

The Commitment, Discipline and Motivation Effects on the Non-domiciled Civil Servants' Performance

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Abstract: The improving individual performance aims to increase organizational productivity through efforts such as commitments, discipline and individual motivation in achieving organizational goals. The objective of this study was to analyze and prove the effects of commitment, discipline and motivation partially and simultaneously on the non-domiciled civil servants performance in Prabumulih Mayor Office. The sample in this study was 60 respondents. The data were obtained by distributing questionnaires. The data were analyzed by using Multiple Linear Regression so that the statistical rules were carried out in this research. The simultaneous test results showed that all variables - independent variables: Commitment (X₁), Discipline (X₂), and Motivation (X₃) simultaneously had significant influences on Performance (Y). The civil servants performance is the main capital of Prabumulih Government in realizing the goals. For that reason employees' motivation must be considered, so that the existence of commitment, discipline and high work motivation guarantees an increase in performance.

1 INTRODUCTION

The performance measurement is very important to assess the accountability of organization and managers in producing better public services. Having a reliable performance measurement system is one of the key factors of organizational success, because the performance measurement is used to assess the performances of managers and organizational units they lead. Improving individual performance is desirable both from the organization and workers. In general, it can be explained that an increase in individual performance aims to increase organizational productivity through efforts such commitment, discipline and individual motivation in achieving organizational goals (Yuwalliantin et al., 2006).

According to Mahmudi (2013) performance is a multi dimensional construct including many factors that influence it. The influencing factors are:

1. Personal/individual factors, including: knowledge, skill, ability, confidence, motivation, and commitment owned by each individual.
2. Leadership factors, including: quality in giving encouragement, enthusiasm, direction, and support provided by managers and team leaders.

3. Team factors include: the quality of support and enthusiasm given by colleagues in one team, trust in fellow team members, cohesiveness and team members' closeness.
4. System factors, including: the work system, work facilities or infrastructure provided by organization, organizational processes, and performance culture in the organization.
5. Contextual (situational) factors, including: pressure and changes in the external and internal environments.

The statement above surely these will have impacts on the organization performance where in the current reform era it demands high performance of public organizations to maintain the community trust, including in Prabumulih mayor office. Based on data from Prabumulih Civil Service Board, out of 4,451 total civil servants in Prabumulih, 50 percent were employees who lived in Palembang (Prabumulih Civil Service Board, 2017). The large number of employees in the Prabumulih Mayor office domiciled Palembang could cause employees ineffective at working and proposed to move to Palembang though there was an agreement. As it is known that the distance of Palembang to Prabumulih by using a car in normal conditions is around 3

hours, while using a train is around 2.5 hours. The commitment of civil servants (PNS) who initially stated they were ready to work and provided the best service to community who need services at Prabumulih mayor office was considered insufficient. Based on preliminary observations civil servants' working time discipline from the start to the end of work hours did not meet working hours standards. This was complained by people of Prabumulih because they were only able to get services above 10.00 AM, while the service had started to be less optimal if it passed 02.00 PM. Based on the results of the monthly attendance recapitulation, around 70 percent of civil servants domiciled in Palembang had lateness in attendance and complete working hours before their time (Prabumulih Civil Service Board, 2017). Such conditions are an indicator of the low commitment, discipline and motivation of non-domiciled employees which impact the organization's obstructions in this case the Government of Prabumulih to implement the vision, mission and work programs that have been made.

In relation with the description above, it is necessary to conduct research to determine the effects of commitment, discipline and motivation factors of non-domiciled employees in Prabumulih mayor office.

The objective of this study was to analyze and prove the effects of partial and simultaneous commitment, discipline and motivation on the non-domicile civil servants performance in Prabumulih Mayor Office.

2 LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

2.1 Organizational Commitment

The employee commitment to organization in many ways in an organization social interaction is often described as a form of attachment, identification and involvement of individuals in the organization. The organizational commitment for individuals can be identified as a form of one's responsibility to organizational goals with the intention to direct all power (affective) for the benefit of the organization. For an organization the existence of commitment addressed to anyone in the organization is an important aspect in the efforts to achieve the goals through a process showing the presence of continuity (Martini, Sari, & Wardhani, 2015).

Whetten & Kim (2013) provide an understanding of organizational commitment as an attitude reflecting the extent an individual knows and is bound to his organization. An individual who has a high commitment is likely to see himself as a true member of the organization. Thus, organizational commitment means:

1. A strong willingness to be a member of a particular organization;
2. The willingness to work hard as organization goals; and
3. Certain beliefs, and acceptance of organizational values and goals.

This is an attitude reflecting employee's loyalty to the organization and an ongoing process in which organizational members express their concern for the organization, its success and continuous progress.

2.2 Discipline

Simamora (2004) discipline is a procedure that corrects or punishes subordinates for violating rules or procedures. Work discipline is a way used by managers to communicate with employees so that they are willing to change behaviour and as an effort to increase a person's awareness and willingness to obey all company rules and prevailing social norms (Rivai, 2004).

Setiyawan and Waridin (2006) there are five factors in the assessment of work discipline towards service delivery to the community, namely:

1. The work discipline quality, including start and end on time, the use of time for the conducting tasks and the ability to develop self-potency based on positive motivation.
2. The work quantity includes the output and contribution volumes.
3. Compensation required includes advice, direction or improvement.
4. Work place location or residence.
5. Conservation includes respect to rules with the courage to always prevent the occurrence of actions contrary to the rules.

2.3 Motivation

Motivation teaches how to encourage subordinates' working enthusiasm so that they want to work harder and work hard by using all their abilities and skills to advance and achieve company goals. The theory of Mc Clelland's need in Robbins (2011) states that achievement, power, and affiliation are a

strong motivation for each individual. Mc Clelland proposed a theory related to the learning concept where needs are obtained from culture and learned through the environment. Because these needs are learned, the behaviour given reward tends to appear more often. Mc Clelland also revealed that there is a person's need to achieve his goals, this also relates to the formation of behaviour and its influence on academic achievement, interpersonal relationships, lifestyle choices, and performance. These things are defined as follows:

1. Need for achievement: the drive to exceed, achieve standards, and strive to succeed.
2. Need for power: the need to make other individuals behave in such a way that they will not behave in contrary.
3. Need for affiliation: the willingness to establish a friendly interpersonal relationship.

2.4 Performance

Performance is the result of work, both in quality and quantity that has been achieved by employees in carrying out their duties in accordance with the responsibilities assigned by the organization and their work results are adjusted to the work expected by the organization through the criteria or employee performance standards applied in the organization. The success or failure of the performance achieved by the organization is influenced by employee performance level individually or in groups (Martini, Sari, & Wardhani, 2015). The assumption that arises is that the better the employee's performance, the better the organization's performance.

To avoid errors in performance measurement, indicators need to be set. There are five indicators of individual employee performance (Robbins (2011), namely:

1. Quality. Work quality is measured by employee's perceptions to the work quality produced as well as the task perfection towards skill and ability.
2. Quantity. It represents the amount resulted which is expressed in terms of unit numbers, completed activity cycles numbers.
3. Timeliness. It is the activity level that is completed at the beginning of the stated time, viewed from the coordination point with the output and maximizes the time available for other activities.
4. Effectiveness. The usage level of organizational resources (power, money, technology, raw materials) is optimized with the intention of increasing the yield of each unit in the use of resources.

5. Independence. It is the level of an employee then will be able to carry out his work functions where the employee is committed and responsible for his work.

Based on above exposure and previous research, the following hypothesis is summarized:

1. It was assumed that there was a partial influence of commitment, discipline and motivation on the performance of non-domiciled civil servants in the Prabumulih Mayor Office.
2. It was assumed that there was a simultaneous influence of commitment, discipline and motivation on the performance of non-domiciled civil servants in Prabumulih Mayor Office.

3 RESEARCH METHODOLOGY

Focus in the study discussed about the influences of commitment, discipline and motivation on the non-domiciled civil servants performance in the Prabumulih Mayor Office. The population in this study was 300 civil servants in Prabumulih Mayor office. According to Margono (2013) if the population is more than 200 people, then 20 percent of the total population has already representative. Because the population in this study was 300 people, the sample taken was 20 percent of the total population so that the number of samples was 60 civil servants. The data in this study used questionnaire data collection techniques.

This study used a type of interval scale measurement scale which showed the extent between one data and another and has the same weight. While the type of scale used was the Likert scale. Riduan (2012) the Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena. This scale can also be used to measure moral behavior and personality (scales of attitude, moral, character, and social participation). For the variables of commitment (X1), discipline (X2), and motivation (X3) on the performance (Y), the assessment method for each question was scored in the research variables, as follows:

Strongly Agree (SS)	: Score 5
Agree (S)	: Score 4
Less agree (LS)	: Score 3
Disagree (D)	: Score 2
Strongly Disagree (SD)	: Score 1

The following was a description of each research variables as follows:

1. Commitment (X1): affective, continuity and normative.
2. Discipline (X2): discipline quality, job quantity, compensation, work location, and conservation.
3. Motivation (X3): need for achievement, need for power, and need for affiliation.
4. Performance (Y): quality, quantity, timeliness, effectiveness, and Independence.

The multiple regression analysis was used to determine the effects of commitment (X1), discipline (X2) and motivation (X3) simultaneously on the performance variable (Y). The equation was as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where:

- Y : Performance
- a : Constants
- X1 : Commitment
- X2 : Discipline
- X3 : Motivation
- b1, b2, b3 : Regression Coefficient
- e : error term

There are 2 types of hypotheses that were used to test the regression coefficients in this study, namely the F test and t test. From the F test, it could be concluded that if F-count < F-table, H₀ Hypothesis was accepted, if F-count > F-table, H₀ Hypothesis was rejected, meaning that the independent variables simultaneously had significant effects on the dependent variable.

While the statistical test t test was used to test whether the independent variables individually had an effect on or not on the dependent variable in each equation.

- If the value of t count > t critical then H₀ was rejected or H_a was accepted
- If the value of t counts < t value critical then H₀ was accepted or H_a was rejected

Determination coefficient test was done to find out the ability of all independent variables in the regression model in explaining changes in the dependent variable. In this case the adjusted R square was used to measure the independent variables. The greater the adjusted R square, the greater the influence of the independent variables on

the dependent variable. Determination coefficient was done to get measurement results on the percentage of variance (variation) of independent variables (Nachrowi and Usman, 2006).

One indicator of a good model is the goodness of fit because the basic strength of regression analysis is to explain as much variation as possible in the endogenous variables caused by exogenous variables in the model.

The model is considered good if the adjusted R2 square is as high as possible (Gujarati, 2001). Thus R2 is a standard measure used in regression, because it functions as a detection of whether or not a regression model is estimated.

Furthermore, the instrument validity test was conducted. It is a measure that shows the level of validity or validity of an instrument (Arikunto, 2002). In testing the validity of each question item the researchers compared r-count with r-table.

- If r-count > r-table (degree of freedom) then the instrument was considered valid.
- If r-count < r-table (degree of freedom) then the instrument was considered invalid (drop), so that the instrument could not be used in research.

According to Sugiyono (2012) the criteria or conditions of an item are stated valid if the correlation of each factor is positive and it is 0.3 and above. Giving interpretations to variable reliability can be measured if the variable coefficient is more than 0.60 (Nunnaly, 1967 in Ghozali, 2007) and generally the following standards are used:

- The reliability of the trial ≥ 0.60 meant that the results of the trial had good reliability.
- The reliability of the trial < 0.60 meant that the results of the trial had poor reliability.

4 RESULT AND DISCUSSION

4.1 Result

4.1.1 General Description/Description of Respondents

The results of these research showed that employees with senior high school education is 28 percent, Bachelor education is 18 percent, Master education is 10 percent, and doctoral 4 percent. From the data of bias education respondents, it could be convinced that respondents in the study were considered able to answer each item of statement in the study.

Majority of Non-domiciled civil servant respondents in Government of Prabumulih were male (70%) which could be interpreted in terms of physical would be better than female (30%) non-domiciled civil servant respondents in Government of Prabumulih which physically needed to travel approximately 2 hours 30 minutes to reach workplace destination.

4.1.2 Multiple Regression Analysis

Multiple regression analysis is a statistical tool used to determine the effect(s) of one or several variables on other variables. Influencing variables are often called independent variables or explanatory variables, with the following calculations:

$$Y = 20.853 + 0.353 (X_1) + 0.098 (X_2) + 0.368 (X_3) + e$$

4.1.3 Test F

Simultaneous Test - using F Test with the aim to determine whether the independent variables simultaneously had a significant effect on the dependent variable. The analysis result obtained from probability value was 0.028. This showed that the probability value was $0.028 < 0.05$. Thus H_0 was rejected and H_a was accepted. This meant that the independent variables, commitment (X1), Discipline (X2) and Motivation (X3) simultaneously had a significant influence on Work Performance (Y), so the hypothesis in this study showed to have a significant influence.

4.1.4 Partial Test

Partial influence significant test (t test) is a test conducted to test significantly between independent variables on the dependent variable partially or individually. Testing the influence of the Commitment variable (X1) on the Performance variable (Y), with partial test the probability value obtained was $0.040 < 0.05$ (probability value was smaller than 0.05), then H_a was accepted and H_0 was rejected, thus it could be concluded that the hypothesis in this study showed that there was a significant influence of the Commitment variable (X1) to the Performance variable (Y).

Testing the influence of the Discipline variable (X2) on the Performance variable (Y), with partial test the probability value obtained was $0.583 > 0.05$ (probability value was greater than 0.05), then H_a was rejected and H_0 was accepted, thus it could be concluded that the hypothesis in this study was not

proven to show a significant influence of the variable Discipline (X2) to the Performance variable (Y).

Testing the effect of Motivation variable (X3) on Performance variable (Y), with partial test probability value obtained was $0.021 < 0.05$ (probability value was smaller than 0.05), then H_a was accepted and H_0 was rejected, thus it was concluded that the hypothesis in this study was shown that there was a significant influence of motivation variables (X3) to the Performance variable (Y).

4.2 Discussion

Correlation coefficient is an instrument used to find out how strong the relationship between independent variables it can be known by looking at the how high the correlation coefficient.

Correlation coefficient (R) was 0.459, it could be concluded that the independent variables such as commitment (X1), discipline (X2) and motivation (X3) had a strong relationship on the performance variable (Y) 0.45 or 45% and the rest 55% was explained and influenced by other factors.

Terminated coefficients (R²) was 0.210, the determination coefficient showed how high the contribution of variables - independent variables Commitment (X1), Discipline (X2), and Motivation (X3) in explaining the Performance variable (Y). In this study, the determination coefficient reflected the amount of contribution given by independent variables to the dependent variable.

Adjusted R Square was 0.140. It was a correction of R² so that the calculation was closer to the quality of population model exploration. R² adjusted was 0.140, meaning that the situation was closer to the real equal to 0.140 changes in the variation of the dependent variable which could be explained by the independent variables.

5 CONCLUSIONS

From simultaneous test results it was obtained H_0 was rejected and H_a was accepted. This meant that commitment, discipline, and motivation together had a significant influence on performance.

This study was proven to show a significant influence between commitment on performance. The hypothesis in this study was not proven to show a significant influence between discipline on performance. From testing the influence of motivation on performance, with partial test, H_a was

accepted and Ho was rejected. It was concluded that the hypothesis in this study was shown that there was a significant effect between motivation on performance.

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