality teamwork in carrying out investigator duties and through KPPU activities that involve various elements together. The things described above do not prevent investigators from carrying out the functions of communication and coordination because they believe that KPPU and all existing employees have become part of the investigators' lives. Formally, interactions have taken place in the forum of Case Management Team. However, informally, interactions have been implemented in a relaxed atmosphere in the workroom, canteen, and lunch activities outside the office

to discuss the problems faced by KPPU because emotional feelings have united them.

#### **b. Alignment of values and personal goals with the organization**

The harmony of the investigator's values and life goals by the values and objectives of the KPPU. The results show that until today, overall, there has been harmony/synergy between them. In realizing this, consistency, self-discipline, and strong will are needed. In addition, environmental factors greatly influence the alignment of values. The values and objectives of KPPU have been aligned with their values and goals in life. It is evidenced by the rhythm of work and daily activities. The purpose of life is welfare, but in terms of welfare, there has not been a balance. It is because of the staffing status constraints of the employees. Therefore, KPPU employees still discriminate with other civil servants in fellow law enforcement agencies. According to the IMR Investigator:

"In my opinion, KPPU's values and goals have aligned/synergized with my life's goals. To achieve this, consistency, self-discipline, and willingness are needed. In addition, supporting environmental factors are also very influential. A supportive environment certainly facilitates the realization of values and objectives to be achieved." (IMR, personal communication, June 21, 2013)

Thus, in practice, there is a discrepancy between the values and objectives of the KPPU and the value and purpose of the investigator's life. The effort to synergize the two values is to maintain consistency of attitudes and thoughts in implementing KPPU's values. The discrepancy that occurred was because the KPPU's ideal values were still not achieved. It is due to the level of welfare that has not been in line with the expectations of the investigators.

Even though the welfare level is still not like other civil servants, investigators still make KPPU a part of their own family, where they feel that they are part of the KPPU and have a deep meaning.

**c. Motivation and contribution in enforcing competition law**

Equally important in this affective commitment is having motivation and participation in upholding the law. Commitment to duties and responsibilities as an investigator to survive because the science of business competition is comprehensive and can still be developed. It is an attraction in contributing. Although the benefits provided by the government are limited, the benefits are not inferior to other state institutions. Therefore, there is a need for self-contribution in enforcing business competition law to realize fair business competition so that the people are prosperous because the market becomes very efficient. Hence, the Government is aware of the importance of the role of KPPU. In the scope of business competition institutions in the world, KPPU is the best business competition institution in the Southeast Asia region. It was stated by the IMR Investigator as follows:

First, "Ask not what your country can do for you – ask what you can do for your country" (John F. Kennedy) Second, I am a person who holds a commitment. When I was interviewed to work at KPPU in 2001 (12 years ago), I was worried that I would come out of KPPU after mastering the science of business competition, and I said that I would not leave KPPU just because I had mastered the science of business competition. Third, I consider business competition law to be comprehensive and can still be developed. I am interested in and challenged to be one of the pioneers in the development of business competition law in Indonesia." (IMR, personal communication, June 21, 2013).

The investigators are fully aware that the fundamental values mandated by Law No.5

of 1999 are essential if supported by various things both in terms of position, institution, and the beliefs of multiple parties. They still believe that this institution is needed and has a significant role later so that it encourages them to continue working at this institution. Especially in the era of President Joko Widodo's administration, there has been strong support for the KPPU which certainly requires investigators' participation in preventing unfair business competition practices such as eradicating mafia staples of rice, oil, beef, onions, sugar, salt, and chicken meat that has an impact on the high inflation, market distortion, and anxiety of all the people of Indonesia.

**d. The Will to Stay in the Organization**

An important indicator of affective commitment is the will to stay in the organization for a long time. The results show that in general, the investigators will work in other places as long as they are still in the government field because they see career clarity, better benefits, and more assured welfare. These aspects are realistically viewed from the financial and security/security aspects of the future. This was conveyed by the opinion of an IIS Investigator as follows:

If I get the opportunity to have a career in the field of government, I will take the opportunity because the career pattern system in KPPU has not gone well (Interview with IIS, August 3, 2013).

In principle, working within state institutions is a service to the state and society. As servants of the state and society, we must be able to balance personal and public interest. Therefore, it is not a problem if an investigator gets better trust in other institutions as long as the person still maintains his or her integrity and optimally utilizes his or her experience and capabilities to be used in the new institution, and as long as it does not violate the applicable rules.

## **2. Normative Commitments**

### **a. Obligations for assignments**

The investigators' main task is to find sufficient evidence of alleged violations of Law No. 5/1999 and support the performance of the Commission in enforcing the law of business competition. The opinions of an IRM Investigator are as follows:

"The authority mandated by Law No. 5/1999 is the enforcement of competition law and the provision of consideration advice to the government regarding the business competition. The investigator is tasked with conducting studies, investigations, and monitoring of business actors in efforts to enforce competition law and provide advice to the government." (IRM, personal communication, October 30, 2013)

The obligation of the investigators, as well as other secretariat staffs, is to assist the duties of the Commission Members. Thus, the obligations inherent in an investigator originate from the regulations specified by the Commission Members to carry out the mandate of Law No. 5/1999 as well as the implementing regulations stipulated by the commissioners. This obligation has been implemented, seen from the role of the investigator in handling business competition cases that enter the KPPU or at the initiative of the investigators. This work is a good experience in nurturing the sharpness of analysis of business competition law. Looking at the significant role of KPPU in encouraging the achievement of people's welfare, the investigators feel guilty if they leave KPPU because KPPU has the right to get their loyalty.

### **b. Ethical and norm considerations**

Experience in the field sometimes makes the investigators face things that are deviant and contrary to ethics and norms. Then, the investigators must continue to carry out the duties in accordance with applicable rules

and codes of ethics. The principle is to uphold ethical values and norms. Hence, all forms of deviant interests will be easily avoided if they adhere to ethical values and norms. This opinion was conveyed by an IAT Investigator:

"Very true, especially if those who are interested are supervisors in the Case Team (e.g. the commissioner). The investigator needs to defend his opinion based on the evidence that has been found. If he cannot maintain, it is better to withdraw from the Case Team so that there is no conflict of interest." (IAT, personal communication, July 17, 2013).

It is indeed a big challenge for an investigator. The potential of being 'bought' and tempted by both external and internal parties is very high. The temptation is not only associated with the case of competition, but also related to the utilization of the state budget given to KPPU. The use of state resources that are unethical and violating needs to be avoided. Therefore, it is necessary for people who have high integrity as investigators and the reality must be controlled so that the objectives of Law Number 5 of 1999 can be achieved consistently.

### **c. Moral role in performing tasks**

The moral role in carrying out the mandate of Law No. 5/1999 to handle every case that enters the Commission is crucial and vital in carrying out the mandate of Law No. 5/1999, especially in handling every case. It is imperative and foremost because every investigator appointed to handle a case is given the right to call and examine a person and if he/she refuses the call and refuses to be examined, that person can be prosecuted. The opinions of an ILS Investigator are as follows:

"Moral role is very important in the enforcement of Law No. 5/1999 because, without morality, law enforcement in Law No. 5/1999

seems to be meaningless and prone to interests. The true moral norm must always be in every soul of the investigator because it can show which actions are excellent and despicable, and which activities are morally prohibited and which are not." (ILS, personal communication, December 20, 2013).

The commitment of KPPU's employee is currently firm. However, due to lack of mutual will or understanding, the commitment faded. It can be seen from the employee absentee level that is not good. Ethically, employees recognize the importance of commitment in law enforcement/cases. It can be proven by the existence of employees who reject presents from the business actors. However, it is not enough, if seen from the employee's side only. In this case, the leader must also maintain the existing commitment by removing the interests behind. The current commitment is its allegiance. The investigator does the assignment in the assignment to carry out the task until completing the report.

## **Discussion**

The results of the study show that the commitment of the commissioners and investigators to achieving the vision and mission in the field of law enforcement has been demonstrated through affective commitment, namely the emotional bond and involvement with the organization through the egalitarian principles that have been instilled by the previous commissioners. Therefore, KPPU and all employees are like a part of a family. That is, in the life of the organization at KPPU, there has been communication and social interaction between KPPU employees. The results of this study are in line with the findings of Memili, Zellweger, & Fang (2013), Ruffin, Bélanger, Molina, Carter, & Figueroa (2014) that the culture built by the organization will determine organizational commitment.

In this case, the KPPU builds an egalitarian organization culture that has been agreed upon as a unifying tool for commissioners both with fellow commissioners and with investigators and all other employees. Furthermore, in addition to emotional involvement, a drive to bond is needed to form social relationships and develop a commitment to pay attention to each other (Wibowo, 2015).

As stated by O'Reilly, Chatman, & Caldwell (1991), value alignment between individuals and organizations will influence individual behavior in organizations. In more detail, individuals will look for organizations that fit their characteristics. The commissioners and investigators have felt the alignment of personal values with the value of the institution through the foundation of basic values that have been compiled in the KPPU's Strategic Plan. They have had the motivation and contribution to the KPPU's vision and mission, namely to uphold justice and defend the weak so they can access the economy for the welfare of the people.

The form of normative commitment has been demonstrated in carrying out the obligation to carry out their duties and responsibilities in accordance with the mandate of Law No. 5 of 1999. However, the homework that has not been completed since 2004 is KPPU's institutional problems and institutional status, which has an impact on the KPPU's employee disappointment with a quite high turn over of the employees. On the other hand, in carrying out their duties, commissioners and investigators have put forward the ethical and norm aspects that form the basis for making decisions in each case handled by the Commission Council. In addition to ethics and norms, another fundamental thing is the role of morality as a Judge who is a part of the Assembly Members in deciding cases at trial.

The commissioner agreed that KPPU is a place to serve and realize ideas and contributions to the state in improving people's welfare in accordance with the vision and mission to be

achieved by KPPU. Overall, the commitment of the commissioners has been well implemented for achieving the vision and mission in the field of law enforcement. The commitment of KPPU employees has gradually decreased in the development, dissemination, and enforcement of the principles of competition. It is due to the uncertainty of the KPPU's employee status and institutions resulting in high investigator turnover level. Often during the assembly session, the investigator who used to defend the KPPU, after leaving KPPU, turned to be a lawyer who faced KPPU.

At the internal level, KPPU has the highest institution in the organization, namely the Commissioner Meeting with KPPU's Secretariat Staffs which is held every Tuesday and Wednesday discussing every activity that must be delivered through Commission Coordination and Meetings covering strategic events. However, in the rules of the organization, there have been stipulations related to the authority of each structural official. The KPPU's values and objectives are aligned with the values and objectives of each KPPU member/commissioner. Each member of the commissioner shares the same and jointly prepares the KPPU's vision and mission. Not only limited to the commissioner, even the preparation of the KPPU's vision and mission directly involved the Head of the Bureau and the Head of the Section. This research is also in line with what was found by several studies (Bakker, 2011; Saks, 2008; Seppälä et al., 2014) that involving employees in strategic work within organizations will increase organizational commitment.

Motivation and contribution manifested in upholding justice and defending the weak are the main spirits in enforcing competition law. A large number of cartels and business actors who commit economic crimes will have an impact on the level of public consumption in accessing national capital such as food, energy, and people's basic needs, just for the

sake of accumulating benefits for groups of people. It underlies the commissioners' hard work to enforce competition law. One crucial indicator of affective commitment is the desire to stay in the organization for a long time. The results show that in general, they are willing to work in other places with provisions still in the area of the government because they consider the career clarity, benefits, and welfare. These aspects are realistically viewed from the financial and security/guarantee aspects of the future.

### **Conclusions**

Overall, the commitment of the KPPU's commissioner organization was built on the emotional ties and involvement of the commissioner with the organization that runs in accordance with its authority. In addition, there is also the same idealism between organizations and individuals in creating synergies between KPPU's values and goals in life. Another motivation is leaving the last legacy for the younger generation of office holders and all employees. Another crucial indicator is the desire to remain at the KPPU. The commissioners consider KPPU as a place of dedication and realization of ideas and contributions to the state in improving people's welfare. Then, overall, the investigators' commitment is strongly influenced by the level of trust and organizational ethics as the main variable that contains the value of the encouraging organizational philosophy that can affect other variables. However, the variable of self-development does not directly affect the commitment of the investigators.

Several points can be recommended based on research findings. First, it is necessary to strengthen the internal oversight function to maintain organizational ethics, integrity, and strong/high independence. In carrying out its duties, it is essential to reward and punish KPPU employees and/or commissioners who violate ethical (codes) and/or KPPU's

internal rules. Then, KPPU needs to immediately strengthen institutional development to build an HR development system, starting from the planning process, career development, employee placement, and performance management systems that will provide rewards for those who are committed and punished for those who do not commit. Finally, there is a need for mutual trust between employees and subordinates so that a dynamic work spirit develops.

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