

The Role of Selection System using Graphology to Detect the Organizational Commitment and its Implication to the Performance of Worker

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ABSTRACT

The aim of of this paper is to examine The Role Of Selection System Using Graphology To detect The Organizational Commitment And Its Implication To The Performance Of Worker. The data collected consist of primary data and secondary data. Primary data obtained through observation and interview to worker and Graphologist. Secondary data were obtained through literature study. The sample consisted of the worker selected by using Graphology and without using Graphology (30 worker). Handwritten results of participants who have been collected were processed by By Handwriting Wizard. Then to analysed the data, QDA Miner Lite was used. QDA Miner Lite software is one of the tool in processing qualitative data. The results indicate that there is a role for the selection system using Graphology to detect Organizational Commitment. Beside that, there is the implication of selection using Grahology to the performance of worker.

Keywords: Selection System, Commitment, Performance, Worker.

INTRODUCTION:

One of the problems faced by organizations is the selecting the workers. The ineffectiveness of the selection process with inaccurate standardization of this selection will have an impact on subsequent processes in the company and also can caused company failure (Compton & Nankervis, 1998: 166-177). Mark H. Jordan and Mike Schraeder (2003: 355) argue that the selection process is very important to know for sure and hire people who will be skilled at work. Meanwhile, according to Fisher, Schoenfeldt & Shaw, (2003) & Kleiman (2005), retrieval is the process by which organizations seek and attract people to fill job openings. Furthermore, According to Khan (2008), selection means declaring the market that new people will be appointed, which can be done through publishing, and advertising.

The right selection is able to produce reliable employees who have good performance who are ultimately able to increase the success of the organization. With the existence of organizations that have high performance, then companies can get higher profits and are more likely to be able to survive in global competition. To get an organization that has high performance, it requires human resources that can support the creation of an organization that has high performance. Companies that have high performance are supported by workers who

have good Organizational Commitment. This is in line with research conducted by Ghrobanpour, Dehnavi, Heyrani (2014) in Nurandini & Lataruva (2014) which states that there is a significant and positive relationship between Organizational Commitment and performance.

Based on condition above, it can be seen that selection play important roles in determining the success of the organization. It is because selection can produce the Organizational Commitment that play essential part in obtaining the good performance of the organization. It is far more important that to ensure the sustainability of the organization, every worker must have good Organizational Commitment. Organizations that want to develop their organizations need the right selection tools to select the right worker. There are several selection tools that can be used such as Graphology, psychology tests etc. For Graphology there is something unique because it uses handwriting. Graphology can detect several things including behavior, character, and deviant behavior. This is, in line with the opinion of Grewal, Prashar (2012). Grewal and Prashar (2012) said that behavior can be detected by Graphology. The question is can Graphology also detect the Organizational Commitment of worker. Based on that, it is interesting to study about The Role of Selection System Using Graphology To detect The Organizational Commitment And Its Implication To The Performance Of Worker.

LITERATURE REVIEW:

According to Kleiman (2005) an outstanding approach related to selection may help organization to achieve a maximum possibility of competitive advantage from the workers. Selection can assess best prospective employees quickly and with a low cost (Ayesha Tabassum, 2011: 55-67). Recruitment is the process by which an organization seeks and attracts individuals to fill job openings (Fisher, Schoenfeldt & Shaw, 2003; Kleiman, 2005). The main purpose of recruiting is to know for sure and attract potential employees (Noe, Hollenbeck, Gerhart & Wright, 2006). On the other hand, selection is the process by which the company decides who will or will not be allowed to enter the organization (Noe et al, 2006).

One of the uses of employee selection is to determine the Organizational Commitment of prospective employees. While commitment is an essential element for the triumph of an organization, Becker was therefore the first person to make a note on the concept of commitment in 1960 (Powell & Meyer, 2004). Organizational Commitment shows a commitment to a relatively short set of objective tasks, then Organizational Commitment shows "commitment to an institution and organizational goals. While commitment to work involves a long-term and more subjective perspective and a set of individual thoughts."

Adding to the above opinion, according to Etzioni (1961), Organizational Commitments shows that a worker places a high priority on the importance of his job or work. From these various types of commitments, according to Edwards (1979) institution prefers to prioritize Organizational Commitment. This is because the organization has its own objectives and not just to fulfill individual desires. (Noralai Ismail and Norhasni Zainal Abiddin, 2010: 2). It is expected that after the prospective employee has the good Organizational Commitment, it will produce good organizational performance. Performance is Output drive from process human or otherwise (is the result or the whole of a process (Smith). Stoner (1982) in his book "management" suggests that achievement is a function of motivation, skill, and perceptions of roles. Besides that, Bernadin and Russel (1998:379), argues that "*Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period.*" Regarding the study model can be seen in the figure below.

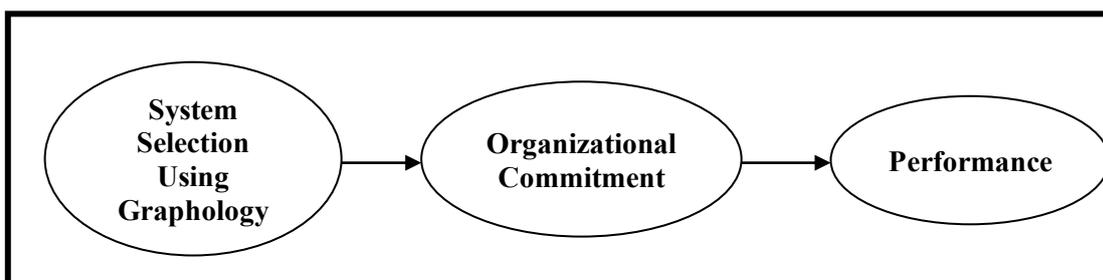


Figure 1: Research Model

METHODOLOGY:

The study method that was used in this study was a qualitative study method. According to Benjamin Osayawe Ehigie and Rebecca Ibhaguelo Ehigie (2005:2) several methods of qualitative studies are reported in literature (eg, Landy & Conte, 2004; McBride & Schostak, 2004; Muchinsky, 2003; Spector, 2005) may be adapted for

organizational studies including observation, ethnography, interviews, discussion of focus groups, and projective techniques.

The reasons underlying the use of qualitative studies are closely related to the objectives to be achieved in this study, namely to obtain a deep understanding and meaning of the role of selection to detect Organizational Commitments and its implications to the performance of the worker. Based on the type of application of qualitative methods in Management Sciences, in this study a type of in-depth interview to the Graphologist will be used.

The data collected consist of primary data and secondary data. Primary data obtained through observation and interview to worker and Graphologist. Secondary data were obtained through literature study. The sample consisted of the worker selected by using Graphology and without using Graphology (30 worker).

The data analysis technique of the study carried out in this study refers to the method of qualitative inquiry, namely the steps of data analysis analysis techniques through three activities that occur simultaneously, as stated by Miles and Huberman (1992:16) in the form of data reduction, data presentation, drawing conclusions after verification. In the data reduction stage which is the first important channel of this data analysis activity, the activities carried out are in the form of an election process, focusing on simplifying, abstracting, and transforming rough data that arises from written records in the field, then grouped according to their categories, and the data that has been categorized is then classified to be interpreted, in order to provide input to the business of drawing conclusions from the next study after passing approval. Handwritten results of participants who have been collected were processed by *Handwriting Wizard*. Then to analyse the data, QDA Miner Lite was used.

FINDINGS AND DISCUSSION:

In acquiring workers with high Organizational Commitment, a good selection system is required. The selection process is one of the most important parts of the entire human resource management process. As a professional, the main objective of selection is to obtain good workability of workers. The selection system, initially to assess the Organizational Commitment and ultimately the performance of worker. This statement is based on a reason that an organization or company will get a better performance based on number of workers who are capable based on the accuracy of this selection process.

What is described above when linked to Gronroos's opinion in Umi Narimawati (2005) shows that the quality of the workers starts from the right selection system. If the selection is to illustrate the commitment of the workers it can be ascertained that the relevant work achievement will be fulfilled. The system of appraisal of abilities and efforts to improve work achievement is essential. However, in the selection system based on the results of interviews to the prospective worker, the result of selection system has not been maximized. This is characterized by the existence of a selection system that bases its judgment more toward matters beyond the commitment. This is what needs to be improved so workers that selected have the organizational commitment that will implicate the increased performance of workers.

Spencer (2004) described that effective selection are strategically important to any institution. Selection the wrong candidates can have extensive negative cost implications, while effective processes can contribute to a reduction in turnover and therefore increase in productivity. That is why many companies use various tools for selection. One such tool is Graphology. Graphology is the science of revealing personality traits from someone's handwriting, not of identifying the author. Data collection is obtained from the handwriting of workers. The data are divided into two groups, the workers selected using handwriting and the data of the workers selected do not use handwriting. Below is an participant data.

Table 1: The Participant Data

No	Age	Length of work	Job Position
1	51	6	IA
2	29	6	IC
3	30	6	IC
4	32	6	ID
5	33	6	IIA
6	33	9	IIA
7	33	10	IIA
8	35	12	IIC
9	54	22	IIC
10	54	22	IIC

No	Age	Length of work	Job Position
11	54	28	IIC
12	58	31	IIC
13	66	37	IID
14	63	15	IIIA
15	49	24	IIIA
16	54	25	IIIC
17	51	27	IIIC
18	58	31	IIIC
19	59	31	IIID
20	57	31	IIID
21	60	33	III D
22	69	42	III D
23	72	18	IIID
24	55	19	IVA
25	51	25	IVA
26	53	27	IVB
27	57	32	IVA
28	62	35	IVC
29	63	35	IVD
30	65	39	IVE

From all the participants above, one example of data processing using the Handwriting Wizard as follows.

Table 2: Data Processing by Handwriting Wizard For Selected Worker using Graphology

P	Handwriting	Analysis
25P	<p>huf (pejor)anrygak dibo kahf (kembali seperti sebe asal is berain melangga Tapi ps is ayat (3) menyat Inya jelunk pejorjian</p> <p>pakai klawula eksoneras pengaditan untuk pembu</p>	<ul style="list-style-type: none"> • Participants plan things for the future, and are interested in beauty, design, outward appearance, and symmetry. • Participants are shy and idealistic people who feel it is not easy to have a relationship, especially intimate relationships. • Loving, passionate, expressive and future-oriented. • Participants like to talk, maybe even busy people. • Participants are confident and want to pay attention to themselves.

After analysis based on Handwriting Wizard by using handwriting features for 25P participants, program analysis results were re-tested to the graphologist through in-depth interviews with using the same based that is handwriting of the participant. The graphologist states regarding Organizational Commitment of 25P participants is as follows:

"When viewed from the slant of the upright writing, the size of the medium, heavy pressure, the distance between letters is the same as the rise and fall of the writing tends to be the same, between letters that do not connect, the same form of letter. This type of writing described the best organozational commitment for workers. 25 P has all kinds of commitments needed, namely affective commitment, normative commitment, and continuous commitment. 25P are classified as very good worker."

From the interview above, participants 25P have 3 very good (VG) Organizational Commitments. It can be seen in the table below.

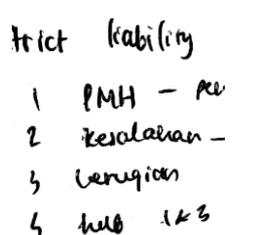
Table 3: Results of the 25P Participant's Commitment Analysis Based on Handwriting by Grafologist

P	Type of Organizational Commitment	Score		
		P	G	VG
25P	Affective Commitment Basis: Relevance of identity values along with personal			√

P	Type of Organizational Commitment	Score		
		P	G	VG
	involvement			
	Continuous /Rational Commitment Basis: lack of alternatives			√
	Normative Commitments Basis: Internalization of the psychological contract norms of benefit and reciprocity of the norm			√

The next step of this research is to process the handwriting data of the workers selected without using Graphology. The example of data processing by Handwriting Wizard for selected worker without Graphology can be seen in the table below.

Table 4: Graphology Results Using 6P Handwriting Wizard for Participants

P	Handwriting	Analysis
6P		<ul style="list-style-type: none"> • Participants is someone who plan ahead, are interested in beauty, design, outward appearance and regularity. • Participants are shy people, an idealist who is difficult to make a relationship, especially an intimate relationship. • Participants are diplomatic, objective, and live in the present. • Participants are shy, careful, and wise. • Participants are confident and happy to be the center of attention.

After handwriting analysis based on Handwriting Wizard Software for 6P participants, the results of the handwriting analysis of the program were tested initially to the Graphologist through in-depth interviews on the same basis by using the type of participant's handwriting. Graphologist states that the things that show the Organizational Commitment of 6P participants are as follows:

"Participants 6P, have handwriting as follows: the letter are connected each other, tends to make a curve with upright writing, the writing tends to be upright. The first and second lines of writing are uneven while the third row same with first row, and the tend to be flat indicates that affective commitment, continuous commitment and normative commitment that owned by Participants 6P are poor (P).

From the interview above, it can be concluded that participants 6P had 3 poor (P) Organizational Commitments. The data shows that participants 6P have poor Organizational Commitment. This can be seen in the table below.

Table 5: Results of the 6P Participant's Commitment Analysis Based on Handwriting by Grafologist

P	Type of Organizational Commitment	Score		
		P	G	VG
6P	Affective Commitment Basis: Relevance of identity values along with personal involvement	√		
	Continuous /Rational Commitment Basis: lack of alternatives	√		
	Normative Commitments Basis: Internalization of the psychological contract norms of benefit and reciprocity of the norm	√		

From the participant data above, it appears that the participants selected without using Graphology had poor Organizational Commitments. This shows that Graphology can detect Organizational Commitment. All the data that has been processed, then made the average of it. The results of the data showed there are the differences between worker selected using Graphology and without using Graphology. The Average Score of workers Organizational Commitment that selected Using Graphology and without using Graphology, can be described below:

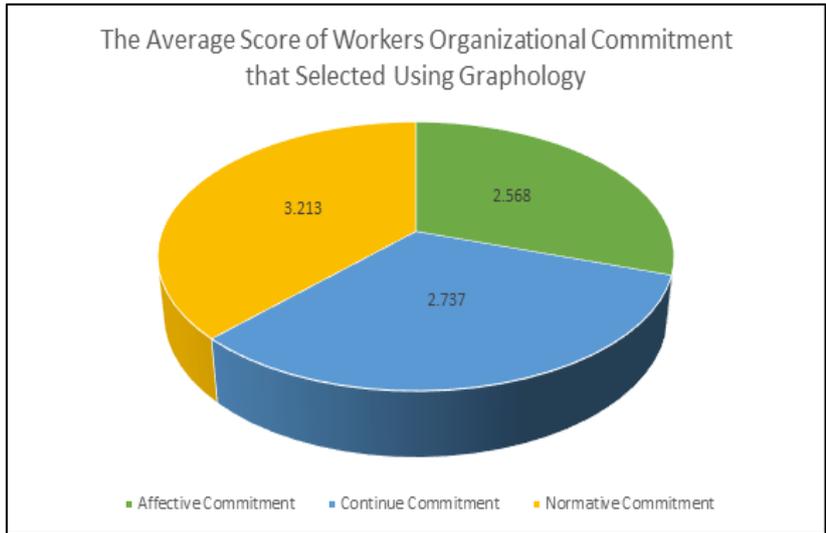


Figure 1: The Average Score of workers Organizational Commitment that selected Using Graphology

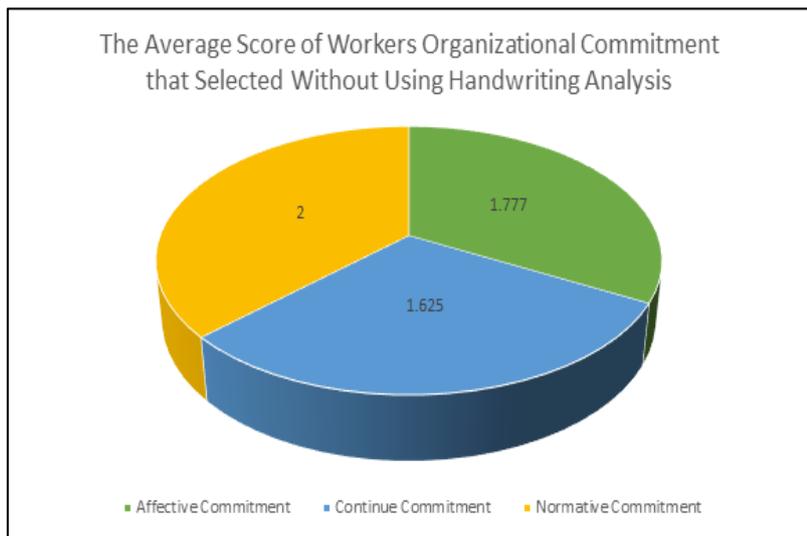


Figure 2: The Average Score of workers Organizational Commitment that selected without Using Graphology

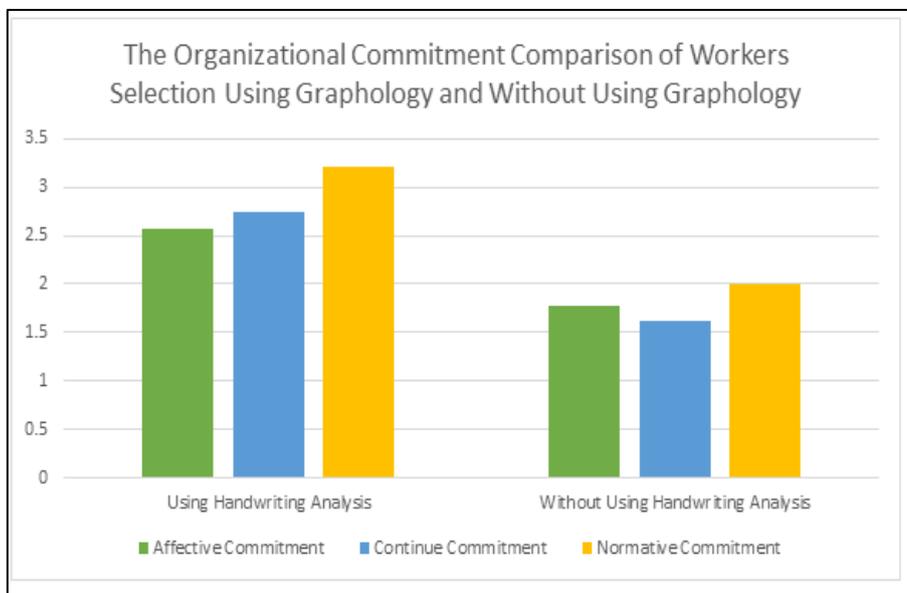


Figure 3: The Organizational Commitment Comparison of workers selection using Graphology and Without Using Graphology

The tables show that the worker who selected using Graphology have higher Organizational Commitment than worker who selected without using Graphology. Based on the results of handwriting analysis above, it can be concluded that the role of selection system using handwriting analysis is very important. The results of this Graphology are helpful in terms of knowing the extent of the Organizational Commitment of the worker. If it is based on existing worker data, it can be seen that the worker who selected without using handwriting analysis have a poor Organizational Commitment.

This result show that handwriting is accurate because once we learn to write, the structure of our actual handwriting is handed over to the power of our subconscious mind. The using of the Software to analyze behavior was based on a survey conducted by Bagget (2015). The Software program capable of providing accurate and accountable results. This program is able to provide a fairly complete description of the results of the analysis of someone's handwriting so as to provide a good picture of the Organizational Commitment they have. The accuracy of the Hand Writing Wizard with the method proved to be satisfactory. According to a survey conducted by Bagget (2015), the accuracy of the Hand Writing Wizard is 90.3%. Beside that, Graphology is a self-validating science (River, 2003). This means the credibility of the method can be proven immediately by the feedback obtained from the Graphologist. Validation of Graphology has also come from the scientific community itself. This is the reason why in this study, data verification was done to the Graphologist. The use of Graphology in selection processes has become a popular tool in many human resources companies. A major problem in using Graphology for marketing research is obtaining acceptance. Even open-minded researchers may feel a sense of embarrassment about a technique equated with such unscientific practices as palmistry and astrology. Graphology can play an important role whenever it is useful to know something about human personality. It can be of use in personnel selection, compatibility analysis, career guidance, assisting lawyers and law enforcement agencies; enabling teachers to identify the strengths, weaknesses, aptitudes of students; supporting social workers and counsellors in identifying and dealing with their client's behaviours and personalities and diagnostic procedures in medical field.

Beside that, an important study by Drory (1986) examined the relationship between Graphology and job performance. Handwriting scripts of 60 workers were analyzed by a Graphologist and rated on 13 related items. Supervisory assessments of on the job behavior were obtained using the same 13 jobs related items. The correlations between the graphological ratings and the subjective assessment of performance were highly significant for 10 of these items. The use of Graphology in selection processes has become a popular tool in many human resources companies.

This study strengthens pre-existing research. In this study, Graphology can also help to detect the Organizational Commitment possessed by workers. With the good Organizational Commitment that is owned by a worker, of course it can improve the performance of the organization. This is in line with research conducted by Ghrobanpour, Dehnavi, Heyrani (2014) in Nurandini & Lataruva (2014) which states that Organizational Commitment has a significant and positive relationship to employee performance. Therefore, with a good selection system, the workers chosen will be having good Organizational Commitment. Organizational Commitment can improve the performance of the organization. In the end, a good selection system can be done by using Graphology.

CONCLUSION:

From this study it can be concluded that selection is a key factor for performance. A good selection process is the first step to ensure the succession of the organization. Selection is done to find the good Organizational Commitment of a prospective worker in accordance with the needs of the organization. Organizational Commitment has a key role in improving performance that can be detected using Graphology.

Effective selection systems identify the Organizational Commitment associate with high performance, establish assessment techniques that successfully measure the presence of Organizational Commitment in candidates, and repay their own expense through the additional productivity of new recruits. Suitably validated to confirm the appropriateness of Organizational Commitment requirements for the organization sustainability, and the absence of irrelevant bias, selection systems represent a key area of competitive advantage. Graphology can be the answer for the right of selection process. As mentioned above, suitable selection can lead to the successful and sustainable organization. This research tries to find the role of Graphology in the process of completion to achieve organizational success. This Organizational Commitment can be detected using Graphology. Thus, Graphology is important in the selection process because in the end, it can be a determinant of succession an sustainability of an organization. Organizations that have good performance of course need to be supported by

workers who have good Organizational Commitment so that the workers can have good commitment into organizational value also able and willing to achieve organizational goal.

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