
THE INFLUENCE OF MOTIVATION, COMPETENCE AND DISCIPLINE ON ORGANIZATIONAL COMMITMENT IN THE ENVIRONMENTAL SERVICE SIDRAP DISTRICT

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Abstract

This study aims to determine partially and simultaneously the effect of motivation, competence and discipline on organization commitment to the Sidrap Regency Environmental Service. This research is a quantitative research. The analytical method used is descriptive statistical analysis and multiple linear regression analysis. The results of the study indicate that the motivation variable effect on employee commitment, the competency variable has an effect on commitment. Employees, Discipline variable has an effect on employee commitment Simultaneously shows that the variables of Motivation, Competence and Discipline affect the Commitment of organization

Keywords: Motivation, Competence, Discipline, Commitment of Organization

INTRODUCTION

In Law no. 5 of 2014 concerning Civil Servants Article 10 states that the function of civil servants is as executor and glue and unifier of the nation. Then furthermore in Article 11 it states that civil servants are tasked with carrying out public policies blindly by civil service supervisors in accordance with statutory provisions, providing professional and quality public services and strengthening the unity and integrity of the Unitary State of the Republic of Indonesia.

The Environmental Service as an institution responsible for environmental management in Sidrap Regency is required to further improve its performance so that the expected environmental quality can be achieved. For this reason, commitment from all existing employees is needed so that they are able to work well and comply with existing regulations.

Several aspects of commitment that focus on what employees do for the organization include obedience to regulations, responsibility to the company, willingness to work together, sense of belonging and interpersonal relationships (Komang, 2017).

Organizational commitment is a condition where individuals consider how far they want to maintain their membership in the organization. Behavioral organizational commitment based on the extent to which employees determine the decision to be bound by the organization is related to the loss if they decide to do other alternatives outside of work. In contrast to the attitude approach, the behavioral approach places more emphasis on the process by which employees develop organizational commitment to the Sidrap Regency Environmental Service. The lack of commitment for employees in Sidrap Regency can be seen from the level of work responsibilities, sometimes they are still concerned with personal interests, employees only complete their respective tasks and there is no cooperation or *team work* strong enough to achieve organizational goals. Employees only think that their work is done and do not try to provide better and more optimal results.

To achieve organizational goals, agencies need to increase employee commitment so that employee performance also increases, where a sense of obedience, responsibility and cooperation from employees, so that a sense of mutual ownership will arise and lead to employee commitment to the agency. Efforts that can be made by the Sidrap Regency

Environmental Service in forming employee commitment are a strong encouragement to remain a member of the agency, full acceptance of the agency's values and a positive work attitude.

According to Maslow in Martiwi (2012: 47) states that motivation is based on the level of needs arranged according to priority of strength, needs at the lower level have been fulfilled, so the needs arise to fulfill the behavior of higher needs which can affect commitment. Motivation is very important for employees because it can influence each employee to complete the work given by the company so that they can achieve the desired company goals. From the results of observations made by researchers regarding work motivation, that the work motivation of employees at the Sidrap Regency Environmental Service is still low where some employees are less motivated to work. According to an interview with the Secretary of the Sidrap Regency Environmental Service, they did not receive direction and guidance from their superiors in their work, resulting in a buildup of work because they were often stalling for time and were not enthusiastic at work. As a result, work productivity owned by employees decreases. Motivation causes intensity, direction and individual persistence in efforts towards achieving goals. Providing proper motivation will be able to encourage people to be more enthusiastic in carrying out their work, so as to produce something better. The emergence of motivation is due to a need and therefore the action is directed at achieving certain goals. If the goal has been achieved, then you will feel satisfied. Behavior that has satisfied a need tends to be repeated, so that it becomes stronger.

Motivation is the strength or encouragement that exists in employees to act (behave) in certain ways, this strength is in the form of an individual's willingness to do something or according to each individual's abilities. Motivation is formulated as a willingness to make high efforts to achieve organizational goals, which is conditioned by the ability of efforts to meet certain individual needs. According to Rivai (2015) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation is the result of a number of internal and external processes for an individual that causes enthusiasm and persistence in carrying out certain activities.

Motivation is a force, both from within and from outside that encourages a person to achieve certain predetermined goals. Motivation is one of the roles that must be carried out by leaders towards their subordinates. Leaders motivate employees to produce set performance, provide support, assist, and direct employees in completing their work, a leader must have the right way to motivate his employees to achieve high work performance.

Another factor that influences commitment is employee competence. Competence at the Sidrap Regency Environmental Service is not optimal. Not yet optimal is caused by the low level of competence possessed by employees, namely there are still several employees who are not responsive to their duties and functions, so it is difficult to be able to work immediately optimally because they do not or have not prepared an effective and comprehensive activity plan, this is related to knowledge and skills as well as the experience shown on the task given.

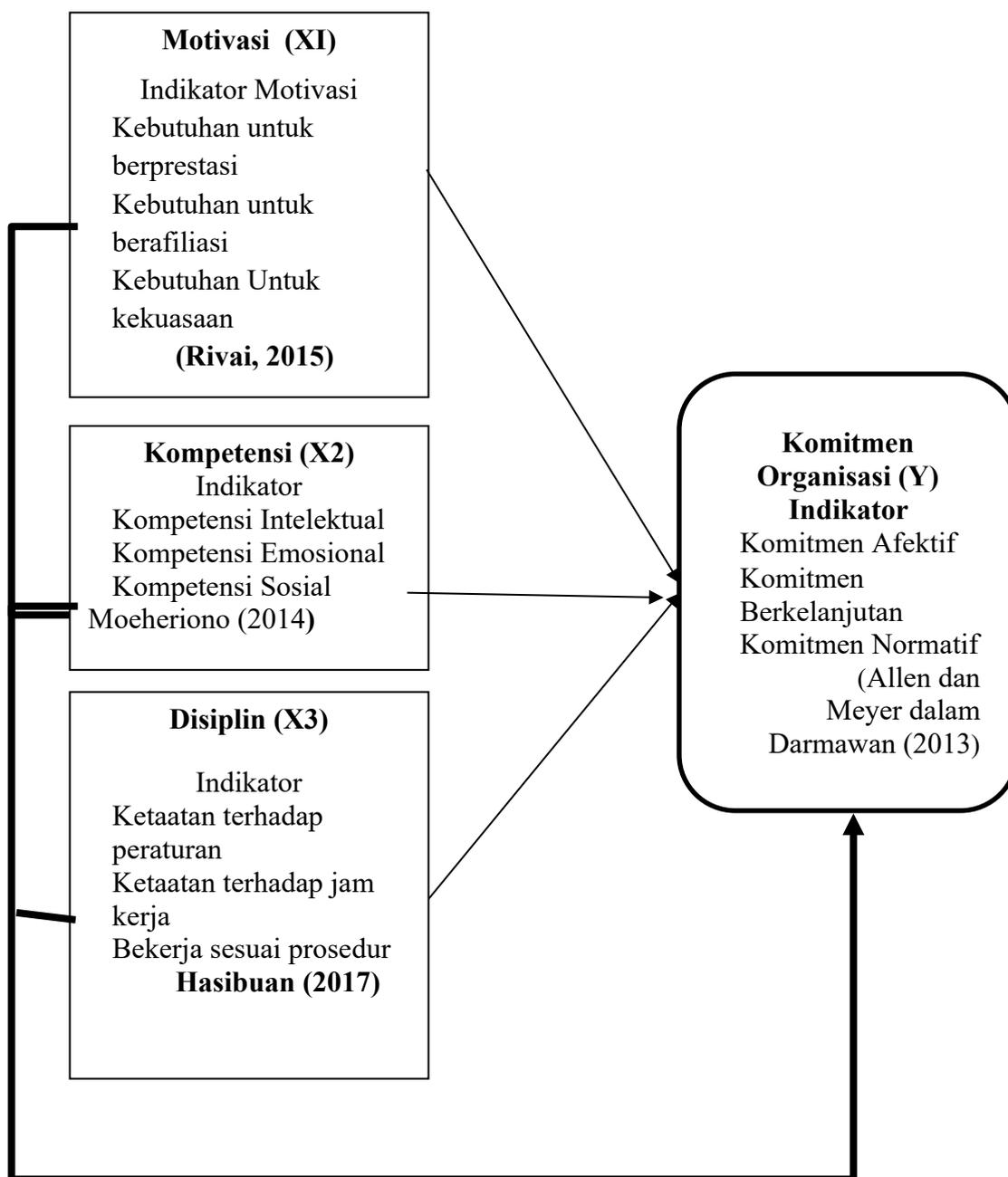
Civil Servants should continue to improve their competence and professionalism to support their duties and functions so that they are able to understand and implement laws and regulations in accordance with their respective main tasks and functions, because without a good understanding of their main duties and functions it will be difficult to achieve good performance and prime. Broadly speaking, Civil Servants are

not only as executors of public policy, but also as public servants and glue and unifier of the nation and state.

Based on the results of observations and interviews that have been conducted, the researchers found a problem that caused employee commitment to the Sidrap Regency Environmental Service to be still low, namely low employee motivation, employee competence did not fully support commitment and low discipline could create better employee performance. .

Based on the foregoing, this study will examine the effect of motivation, competence and work discipline on commitment with the research concept framework described as follows:

Figure 1. Research Conceptual Framework:



Based on the identification and formulation of the problem as well as the framework described above, several research hypotheses can be put forward, namely:

1. It is suspected that there is a partial influence between motivation, competence and work discipline on organizational commitment at the Sidrap Regency Environmental Service
2. It is suspected that there is an influence between motivation, competence and work discipline simultaneously on organizational commitment at the Sidrap Regency Environmental Service
3. It is suspected that motivational factors have a dominant effect on commitment

RESEARCH METHODS

The research design uses survey research that takes samples from one population and uses a questionnaire as the main data collection tool (Singarimbun, 2014). The survey is a quantitative study that is used to examine the symptoms of a group or individual behavior. Survey research can be used for exploratory, descriptive, and explanatory purposes, namely to explain causal relationships and hypothesis testing, evaluate, predict or forecast certain events in the future, operational research and development of indicators. social.

This research was conducted at the Sidrap Regency Environmental Service office with the consideration that the data and information needed were easier to obtain and more accurate and very relevant to the subject matter that was the object of this research. The time required for the research is 2 months, from March to April 2022.

reliable (reliability).

The analytical method used in this study is quantitative analysis with multiple regression analysis (Multiple Regression Analysis). Tests were carried out partially and simultaneously with independent variables on dependent variables and processed through the SPSS computer application program. 25.0. The analysis model of Multiple Linear Regression (Sugiyono, 2006)

RESEARCH RESULTS AND DISCUSSION

Results

Hypothesis testing is done using regression techniques. The results of data processing can be seen in the following table:

Table 1 Multiple Regression Results

Model	B	T	P (say)
Constant	1.575	0,773	0.445
Motivation (X ₁),	0,409	5,121	0.000
Competency (X ₂)	0,167	3,692	0.001
Discipline (X ₃)	0,214	3,442	0.002

From the table above, the regression equation is obtained

$$= 1.575 + 0.409 X_1 + 0.167 X_2 + 0.214 X_3$$

F Test (Simultaneous Test)

In table 16 simultaneous testing (F test), intended to determine whether the variables Motivation, Competence and Discipline together have an influence on organizational commitment.

Table 17 F Test Results

Model	Sum of Squars	Df	Mean square	F	P
Regression	978.338	3	326.113	109.337	0,000
Residual	101.373	34	2.982		
Total	1079.711	37			

Based on table 16, the F statistic value is 109.337 with a significance value of 0.000 which is less than 0.05. It can be seen that simultaneously there is a significant influence between Motivation, Competence and Discipline on Organizational Commitment at the Sidrap Regency Environmental Service.

T Test (Partial Test)

This test aims to examine the effect of the independent variable between Motivation and Competence whether or not it has a significant effect on organizational commitment at the Sidrap Regency Environmental Service at a significance level of $\alpha = 5$ percent separately or partially. The following are the results of testing the t-test hypothesis:

Table 18 Partial Test Results

Model	B	T	P (say)
Constant	1,575	0,773	0.445
Discipline (X_1),	0,409	5,121	0.000
Competency (X_2)	0,167	3,692	0.001
Discipline (X_3)	0,214	3,442	0.002

Based on table 18 above it can be concluded as follows:

- 1) Influence *Motivation* on organizational commitment at the Sidrap Regency Environmental Service based on the table above, a significance value of $0.000 < 0.05$ is obtained, it is concluded that H1 is accepted, meaning *Motivation* has a positive effect on the Commitment of the State Civil Apparatus at the Sidrap Regency Environmental Service
- 2) Influence *Competence* on organizational commitment at the Sidrap Regency Environmental Service based on the table above, a significance value of $0.001 < 0.05$ is obtained, it is concluded that H1 is accepted, meaning *Competence* has a positive effect on the Commitment of the State Civil Apparatus at the Sidrap Regency Environmental Service.
- 3) Influence *Discipline* on organizational commitment at the Sidrap Regency Environmental Service based on the table above, a significance value of $0.002 < 0.05$ is obtained, it is concluded that H1 is accepted, meaning *Discipline* positive effect on organizational commitment at the Sidrap Regency Environmental Service.

Beta Test and Coefficient of Determination (R^2)

The beta test is to test the independent/independent variables (X) which have the most dominant influence on the dependent/independent variable (Y) by showing the

variable that has the highest standardized beta coefficient. Based on the results of data processing using SPSS, it can be seen in the following table:

Table 19 Beta Test Results

Model	Beta	Say
Constant		0.445
X ₁	0,440	0.000
X ₂	0,311	0.001
X ₃	0,296	0.001

Based on the results of standardized beta values, it is known that the variables which include Motivation, Competence and Discipline simultaneously influence organizational commitment. While the variable that has the dominant influence based on the highest beta value is the variable Motivation (X₁).

The coefficient of determination (R²) basically measures how far the model's ability to explain the variation of the dependent variable. R value² which is close to one means that the independent variables provide almost all the information needed to predict the variation of the dependent variable (Ghozali, 2006). According to experts in Ghozali (2006) recommends using values *adjusted* R² to measure the extent to which the model's ability to explain its independent variables. This is due to value *adjusted* R² can go up or down when an independent variable is added to the model.

The results of the calculation of the adjusted coefficient of determination (R²) at the Sidrap Regency Environmental Service can be seen in Table 19 below:

Table 19 Calculation Results for the Coefficient of Determination (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.952	.906	.898	1.72672

a. Predictors: (Constant), X₃, X₂, X₁

b. Dependent Variable: Y

Based on the SPSS output in table 19 above it appears that from the calculation results the coefficient of determination (R²) at 0.906, this means the coefficient of determination of the effect of motivation (X₁), Competence (X₂) and Discipline (X₃) on Organizational Commitment (Y) of 0.906 or 90.6% variation of State Civil Apparatus Commitment (Y) is influenced by Motivation (X₁), Competence (X₂) and Discipline (X₃). While the remaining 9.4% is influenced by other factors outside this model.

DISCUSSION

In this study it was found that organizational commitment at the Sidrap Regency Environmental Service was in the high category, this indicates that civil servants have worked well in accordance with the main tasks of the relevant agencies.

The results of the simultaneous statistical analysis show that there is a significant influence between motivation (X₁), Competence (X₂) and Discipline (X₃) on organizational commitment to the Sidrap District Environmental Service . The research results are relevant to research conducted by Aris Tri Haryanto, Septiana Novita Dewi (2020), Fauzi Ridwan (2019), Nurlaely M. and Asri Laksmi Riani (2016), Yuyuk Liana, Rina Irawati (2017), and Yulia Andriani, Masyhudzulkhak Djamil (2018)

In this section, we will discuss the influence of several factors that influence organizational commitment. The discussion of each of these variables is presented below.

1. *The Effect of Motivation on Organizational Commitment*

The results of the hypothesis test show that Motivation has a significant influence on Employee Commitment, this shows that Motivation has a direct effect on Employee Commitment. The results of this study are in line with the results of research conducted by Aris Tri Haryanto, Septiana Novita Dewi (2020), Fauzi Ridwan (2019), Nurlaely M. and Asri Laksmi Riani (2016), Yuyuk Liana, Rina Irawati (2017) and Yulia Andriani, Masyhudzulkhak Djamil (2018) who found that motivation has a significant effect on employee commitment.

Motivation is the strength or encouragement that exists in employees to act (behave) in certain ways, this strength is in the form of an individual's willingness to do something or according to each individual's abilities. Motivation is formulated as a willingness to make high efforts to achieve organizational goals, which is conditioned by the ability of efforts to meet certain individual needs. According to Rivai (2015) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals.

Allen and Mayer (1998) in Sopiah (2008:23) classify commitment into three dimensions, namely: effective commitment, continuance commitment, and normative commitment. First, effective commitment (affective commitment), namely the employee's emotional involvement in the organization. This commitment is influenced and/or developed when involvement in the organization proves to be a satisfying experience. Organizations provide opportunities for someone to do a better job or generate opportunities to gain valuable skills.

Second, continuance commitment, namely the involvement of commitments based on costs incurred as a result of workers leaving the organization. This motivation is influenced and or developed when individuals invest. The investment will be lost or reduced in value if the individual switches from the organization (Allen and Mayer, 1998 in Sopiah 2008:24). Third, normative commitment, namely the involvement of workers' feelings towards the tasks in the organization. Normative commitment is influenced and or developed as a result of internalizing normative pressure to take certain actions, and receive benefits that give rise to feelings of obligations that must be reciprocated (Allen and Mayer, 1998 in Sopiah 2008:25)

2. *The Effect of Competence on Organizational Commitment*

The results of the hypothesis test show that competence has a significant effect on employee commitment. This indicates that competence has a significant effect on organizational commitment. The results of this study are in line with those conducted by Yulia Andriani, Masyhudzulkhak Djamil (2018) who found that competence has a positive effect on employee commitment.

Competence is the work ability of each individual which includes aspects of knowledge, skills and work attitudes that are in accordance with established standards. Competence is a combination of skills (*skill*), knowledge (*knowledge*), and behavior (*attitude*) that can be observed and critically applied to the success of an organization and work performance and employee personal contributions to the organization (Watson Wyatt in Ruky, 2018). Performance competence can be interpreted as the behaviors shown by employees who have perfect, consistent and effective performance compared

to employees who have average performance. The influence of competence on commitment can be seen from the level of competence which has practical implications in human resource planning. This can be seen from the description that knowledge and skill competencies tend to be more real and relatively on the surface of one of the characteristics possessed by employees.

3. *The Effect of Discipline on Organizational Commitment*

The results of the hypothesis test show that Discipline has a significant effect on Employee Commitment, this shows that Discipline has a significant effect on Organizational Commitment. The results of this study are in line with those conducted by Aris Tri Haryanto, Septiana Novita Dewi (2020), Fauzi Ridwan (2019), Nurlaely M. and Asri Laksmi Riani (2016), Yuyuk Liana, Rina Irawati (2017) who found that discipline has a positive effect on employee commitment.

Discipline according to Sinungan (2012: 98), is a mental attitude that is reflected in the actions or behavior of individuals, groups or communities in the form of obedience (*obedience*) against the rules or regulations set by the government or the ethics, norms and rules that apply in society for a particular purpose. Discipline can also be interpreted as self-control so as not to do something that is contrary to existing rules and norms.

The results of proving the significant influence of discipline on employee commitment are due to whether or not employees obey the regulations that are enforced (discipline) not because they are loyal to the organization but because employees are afraid of getting sanctions which result in demotion or transfer to a lower place. Regarding the discipline indicators used, based on the distribution of respondents' answers on the disciplinary variable, there are indeed quite a number of employees who deny the existence of sanctions and punishments, the firmness of leaders, and the fairness of regulations. However, it turns out that this is not strong enough to have an impact on commitment. This also proves that employees have shown discipline because regulations must exist in an organization and require employee obedience. Compliance with regulations is not the main cause of employee commitment

To increase employee commitment, the problems of work discipline above should be overcome by increasing the sanctions and penalties that will be given to employees who violate them, increasing the firmness of the leadership in reprimanding employees who make mistakes, and providing justice for every employee. If these problems have been resolved, it can be concluded that it will increase employee commitment.

4. *The Most Dominant Variable Affects Organizational Commitment*

Based on the results of the standardized beta value, it is known that the variables which include Motivation, Competence and Discipline simultaneously influence the organizational commitment of the Sidrap Regency Environmental Service while the dominant variable that influences is the variable Motivation (X_1).

Motivation is a complex problem in change because the needs and desires of each employee are different. The Environmental Service needs to understand the motivation of its employees, because this factor will determine the way the organization achieves its goals, so that the behavior of its employees is in line with the vision and mission goals of the organization, there must be a harmonious mix between motivation and fulfilling their needs and the wishes of the organization. To meet the needs of employees, related institutions put it into policy. Agency policies that are in accordance with the needs,

efforts, desires and expectations of employees will have a positive impact on employee commitment (Halim, 2013)

CONCLUSION

Based on the results of the research and discussion that have been stated above, several conclusions can be drawn as follows:

1. Partially, it shows that the motivation variable has a dominant effect on employee commitment, this shows that the higher the motivation, the higher the organizational commitment to the Sidrap Regency Environmental Service.
2. Partially shows that the Competency variable influences employee commitment, this shows that the higher ASN Competence will further increase the Commitment of State Civil Apparatus at the Sidrap Regency Environmental Service.
3. Partially shows that the Discipline variable affects employee commitment, this shows that the better the ASN Discipline will further increase the Commitment of State Civil Apparatus at the Sidrap Regency Environmental Service.
4. Simultaneously it shows that the variables of Motivation, Competence and Discipline have an effect on Organizational Commitment which means that, an increase in Motivation, Competence and Discipline will affect an increase in Organizational Commitment at the Environmental Office of Sidrap Regency by 90.6%

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