THE EFFECT OF WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT TOWARDS WORK DISCIPLINE AND ITS IMPACT ON EMPLOYEE PERFORMANCE OF THE DIRECTORATE OF TRANSMIGRATION BUSINESS DEVELOPMENT: A CONCEPTUAL MODEL

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ABSTRACT

The problem at the Directorate of Transmigration Business Development is that there are still many employees who are still lacking in discipline and actually realize that they have broken the rules. This leads to the creation of this conceptual paper to examine the effect of work motivation, and organizational commitment towards work discipline and its impact on the performance of the Directorate of Transmigration Business Development’s employees. A conceptual model is proposed. A quantitative approach research methodology is suggested through hypotheses testing. Practicing this paper instantly will find out the relationships between variables in the conceptual model.

Key Words

Conceptual Model, Employee Performance, Organizational Commitment, Work Discipline.
INTRODUCTION

Good governance is an important issue in the management of public administration today. Civil servants as government administrators are required to have optimal work discipline and performance. Performance is an ability possessed by a person or organization in achieving the goals set previously (Atmosudirdjo, 2006). Improved performance becomes a parameter in achieving organizational goals in the future.

Employee performance in government agencies is a management tool used to improve the quality of decision making and accountability in order to assess the success or failure of the implementation of activities in accordance with the objectives set in order to realize the vision and mission of a government agency. To find out the success/failure level of a government agency, all activities of that agency must be measured. In order for the implementation of performance measurements to run smoothly, it is necessary to create a strategy in carrying out performance measurements.

One measure of optimal performance of civil servants is the level of attendance of employees. Based on pre-research data at the Directorate of Transmigration Business Development, it is known that the presence of civil servants during 2018 did not reach 100%. The highest absenteeism rate reached 354 people (42.37%) and the average absenteeism of employees reached 94.36%. In addition to employee attendance, from the same pre-research results there were also other performance-related problems which included; fulfillment of employee working hours is less than optimal, return employees are not in accordance with the provisions of return hours; and there are employees who are less than optimal in carrying out their performance, such as reading the newspaper during working hours, chatting with fellow colleagues or busy using their mobile phones.

Many complaints come from the public about the performance of civil servants, especially regarding issues related to service. A complaint that often occur such as delaying the time of service that should be provided to the community immediately, without any clear reason. This condition is in accordance with the opinion of Tamim (2004) who revealed that around four million civil servants spread throughout Indonesia, only 40% were truly professional, productive, and qualified.

Ideally, disciplined employees will not steal work time to do other things that have nothing to do with work, obey the rules in the work environment with high awareness without coercion. Attitudes and behaviors in work discipline are characterized by various initiatives, desires, and willingness to obey the rules. The perception of high work discipline does not just appear but it is an ongoing learning process. Many factors affect work discipline, one of which is organizational commitment.

According to Robbins (2003), employee commitment to the organization determines the success or failure of the goals to be achieved by an organization or agency. If every member of the organization has high commitment, it is highly likely that success can be achieved. The success of an organization will have a good impact on the survival of the organization or agency and its employees. Steers and Porter (Sjabadhyi et al, 2001) argued that the higher the employee’s work commitment, the higher the effort spent by the employee in doing his work. The higher the employee’s commitment, the longer he wanted to remain in the organization and the higher his productivity to the organization.

McGregor (Gouzali, 2000) argues that basically every human being likes freedom and does not want to be governed, does not like to assume responsibility, does not want to cooperate, likes to be selfish, wants to work easily with a large income, often employees commit violations such as being lazy to attend meetings, being late at work, or procrastinating, and all of which leads to a perception of low work discipline. This relates to negative mental attitude held by government employees.

Based on the description above, it is known that the weak perception of work discipline has negative consequences and can damage the regulatory pattern of government agencies in serving the wider community. Similarly, the problems that occur at the Directorate of Transmigration Business Development is that there are still many employees who are still lacking in discipline and actually realize that they have broken the rules but often there is no strong commitment to stop them. This led to the creation of this conceptual paper to examine the effect of work motivation, and organizational commitment towards work discipline and its impact on the performance of the Directorate of Transmigration Business Development’s employees.

LITERATURE REVIEW

Robbins (2002: 55) suggests that motivation is the desire to do as a willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of the effort to meet an individual’s needs. Radig (1998) and Soegiri (2004: 27-28) in Feri (2006: 24) suggested that giving encouragement as a form of motivation is important to do to increase employee morale so that it can achieve the desired results by management. The techniques to motivate employees including: (1) techniques for meeting the needs of employees, meaning that meeting the needs of employees is a fundamental underlying work behavior; and (2) persuasive communication techniques, as one of the techniques to motivate employee work carried out by influencing employees extra logical-
According to Allen and Meyer (in Dunham et al, 1994) organizational commitment can be interpreted as emotional attachment, identification and involvement of individuals with the organization and the desire to remain a member of the organization. Another definition according to Meyer et al (1991) is that commitment is not only related to the level of employee turnover, but also related to the level of employee willingness to sacrifice for the company. The response system provided by the organization sometimes gets less attention from employees to foster more loyal attitudes towards employees; this is due to the fear that employees will get sanctions if they submit their complaints. Therefore, the need for high trust and organizational support for employees becomes an important thing for each member of the organization (Olson-Buchanan and Boswell, 2002).

Work discipline is the attitude, behavior, and actions in accordance with the regulations of the organization both written and unwritten according to Sastrohadiwiryo (2013). In another expert's opinion, discipline is the awareness and willingness of a person to obey all company regulations and applicable norms (Hasibuan, 2003). Discipline means when employees come and go home on time, do all the work well, comply with all applicable company regulations. Employee discipline requires regulations and penalties. The regulation is very necessary to provide guidance and counseling for employees. Discipline of a company is said to be good if most employees comply with existing regulations.

Hasibuan in Sujak (1990) and Sutiadi (2003: 6) argued that performance is a work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity and time. Meanwhile, As'ad in Agustina (2002) and Sutiadi (2003: 6) suggested that a person's performance is a measure of the extent of one's success in carrying out their work duties. There are 3 (three) main factors that affect performance, namely individuals (ability to work), work effort (desire to work), and organizational support (opportunities to work). Performance is influenced by organizational performance, compensation plans, communication systems, managerial style, organizational structure, and policies and procedures (Robbins (2003) in Thoyyib (2005: 10)). Tika (2006: 121) states that there are four elements contained in performance, which are the results of the work function, factors that affect employee performance, achievement of organizational goals, and a certain period of time.

Some previous research results show a relationship between work motivation, organizational commitment, employee discipline, and employee performance. Work motivation has a positive and significant effect on organizational commitment (Salleh et al, 2016). Organizational commitment has a positive and significant effect on work discipline, and work discipline has a positive and significant effect on performance (Darmawan, 2013). Other research also shows that there is a positive and significant influence of motivation on work discipline (Baskoro and Susanty, 2012).

**CONCEPTUAL MODEL**

The general objective of this study is to determine the effect of work motivation, and organizational commitment towards work discipline and its impact on the performance of the Directorate of Transmigration Business Development employees. These general objectives are then concentrated into several specific objectives, namely: 1) the effect of work motivation on work discipline; 2) the effect of organizational commitment on work discipline; 3) the effect of work discipline on employee performance; 4) the effect of organizational commitment on employee performance mediated by work discipline; 5) the effect of work motivation on employee performance mediated by work discipline; 6) the effect of work motivation on employee performance; and 7) the effect of organizational commitment on employee performance. Based on some of these specific objectives and the literature review that has been done, the conceptual model that can be produced in this study is as in the following figure.
Figure 1: Conceptual Model

Remarks of Figure 1:
H1: Work motivation influences employee work discipline of the Directorate of Transmigration Business Development.
H2: Organizational commitment influences employee work discipline of the Directorate of Transmigration Business Development.
H4: Organizational commitment influences employee performance of the Directorate of Transmigration Business Development.
H7: Organizational commitment influences employee performance with mediated by employee work discipline of the Directorate of Transmigration Business Development.

HYPOTHESIS DEVELOPMENT

1. Relationship between work motivation and work discipline
   Research by Yoesana (2013) shows that work motivation has a positive and significant relationship with work discipline. Based on that study, therefore it can be concluded the following hypothesis.
   H1: Work motivation influences employee work discipline of the Directorate of Transmigration Business Development.

2. Relationship between organizational commitment and work discipline
   Research Nofriansyah (2016) states that there is a positive relationship of organizational commitment with work discipline. Based on that study, therefore it can be concluded the following hypothesis.
   H2: Organizational commitment influences employee work discipline of the Directorate of Transmigration Business Development.

3. Relationship between work motivation and performance
   Research by Baskoro and Susanty (2012) showed that there is a positive and significant influence of motivation on work discipline. It also shows that work discipline has a positive and significant effect on employee performance. Based on that study, therefore it can be concluded the following hypothesis.

4. Relationship of organizational commitment with employee performance
   Research by Septiani, Sunuharyo, and Prasetya (2016) shows that organizational commitment has a positive effect on work discipline as well as work discipline has a positive effect on employee performance. Based on that study, therefore it can be concluded the following hypothesis.
   H4: Organizational commitment influences employee performance of the Directorate of Transmigration Business Development.

5. Relationship between work discipline and employee performance
   The results of Suwondo and Sutanto's (2015) research showed the influence of work discipline on employee performance. Other research also shows that work discipline partially influences employee performance (Sofyan, 2018). Based on that study, therefore it can be concluded the following hypothesis.

6. Relationship between work motivation and employee performance mediated by work discipline
   Research by Baskoro and Susanty (2012) showed that there is a positive and significant influence of motivation on work discipline. It also shows that work discipline has a positive and significant effect on employee performance. Based on that study,
therefore it can be concluded the following hypothesis.


7. Relationship between organizational commitment and employee performance mediated by work discipline

Research by Darmawan (2013) showed that organizational commitment has a positive and significant effect on work discipline, and work discipline has a positive and significant effect on performance. Based on that study, therefore it can be concluded the following hypothesis.

H7: Organizational commitment influences employee performance mediated by employee work discipline of the Directorate of Business Development Transmigration.

METHODOLOGY

This research is a quantitative study. The population in this study was all Civil Servants and Prospective Civil Servants in the Directorate of Transmigration Business Development, which consisted of 150 employees with a total sample of 130 employees.

Data collection method is done by observation and questionnaire. The questionnaire used will be tested for validity and reliability using SPSS 22.0 software. The data obtained were then analyzed using the Partial Least Square (PLS) analysis technique which is an equation model of Structural Equation Modeling (SEM) that is component or variant based.

CONCLUSION

The aim of this paper is to set out a conceptual model to investigate the relationships among organizational commitment, work motivation, work discipline, employee performance at the Directorate of Transmigration Business Development in Indonesia. This paper has discussed the background of the problem at the Directorate of Transmigration Business Development in Indonesia; literature review on organizational commitment, work motivation, work discipline, employee performance, and the relationship between them; conceptual model; hypotheses development, and methodology. This research use quantitative approach through hypotheses testing. Practicing this paper instantly will find out the relationships between variables in the conceptual model.

REFERENCES


