

The Influence of Motivation and Competence on Employee Performance through Organizational Commitment at Regional General Hospitals in Majene Regency

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Abstract

This type of research used in this study is associative research. The research site is located at the Department of Education and Culture, Soppeng Regency. The sample used the census method, which an entire population of as many as 112 employees. In conducting statistical testing, it uses path analysis. The results showed that leadership positively and significantly affected employee discipline in the Department of Education and Culture in Soppeng Regency. Work motivation has a positive and significant effect on employee discipline in the Department of Education and Culture in Soppeng Regency. This study's result is: 1) Leadership has a positive and significant impact on the Soppeng District Education and Culture Office's work effectiveness. 2) Work motivation has a positive and significant impact on the Soppeng District Education and Culture Office's efficacy. 3) Employee discipline has a positive and significant effect on the Department of Education and Culture's work effectiveness in Soppeng Regency. 4) Leadership has a positive and significant impact on work effectiveness through employee discipline at the Department of Education and Culture in Soppeng Regency. 5) Work motivation has a positive and significant effect on work effectiveness through employee discipline at the Department of Education and Culture in Soppeng Regency.

Keywords:

Leadership, Work Motivation, Work Effectiveness and Employee Discipline

1. Introduction

Performance is an essential and exciting part because it has proven significant benefits; an institution wants its employees to work seriously according to their abilities to achieve reasonable work results. Without a good performance from all employees, success in achieving goals will be difficult.

In the world of work, employees must have enthusiasm for their work. This spirit is one of the factors that can improve performance. In other words, this enthusiasm can be interpreted as his motivation to work (work motivation). Work motivation is an encouragement for employees to complete the job given to achieve goals; this is in line with the opinion expressed by Djatmiko (2005), that "work motivation is a process that encourages, directs and maintains human behavior towards the achievement of a destination". In addition to motivation that can affect employee performance, competence is also an essential and most fundamental component that must be possessed by an employee in creating a good account. Employees who are expected to carry out their duties well must have several qualities such as being fast, responsive, professional, and able to compete. According to Moenir (2001), what is meant by competence concerning work is the condition of a person who is fully capable of being efficient and successful in carrying out work to produce something optimal.

Motivation and competence that are good and in line with organizational goals will form organizational commitment; employee commitment is a key that determines the success or failure of the organization in achieving its goals. Employees committed to the organization will show a totality of work attitude towards their duties, have complete responsibility for carrying out their duties, and are very loyal to the organization. In this commitment, there is confidence, bonding, and energy stimulus in doing one's best. Commitment has an impact on employee performance, and in the end, it also dramatically affects the organization's performance. High motivation from employees will encourage him to maximize what he wants. Simultaneously, competence shows the maximization of efforts with his potential in carrying out his duties and jobs, both of which will be efficient in their utilization if the commitment is created in the organization, which in turn the better the employee's performance.

2. Literature Review

Motivation is one thing that influences human behavior; motivation is also known as a driver, desire, support, or needs that can make a person excited and motivated to reduce and fulfill one's impulses. Motivation can change a person's energy at work; as stated by Mc. Donald and Hamalik (2004), motivation is a change in life in a person's (personal) self, which is characterized by the emergence of feelings and reactions to achieve goals, meaning that motivation encourages behavior and influences and changes behavior. Motivation in individuals will tend to do something maximally; even motivation will create an outstanding organizational commitment because organizational commitment is also a psychological attitude in the form of individual loyalty; this is supported by the opinion of Luthans (2011) that organizational commitment is an attitude that reflects a dedication to the organization and ongoing processes in which members of the organization express their concern for the organization and its continued success and progress. Previous research results that support this relationship are (Awaluddin et al., 2019; Umar, Amrin, et al., 2019; Yusriadi, Sahid, et al., 2019), which concludes that there is a positive and significant influence on motivation on organizational commitment.

Competence creates maximum ability at work so that it can do work well. Competence becomes the foundation of the way a person behaves and thinks, this is supported by Wibowo's (2010) opinion that competence is the basic foundation of people's characteristics and indicates how a person acts and situations advocates for an extended period. Competence as a way of shaping behavior is directly related to the way employees unite their perceptions through organizational commitment. This is in line with Robbins and Judge (2011) that organizational commitment as an employee's condition takes sides with a particular company and its goals and intends to maintain its membership in the organization. The. Previous research results that support this relationship are (Ahdan et al., 2019; Ansar et al., 2019; Tamsah et al., 2020), which conclude that there is a positive and significant influence of competence on organizational commitment.

An employee's commitment is very much needed in the organization; employees who have a high obligation to their organization will do their job optimally and be more responsible. With this commitment, they can help facilitate the organization in achieving its goals. According to Martin and Nicholls (in Armstrong, 1991) that three pillars form a person's commitment to the organization, namely creating a sense of ownership of the organization by creating a feeling that this organization belongs to every employee in it, creating enthusiasm for work through the creation of leadership motivation. Over his subordinates, this belief in management can be done when the organization can maintain success. Organizational commitment will give birth to optimal performance because it is carried out in a planned manner and is full of effort and responsibility. According to Hasibuan (2017), performance is achieved by carrying out his duties on skills, action, and opportunity. Previous research results that support this relationship are (Gani et al., 2019; Hasbi et al., 2019; Mustafa et al., 2020; Sahabuddin et al., 2019; Sahid et al., 2020; Usman et al.,

2020; Yusriadi et al., 2020; Yusriadi, Farida, et al., 2019) which concluded that there was a positive and significant effect of organizational commitment on performance.

Motivation is encouragement, so that giving the right motivation will generate enthusiasm, passion, and sincerity of work in a person and even high performance in an organization. A person who is motivated emerges with a hard work spirit, as stated by Hasibuan (2017) that the manager's goal in encouraging must realize that people will want to work hard in the hope that they will be able to fulfill their needs and desires from the results of their work. Performance as an essential thing that the organization wants needs special attention because performance creates quality work results. One of the most important things in creating quality performance is high enthusiasm and motivation to achieve it. The results of previous research that support the influence of motivation on performance are (Rumaolat et al., 2019; Sawitri et al., 2019; Umar, Hasbi, et al., 2019) which concluded that there was a positive and significant influence on motivation on employee performance. Competence encourages performance effectiveness, as stated by Lyle Spencer & Signe Spencer (in Moehariono, 2010), that competence is a characteristic that underlies a person regarding the point of performance in their work or essential characteristics that have a causal relationship with the criteria used as a reference. The performance created due to good competence will be very high because the expected goals are achieved, as stated by Donnelly, Gibson, and Ivancevich (1994) that based on good competency mastery, performance leads to success and the ability to achieve predetermined goals. Interpretation is declared excellent and successful if it can achieve the desired goals properly. The results of previous research that support the influence of competence on performance are (Rijal et al., 2019; Umanailo et al., 2019) which concluded that there was a positive and significant influence of competence on employee performance.

Motivation is one of the things that influence human behavior, and motivation is also known as a driver, desire, support, or needs that can make a person excited and motivated to reduce and fulfill self-drive so that they can act and act in certain ways that will be leading to the optimal. According to Mangkunegara (2016), motivation is formed from employees' attitudes in facing work situations in the company (position) (Kanto et al., 2020; Novitasari et al., 2019; Nuraini et al., 2019). Motivation is a condition or energy that moves employees who are directed or aimed at achieving the company organization's goals. Employees with a good level of motivation will be more loyal in their organization so that it is straightforward to show good work or organizational commitment in the organization; this is in line with the opinion of Robbins and Judge (2011) that organizational commitment as an employee's condition is in favor of a particular company and its goals and intends to maintain its membership in the organization. Competence is an absolute requirement that employees must have if they want to be easy to work and competence as a form of scientific mastery of their work shows how employees behave and think to solve the problems they face. As stated by Wibowo (2010) that competence is the foundation of people's characteristics. It indicates how a person behaves and thinks, equates to the situation, and is supported over an extended period. Competence shows specific knowledge, skills, and attitudes of the profession in particular skill characteristics, which characterize a professional. The more effective the work is carried out, the fruit of the excellent competence of the employees who do the job, as Lyle Spencer & Signe Spencer (in Moehariono, 2009). competence is a characteristic that underlies a person regarding the effectiveness of performance in their work or essential characteristics that have a causal relationship. Cause and effect with the criteria used as a reference. Their competencies also encourage the creation of exemplary organizational commitment.

3. Research Method

This study used a causality design and a quantitative approach implemented in the Majene District Hospital. The study population was all non-health staff at Majene Hospital, as many as 169 people; with the sampling technique using purposive sampling, the study involved the final sample of 100 people. Data collection techniques were through observation, interviews, questionnaires, and documentation, while data analysis used path analysis.

4. Result

Motivation Structure (X1) and Competence (X2) on Organizational Commitment (Y1)

Table 1. Test of the effect of X1 and X2 on Y1 and t test of the effect of X1 and X2 on Y1

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	.331	1.501		.221	.826
Motivation (X1)	.498	.100	.458	4.961	.000
Competency (X2)	.481	.105	.424	4.589	.000

Dependent Variable: Organizational Commitment (Y1)

The path coefficient value (α_1) = 0.458 with a significance level of 0.000 which means significant (Sig <0.05) or the value of $t_{count} > t_{table}$ (4.961 > 1.984). Thus, it is said that the Motivation variable (X1) has a positive and significant effect on Organizational Commitment (Y1). It can see the magnitude of the influence of the X1 variable on Y1 in the standardized coefficients beta value of 0.458, which means that every time there is an increase in motivation (X1), it will increase Organizational Commitment (Y1) by 0.458 points.

The path coefficient value (α_2) = 0.424 with a significance level of 0.001 which means significant (Sig <0.05) or the value of $t_{count} > t_{table}$ (4.589 > 1.984). Thus, it is said that the Competency variable (X2) has a positive and significant effect on Organizational Commitment (Y1). It can see the magnitude of the influence of the X2 variable on Y1 in the standardized coefficients beta value of 0.424, which means that every time there is an increase in competence (X2), it will increase Organizational Commitment (Y1) by 0.424 points.

Structure 2 Motivation (X1), Competence (X2) and Organizational Commitment (Y1) to Performance (Y2)

Table 2. Test the Effect of X1, X2 and Y1 on Y2

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1(Constant)	-.637	.966		-.659	.511
Motivasi X1	.287	.072	.325	3.962	.000
Kompetensi X	.220	.074	.239	2.952	.004
2					
Komitmen	.328	.065	.405	5.019	.000
Organisasi Y1					

Dependent Variable: Performance (Y2)

The path coefficient value (β_1) = 0.325 with a significance level of 0.000 which means significant (Sig <0.05) or the value of $t_{count} > t_{table}$ (3.962 > 1.984). Thus, it is said that the motivation variable (X1) has a positive and significant effect on performance (Y2). It can see the magnitude of the influence of the X1 variable on Y2 in the standardized coefficients beta value of 0.325.

The path coefficient value (β_2) = 0.239 with a significance level of 0.004 which means significant (Sig <0.05) or the value of $t_{count} > t_{table}$ (2.952 > 1.984). Thus, it is said that the competency variable (X2) has a positive and significant effect on performance (Y2). It can see the magnitude of the influence of the X2 variable on Y2 in the standardized coefficients beta value of 0.239.

The path coefficient value (β_3) = 0.405 with a significance level of 0.000 which means insignificant (Sig <0.05) or the value of $t_{count} > t_{table}$ (5.019 > 1.984). Thus, it is said that the Organizational Commitment variable (Y1) has a positive and significant effect on performance (Y2). It can see the magnitude of the influence of the Y1 variable on Y2 in the standardized coefficients beta value of 0.405.

Table 3. Hypothesis test results

Hypothesis	Value	Sig	Conclusion
Motivation has a positive and significant effect on Organizational Commitment at RSUD Majene Regency	0.458	0.000	Positive and Significant
Competence has a positive and significant effect on Organizational Commitment in RSUD Majene Regency	0.424	0.000	Positive and Significant
Motivation has a positive and significant effect on employee performance in RSUD Majene Regency	0.325	0.000	Positive and Significant
Competence has a positive and significant effect on employee performance in RSUD Majene Regency	0.239	0.004	Positive and Significant
Organizational Commitment has a positive and significant effect on employee performance in RSUD Majene Regency	0.405	0.000	Positive and Significant

Motivation has a positive and significant effect on employee performance through Organizational Commitment in Majene District Hospital	0.185	0.032	Positive and Significant
Competence has a positive and significant effect on employee performance through Organizational Commitment at the Majene District Hospital	0.171	0.040	Positive and Significant

5. Discussion

The Influence of Motivation on Organizational Commitment at the Majene District Hospital. The influence of the motivation variable on organizational commitment is positive and significant. This study's findings are in line with previous research by (Ahdan et al., 2019; Ansar et al., 2019; Sawitri et al., 2019; Tamsah et al., 2020; Umar, Amrin, et al., 2019; Umar, Hasbi, et al., 2019). The RSUD Majene is well motivated and presents themselves as an inseparable part of the organization, with a high organizational commitment to employees with a loyal psychological attitude.

The Effect of Competence on Organizational Commitment at the Majene District Hospital. The influence of competency variables on organizational commitment is positive and significant. The findings of this study are supported by research (Mustafa et al., 2020; Sahid et al., 2020; Yusriadi, Farida, et al., 2019; Yusriadi, Sahid, et al., 2019). Majene Regional Hospital employees with competencies such as innate personalities have created high responsibility in the organization; employees feel that their ability to work influences taking the same actions for the benefit of the organization.

The Influence of Motivation on Performance at the Majene District Hospital. The influence of the motivation variable on performance is positive and significant. The findings of this study are supported by research (Hasbi et al., 2019; Mustafa et al., 2020; Usman et al., 2020; Yusriadi et al., 2020). RSUD Majene as prioritizing social principles in improving employee performance. Management in developing this noble mandate motivates employees to work responsibly by prioritizing humanist principles in providing services.

The Effect of Competence on Performance at the Majene District Hospital. The influence of competency variables on performance is positive and significant. The findings of this study are supported by research (Ahdan et al., 2019; Ansar et al., 2019; Sawitri et al., 2019; Tamsah et al., 2020; Umar, Hasbi, et al., 2019). Competence as a form of ability possessed by employees both intellectually and in terms of skills and attitudes has supported employees' formation of good competencies. Competence breeds good performance, employees' ability to get better at adjusting work and placing their duties and responsibilities proportionally.

The Effect of Organizational Commitment on Performance at the Majene District Hospital. The influence of the organizational commitment variable on performance is positive and significant. This study's findings are supported by research (Gani et al., 2019; Rijal et al., 2019; Sahabuddin et al., 2019; Sahid et al., 2020; Umar, Amrin, et al., 2019; Yusriadi, Farida, et al., 2019; Yusriadi, Sahid, et al., 2019). The RSUD Majene show a high commitment that they are willing to stay and devote themselves to achieve work goals because they have the same values and goals in the organization.

The Influence of Motivation on Performance Through Organizational Commitment at RSUD Majene Regency. The influence of motivation variables on performance through organizational commitment is positive and significant. The indirect effect of motivation on performance through organizational commitment at Majene General Hospital shows a pretty good impact on the variable organizational commitment in influencing employee performance. Inspiration is born because of the same vision and mission of the organization. With these similarities, the direction and goals are reflected in the organizational commitment, which impacts their better performance.

The Influence of Competence on Performance Through Organizational Commitment at RSUD Majene Regency. The influence of competency variables on performance through organizational commitment is positive and significant. At Majene Hospital, employee competence in creating employee performance through organizational commitment, some employees have carried out their assigned tasks and jobs correctly and adequately. However, there are still others who have not completed the job perfectly because of the work's high complexity. There are always employees who cannot complete the work on time, sometimes submitting reports are late. These things are not due to ignorance or lack of competence but somewhat limited time to complete many complex tasks.

6. Conclusion

Based on the results and discussion, it can conclude that the variable with the most significant level of influence is the variable of motivation on organizational commitment. Competence is also a variable that affects organizational commitment and performance; the existence of knowledge, skills, character, motives, and self-concept encourages employees to be better at creating loyalty and account. On the indirect effect, the intervening variable organizational commitment is a variable that is good enough to moderate the motivation and competence variables on performance. Although the indirect effect provides a small path value, it is considered that the direct impact will be more effective in influencing performance than the presence of intervening variables. An increase in exemplary organizational commitment will also impact improving employee performance for the better.

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