

# Factors that Affect Task Commitment of Employees, Kelurahan in the Sub-District of Lubuk Sikarah Solok City

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**ABSTRACT :** This study aims to determine and describe empirically the effect of incentives, job satisfaction, work culture on the duty commitments of village employees in the Lubuk Sikarah sub-district in the city of Solok. The targets in this study are employees of sub-districts in Lubuk Sikarah. Data collection techniques in this study by questionnaire to 52 respondents with the determination of the sample based on the Proportional Stratified Random Sampling technique.

Based on this research on the variables X1, X2, X3 against y, the F-test obtained the value of  $F_{count} > F_{table}$  ( $11.047 > 4.03$ ), while the significance value of 0.000 was smaller than  $\alpha$  (0.05). So it can be concluded that the variables X1, X2, X3 simultaneously affect the variable y. It is known that R Square is 0.639 or 63.9%, which means the relationship between the independent variable and the dependent variable is 63.9 %. This relationship will be perfect (100 %) or close if there are other independent variables included in the model. In other words the variables X1, X2 and X3 give a joint effect of about 63.9 % to the variable Y, while the remaining 33.1 % is influenced by other variables.

For the X1 variable with respect to y, the t-test obtained the value of  $t > t_{table}$  ( $2.739 > 2,000$ ), while the significance value of 0.009 was smaller than  $\alpha$  (0.05). So it can be concluded that the variable X1 partially influences the variable Y. For the X2 variable with respect to y, the t-test obtained the value of  $t > t_{table}$  ( $4.327 > 2,000$ ), while the significance value of 0.000 was smaller than  $\alpha$  (0.05). So it can be concluded that the variable X2 partially influences the variable Y. There is the variable X3 on y, the t-test obtained  $t_{count} > t_{table}$  ( $2.197 > 2,000$ ), while the significance value of 0.033 is smaller than  $\alpha$  (0.05). So it can be concluded that the variable X3 partially influences the variable Y Kelurahan in the Sub-District of Lubuk Sikarah, Solok City.

**Keywords:** Incentives, Job Satisfaction, Work Culture, Task Commitment.

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## 1. INTRODUCTION

The figure of the apparatus or bureaucracy in the government sector covers a very broad, complex, and involves a large number of organizational forms with a large number of personnel to carry out state administration, government, including public services and development. Public services as stated in Law Number 25 Year 2009 Article 1 point (1) states that "public service is an activity or series of activities in order

to fulfill service needs in accordance with statutory regulations for every citizen and resident of goods, services, and / or administrative services provided by public service providers.

Public services received are due to the quality of public services in the interests of many people and the impact is felt directly by the community from all walks of life, where success in building public service performance in a professional, effective, efficient and accountable manner will raise the good image of the government in the eyes of the community.

The enactment of Law Number 32 of 2004 concerning Regional Government which is further amended by Law Number 23 of 2014, is expected to have a wide real impact on improving services to the community. However, the reality in practice is often seen the view that the government bureaucracy or anything related to the government bureaucracy in order to get a public service often shows symptoms that are disappointing, convoluted, long, not open, expensive and unsatisfactory, including lack of coordination. The objective conditions show that the delivery of public services still leads to an ineffective and efficient government system and the inadequate quality of human resources of the state civil apparatus.

This problem is thought to be due to the inadequacy of the rights of the state civil apparatus, namely to receive salaries, allowances and facilities, leave, pension security and old age security to obtain adequate protection and competency development. Realizing the importance of the state civil apparatus for local governments, local governments must pay special attention to the state civil apparatus, local governments need to understand and know the needs of the state civil apparatus, because the necessities of life are a reason that causes the state civil apparatus to work. According to Utomo (2009), if the needs of life are met, they will get satisfaction which in turn can affect their commitment to work. Therefore, as a consequence, the government must manage the state civil apparatus properly by providing incentives to motivate employees to improve their performance.

According to Rivai (2007), incentives are given deliberately to state civil servants so that in them there is a huge enthusiasm to increase work performance so that productivity and performance increase. The provision of incentives within a government plays an important role because it believes that it will be able to overcome various problems in the workplace which are increasingly complex such as low performance and no additional income for state civil servants other than wages. The government has a work culture. According to Wirawan (2007), many employees can withstand various changes and external challenges because they have cultural strengths or on the contrary, many employees collapsed because they do not have a strong work culture, work culture affects work commitment and affects employee performance.

Regarding the influence of work culture, incentives on job satisfaction and employee performance in previous studies, it was shown that there was no consistent influence between these variables. Soedjono's (2005) research reveals that there is a significant influence between work culture on job satisfaction. Meanwhile, Widyarini (2009) found that work culture has a negative influence on work commitment. Kulyana's research (2010) shows that there is a positive and significant influence between incentives on work commitment. Mariam (2009) finds that there is an effect of job satisfaction on work commitment is significant and positive. In Kecamatan Lubuk Sikarah, Solok City, West Sumatra Province, in realizing its performance targets, it is very much determined by the success of all Kelurahan employees in Kecamatan Lubuk Sikarah in carrying out daily tasks assigned to 7 (seven) Kelurahan in the Kecamatan area.

On the other hand, this desire for justice is also not possible, considering that kelurahan employees are Civil Servants and more often consist of Non Civil Servants. The demands of this desire are certainly not easy to realize, given the conditions that do not or do not allow employees to move from one work unit to another. Finally, a form of indifference to work, such as when they enter the office but just sit around, do not carry out their main duties and functions as employees, this is due to, among other things, employee dissatisfaction with work and the provision of incentives that are not balanced in return for performance. achieved by employees.

## HYPOTHESIS DEVELOPMENT

Incentives have an important role in increasing Task Commitment. In order for the Task Commitment to be fulfilled, then the implementation of incentives in an organization must be carried out. As suggested by the theory put forward by Benardin and Rustam (2006), according to him incentives have a big influence in increasing task commitment, job satisfaction, productivity, and work culture behavior. The Incentive Program (remuneration) must be determined on the basis of fairness and fairness and by taking into account the applicable labor laws. The principle of fair and proper must receive the best possible attention so that the remuneration that will be given stimulates the passion and commitment of employees to carry out their assigned duties. Muhammad (2007) states that there is a significant effect of incentives on employee duty commitment simultaneously. Based on a review of previous research, it can be concluded that incentives can be influenced by employee duty commitment. Therefore the hypothesis in this study are:

**H1:** Incentives have a significant effect on Kelurahan Employee Commitment in Kecamatan Lubuk Sikarah, Solok City

One of the factors that can influence and realize task commitment is job satisfaction. Job satisfaction contains aspects of physical, psychological, work environment, interaction between personnel, leadership behavior and administrative and organizational policies. As stated by Danim (2004). Job satisfaction depends on the intrinsic and extrinsic consequences and how the employer views these results. The effect value is different for different people, and then according to Hasibuan (2005), job satisfaction is a pleasant emotional attitude and affects a person's commitment to love work. Furthermore, commitment is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work Based on a review of previous research, it can be concluded that job satisfaction can be influenced by employee duty commitment. Therefore the hypothesis in this study are:

**H2:** Job satisfaction has a significant effect on the Commitment of Employees Task of all Kelurahan in Kecamatan Lubuk Sikarah, Solok City

Work Culture is one of the determinants of the organization to increase task commitment. And the application of work culture must be applied to all members of the organization, without differentiating one another. And besides that, the work culture needs to be supported by clear and fair rules and sanctions. This is as stated by Pendit (2004), Work Culture is a philosophy based on a view of life as values that become traits, habits and driving forces, culture in the life of a community group or organization, then reflected in attitudes into behavior, beliefs, ideals, opinions and actions that manifest as "work" or "work". Implementing a work culture has a very deep meaning, because it will change the attitudes and behavior of human resources to commit to achieving the target of achieving higher work productivity in the face of future challenges. Amran (2009) states that there is a significant influence between work culture and task commitment. Based on a review of previous research, it can be concluded that work culture can be influenced by employee duty commitment. Therefore the hypothesis in this study are:

**H3:** Work culture has a significant effect on the Task Commitment of Kelurahan Employees in Kecamatan Lubuk Sikarah, Solok City

Incentives, job satisfaction and work culture are among the determinants of the organization to increase task commitment. To increase task commitment within an organization, there is an interrelation between one independent variable. Incentives are measured with indicators of work results, length of service, seniority of tenure, needs, fairness and worthiness as well as job evaluation. Job satisfaction with indicators of salary received, career promotion, supervision of superiors and subordinates, additional reward allowances, work procedures. co-workers, work, communication. Work culture with cultured personal indicators to appear friendly, cultured personalities to appear polite, cultured personalities to appear confident, cultured personalities to appear neat, cultured personalities to appear cheerful, cultured personalities to be happy to hang out with all people, a cultured person to appear to learn from others, a cultured person to be happy in fairness, a cultured person to like to please others.

With the realization of the aspects that underlie the indicators of the incentive variables, job satisfaction and work culture, it will ultimately be possible to determine the extent to which these aspects affect the overall task commitment of the organization. Based on a review of previous research, it can be concluded that incentives, job satisfaction and work culture can be influenced by employee duty commitment. Therefore the hypothesis in this study are:

**H4:** Incentives, job satisfaction and work culture have a significant effect on the Commitment of Employees Task of all Kelurahan in Lubuk Sikarah District, Solok City.

## RESEARCH METHODS

The population in this study were all employees of the Sub-District of Lubuk Sikarah, Solok City, totaling 52 people. The determination of the sample is based on the Proportional Stratified Random Sampling technique, in which a population that is considered heterogeneous according to certain characteristics is grouped into several sub-populations so that each existing sub-population has a relatively homogeneous sample employee. In this case, the authors took a sample, namely the Kelurahan Employees of kecamatan Lubuk Sikarah, Solok City. Thus, the number of samples in this study was 52 people. The data analysis technique uses multiple regression analysis with the formula:

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

Where :

Y = Commitment of duties

X<sub>1</sub> = Incentive

X<sub>2</sub> = Job Satisfaction

X<sub>3</sub> = Work Culture

a = Constant (Y value if

b = regression coefficient

e = Standard Error

Hypothesis testing used in the study includes; partial test (t-test), and simultaneous effect test (F-test).

## 2. RESEARCH RESULTS AND DISCUSSION

Multiple regression analysis is used to determine the regression coefficient of the independent variable and how it affects the dependent variable, it can be seen from the analysis of multiple regression data obtained using the SPSS program as in the following table:

**Table 1. Multiple Linear Regression Results**

Variable	Regression Coefficient	T <sub>count</sub>	Significance
Incentive	-0,134	-2,739	0,009
Job satisfaction	0,096	4,237	0,000
Work culture	-0,061	-2,197	0,033
Constant	24,778		
Adjusted R Square	0,605		

*Source: Primary Data (Processed, 2020)*

Based on the regression results from the table above, the multiple linear regression equation can be determined in this study as follows:

$$Y = 12.198 + 0.134 X_1 + 0.96 X_2 + 0.061 X_3 + e$$

The interpretation of the regression equation obtained is as follows:

1. A constant of 12.198, states that if the independent variables (Incentives ( $X_1$ ), Job Satisfaction ( $X_2$ ) and Work Culture ( $X_3$ ) are considered constant, then the average dependent variable on Task Commitment ( $Y$ ) is 12.198.
2. The incentive regression coefficient ( $X_1$ ) of 0.134 states that for every 1 unit incentive value increase ( $X_1$ ), while the commitment to Job Satisfaction ( $X_2$ ) and Work Culture ( $X_3$ ) is constant, it will increase Task Commitment ( $Y$ ) by 0.134.
3. The regression coefficient of Job Satisfaction ( $X_2$ ) is 0.096, which states that every 1 unit increase in the value of Job Satisfaction ( $X_2$ ), while the Incentives ( $X_1$ ) and Work Culture ( $X_3$ ) variables are constant, it will increase Task Commitment ( $Y$ ) by 0.096.
4. The regression coefficient for Work Culture ( $X_3$ ) of 0.061 states that every 1 unit increase in the value of Work Culture ( $X_3$ ), while the Incentive ( $X_1$ ) and Job Satisfaction ( $X_2$ ) variables are constant, it will increase Task Commitment ( $Y$ ) by 0.061.

The results of multiple regression analysis by performing the t test obtained that the t value of the competency variable was 2.739 while the value of  $t_{table} = 2,000$ . The value of  $t_{count} > t_{table}$  with a significance level of  $0.009 < \alpha (0.05)$ , then  $H_0$  is rejected. This means that the Incentive variable ( $X_1$ ) has a significant effect on the Task Commitment variable ( $Y$ ).

This shows that incentives have a significant effect on Task Commitment, because employees want a clear career path and want a salary increase when the price of basic needs rises so that it is balanced. In this case, Kecamatan Lubuk Sikarah, Solok City should hold an activity that can pay attention to incentives to increase employee duty commitment at work, so that employees do not feel boredom in their performance due to demands from the service itself.

Based on data processing, it was obtained that the value of  $t_{count}$  was  $4.237 > t_{table} 2,000$  and a significance level of 0.000 using  $p\text{-value} < \alpha$ , namely  $0.000 < 0.05$ . This shows the significant value of 0.000, which means the significant value is less than 5%. This shows that job satisfaction has a significant effect on task commitment, because employees want a clear career path and can be satisfied with what they are doing because the success of an area can be seen from the job satisfaction of employees with the commitment of the task undertaken. In this case, Kecamatan Lubuk Sikarah, Solok City should hold an activity that can pay attention to Job Satisfaction to increase employee duty commitment at work, so that employees do not feel boredom in their performance due to demands from the service itself.

From the data processing, it is also found that work culture has a significant effect on the Commitment of Employees task of Kelurahan in Kecamatan Lubuk Sikarah, Solok City, because it has a  $t_{count}$  of  $2.197 > t_{table} 2,000$  and a significance level of 0.033 using  $p\text{-value} < \alpha$ , namely  $0.033 < 0.05$ . This shows a significant value of 0.033, which means the significant value is less than 5%. In this case, the authors suggest that the existing work culture within employees can be maintained or improved and also in order to minimize the turnover by employees and reduce the level of absenteeism by employees.

The results of data processing also found that there was a simultaneous influence between Incentives ( $X_1$ ), Job Satisfaction ( $X_2$ ), Work Culture ( $X_3$ ) on the Commitment of Task of Kelurahan Employees in Kecamatan Lubuk Sikarah, Solok City. This is indicated by the results of the  $F\text{-test}$  obtained by the value of  $F_{count} > F_{table} (11.047 > 4.03)$ , while the significance value of 0.000 is smaller than  $\alpha (0.05)$ . So it can be concluded that the Incentive ( $X_1$ ), Job Satisfaction ( $X_2$ ), Work Culture ( $X_3$ ) variables simultaneously affect the Task Commitment of Kelurahan Employees in Kecamatan Lubuk Sikarah, Solok City.

### 3. CONCLUSIONS AND RECOMMENDATIONS

This study found that incentives have a significant effect on the duty commitment of sub-district employees in Kecamatan Lubuk Sikarah, Solok City. This means that the higher the incentive, the higher the employee's duty

commitment, and vice versa. Job satisfaction has a significant effect on the duty commitment of sub-district employees in kecamatan Lubuk Sikarah, Solok City. This means that the higher the job satisfaction, the higher the employee's duty commitment, and vice versa.

Work culture has a significant effect on the duty commitment of sub-district employees in Kecamatan Lubuk Sikarah, Solok City. This means that the better the work culture, the higher the employee's duty commitment, and vice versa. Incentives, job satisfaction and work culture together have a significant effect on the duty commitment of urban village employees throughout Kecamatan Lubuk Sikarah, Solok City.

Based on the research findings that have been stated previously, in order to increase the duty commitment of sub-district employees in Kecamatan Lubuk Sikarah, Solok City, the authors provide suggestions: 1) For all Kelurahan in Kecamatan Lubuk Sikarah, Solok City, it is expected to further increase employee intensity so that the level of commitment in duty staff increase. 2) Where the results of this thesis are used as input for the Head of Kecamatan Lubuk Sikarah, Solok City as a related party in making policies on governance which in the end is expected to increase the work competitiveness of the officers of Kecamatan Lubuk Sikarah in Solok City. 3) If the results of this study can be used as a reference for other research, by adding other variables because there are still many factors that affect employee duty commitment.

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