

The Effect of Commitment and Competence on the Career Improvement of State Civil Servants in the North Maluku Provincial Government

Idwan Asbur Baha¹ Saiful Deni², Muhammad Husni Arifin³

^{1,3} Faculty of Law, Social and Political Sciences, Universitas Terbuka, Indonesia²

² Faculty of Social Science and Political Sciences, Universitas Muhammadiyah Nort Molucas, Indonesia¹

ABSTRACT: This study aims to analyze the Effect of Commitment and Competence on the Career Improvement of the State Civil Apparatus in the North Maluku Provincial Government. This research technique is a quantitative technique and the data collection used is by using a questionnaire technique and then tested through the Validity and Reliability Test. The population in this study is the State Civil Apparatus within the scope of the North Maluku Provincial Government as many as 237 respondents. The analysis was carried out using multiple regression analysis with the help of SPSS. And the sample is 56. The results showed that simultaneously the variables of Commitment and Competence had a significant effect on career advancement of the State Civil Apparatus, namely X1 (commitment) having t count = 2,506 based on the t test statistic showing that t count for the independent variable (X1) $<$ t table (2,506 $<$ 2,685), thus affecting significantly. Meanwhile, the competency variable (X2) has a t count = 2.123 obtained from the t -test statistic, where it can be seen that the t -count on the independent variable X2 is less than the t table (2.123 $<$ 2.685) also significantly affects.

KEYWORDS -Career Improvement, Commitment, Competence

I. INTRODUCTION

The demand to realize good governance in which every public organization must be able to work quickly, responsively, transparently, and accountably, can only be met by becoming a professional human resource with high integrity. Therefore, human resources in government organizations cannot be seen only as one of the organizational tools but must be used as the most important asset. As an asset, human resources need to be properly selected, maintained, and developed.

The development of the government employees (ASN) is directed at improving the quality of the employees so that they have attitudes and behaviors: devotion, honesty, responsibility, discipline, justice, and authority so that they can provide services and protection to the community to create good governance. In line with that, it is necessary to strive for binding employment regulations and the State Civil Employees (ASN) that upholds the commitment of the law and has competence so that a clean, authoritative, efficient and effective administration is carried out.

Theoretically and empirically, the success of the organization in carrying out its functions is a direct contribution from the perpetrators of Human Resources (HR) in the organization. Given the large role of human resources as the driving force of the organization in achieving its goals, the efforts of the organization in encouraging its human resources to work better must continue to be carried out in a sustainable manner. Robbins (2017: 12), states that quality human resources are Human Resources that have at least four characteristics (4c), which include: (1). Have adequate competence (knowledge, skills, abilities, experience) (2). Commitment to the organization; (3) always act "cost effectiveness" in every action; and (4) congruence at goals, namely acting in harmony between personal goals and organizational goals.

Sedarmayanti, (2017: 179) also said that human resources who have high competence are very supportive of the organization to progress and develop rapidly. Syamsudin (2008) that the tendency of various human resource factors that affect the increase and decrease in employee performance include: Education, Training, Skills, Work Experience, Cooperation/partnership, work ethic, work discipline, leadership, work placement and others - others.

The opinion above is in line with Spencer and Spencer in Palan, (2007: 6), suggesting that competence refers to the characteristics that underlie behavior that describes the motives, personal characteristics, self-concept, values, knowledge or expertise that a person brings who are superior performers in the workplace. The term competence refers to the behavioral dimension of a behavioral role that a person requires to be able to carry out his job satisfactorily. Competence includes behavioral characteristics that can show differences between those who are high performers which in this context concerns achievement (Dharma, 2005: 102).

The phenomenon of low career development that is not optimal in the scope of the ASN of North Maluku Province is due to the commitment and competence of the ASN, which is still lacking, then the issue of Training and Education that is not in line with expectations causes ASN in carrying out their duties to still delay work, even though it must be resolved immediately. So the work process and public service agenda run optimally. Furthermore, work delays often occur and can even cause the agency to be harmed, while service demands require ASN to be able to work better. Even the problem of the low performance and discipline of the ASN was then conveyed by the Governor of the North Maluku province through a circular letter Number: 061.2/2552/ SETDA issued by the Regional Secretary of the North Maluku Province regarding improving the performance and discipline of the ASN of the North Maluku Province and always being reminded of the Organization in existing area.

Thus, the strategy for increasing the competence of human resources (HR) in all fields is one of the efforts that must be made for the creation of quality human resources, having the ability to utilize, develop and master science and technology. The strategy of increasing the competence of human resources in order to meet the challenges of increasing development that is increasingly rapid, efficient and productive, needs to be carried out continuously, to make productive resources. To improve the quality of ASN resources, one of the efforts made by the government is the establishment of career development patterns for civil servants.

Career development is the process of acquiring career and work skills that individuals have acquired in performing their assigned roles. Rivai, et.al (2018) states that ASN Career Development Model and various aspects/requirements that absolutely must be met by civil servants in order to occupy higher positions. These aspects include the principles of knowledge, qualifications, abilities, assessing employee performance, and must be in accordance with the principles of the needs of existing agencies in the regional constitution no. 5 of 2014. And this is the basis for career development, especially in promotion and/or rotation in strategic positions. For this reason, the researcher then raised the title of ASN Commitment and Competence in career development.

II.LITERATURE REVIEW

Definition of Competence

Competence is the main variable that must be owned by an employee in carrying out his work, so that with the competence that has been owned it can help employees in completing work in accordance with predetermined targets (Sedarmayanti, 20017)

According to McAshan, (1981 in Sudarmanto, 2018) competence is the knowledge, skills, and abilities possessed or achieved by a person, which are part of him, so that he can perform certain cognitive, affective, and psychomotor behaviors. Becher, Huslid and Ulrich, (2001 in Sudarmanto, 2018) define competence as an individual's knowledge, skills, abilities, or personal characteristics that directly affect job performance. Meanwhile, according to Spencer and Spencer, (1993 in Sudarmanto, 2018) competence is a basic characteristic of individual behavior related to effective reference criteria and or superior performance in work or situations.

A job that can be completed in a certain field of work requires adequate competence. Competence has a very important role, because competence generally involves a person's basic ability to do a job. Without competence, a person will find it difficult to complete the work according to the required standards. Therefore,

the company can achieve success if it is supported by highly competent employees. Competence includes a broad set of knowledge, skills, traits, and behaviors that can be technical, related to interpersonal skills or business-oriented (Mondy, 2008 in Lestari et al, 2014).

Definition of Commitment

Much research on commitment has been carried out, but so far it has not been able to build a full definition of commitment (Meyer & Allen, 1991) starting from the measurement of commitment that does not match the definition, to various perceptions with different views of each researcher. One of them is the perception of commitment seen from the attitudes and behavior of Meyer & Allen, 1991). Attitude commitment focuses on a person's thought processes associated with their organization to consider the extent of their values and goals while in the organization. Behavioral commitment looks at the interconnectedness of individual processes in the organization and how they can solve their problems.

Meyer & Allen divide commitment into three approaches, namely affective commitment, continuance commitment, and normative commitment. Affective commitment is an emotional approach from within individuals who have involvement and relationships with an organization. Continuing commitment means the individual's desire to stay in the organization because they feel they need the organization. Normative commitment is the feeling of an individual to stay in an organization.

Thus, according to the researcher, commitment is an act of doing something, in another sense commitment means being responsible for what things are chosen over others. Commitment has a goal to maintain various kinds of things, for example, it can be within the scope of the organization, partner, friendship and family. if you take a more detailed example on the scope of the organization, commitment means maintaining the organization with predetermined goals with members who are mutually committed to one point.

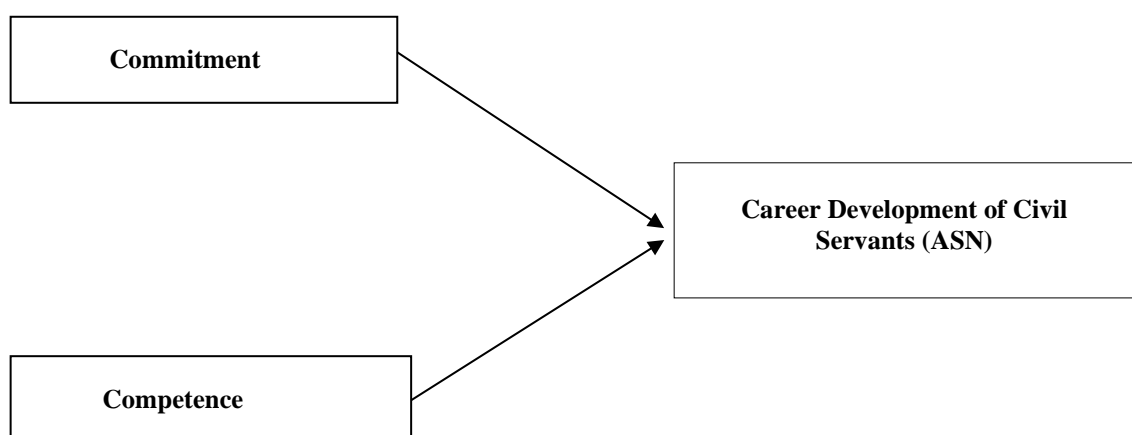
The Concept of Career Development

Career is a word from Dutch; carriere which means development and progress in one's work. It can also mean a level in a particular job. According to Greenhaus (Marwansyah, 2010) career is a pattern of work-related activities and experiences (for example, job positions, in-service tasks, decisions, and subjective interpretations of work-related events) throughout one's work life.

Career development such as promotions is highly expected by every employee, because with this development they will get better rights than what was previously obtained, both material and non-material.

Conceptual Framework

Scheme 1.1
Conceptual Framework



Hypothesis

Based on the problem formulation that has been stated previously, the following hypothesis is formulated

as follows: Competency and Commitment Factors have a significant effect on the Career Improvement of the State Civil employees in the Provincial Government of North Maluku.

III. RESEARCH METHODOLOGY

This research is a descriptive study using a quantitative approach, which according to Sugiyono (2018) examines the causal relationship between research variables and tests the hypotheses that have been formulated previously. The sample of this study amounted to 56 people. The data research instrument used in this study is a questionnaire or questionnaire, which is a list of questions related to research variables, to be filled out by the respondent in order to obtain accurate data.

The analytical method used in this study is to use Multiple Linear Regression using SPSS, because there are two independent variables (X) that will affect the dependent variable (Y). That is :

$$Y = b_0 + b_1 x_1 + b_2 x_2 + \epsilon_1$$

Description:

Y	=	ASN Career Development
b₀	=	Constant
b₁, b₂	=	Regression Coefficient
x₁	=	Commitment
x₂	=	Competence
ε₁	=	Residual

Quantitative Data Analysis using SPSS for windows, the results were used as the basis for the proposed evidence. Before analyzing the data to prove the hypothesis, it was made a descriptive statistics and test the data using validity and reliability tests.

Descriptive statistics were used to provide a general description, commitment, competence and a frequency distribution table showing the mean and standard deviation.

IV. RESULTS AND DISCUSSION

The provisional conjecture in this study was answered according to the research results obtained in the previous sub-chapter. From the calculative analysis and discussion of the analysis that has been presented related to the research data, it is found that X₁ and X₂ have a significant impact on improving the career of State Civil Employees in the Scope of Provincial Government. $2 = 0.348$ shows the achievement of career advancement of the State Civil Apparatus in the Provincial Government which is influenced by the commitment and competence simultaneously by 34.8%. On the contrary 65.2% comes from other factors outside the commitment and competence that affect the career advancement achievement of the State Civil Apparatus in the Government the province.

1. The Effect of Commitment on Career Development

Matters relating to commitment to career advancement obtained in this study indicate the influence of these elements is at a moderate level. The factual or analysis of the data presented in the previous tables relating to what was stated by the object under study illustrates if the commitment to ASN within the scope of the Provincial Government is categorized as good. Therefore, it can be said that one way to improve ASN careers is through continuous motivation as an effort to balance the

commitment of ASN in the future.

From the process of analyzing data and testing hypotheses, if the intensity of an ASN's commitment increases, it will also directly increase the ASN's career. This is, in line with the results obtained by Charles O Reilly in 1989 stating about organizational commitment which can generally be understood as an individual's psychological bond to the organization including work involvement, loyalty and feelings of trust in organizational values.

This is reinforced by Mowday who argues that there are 2 guidelines related to the understanding of the agreement (commitment) in a group, the guidelines are commitments related to attitudes that explain the relationship between a person and his group. Meanwhile, the next guideline is behavioral commitment which emphasizes the condition of a person to proceed in getting closer to a group and adapting to the problems faced related to the group.

The illustration above shows that the career advancement of the State Civil Apparatus in the North Maluku Provincial Government is significantly affected by commitment. Commitment has a significant effect on career advancement, and the results of descriptive analysis show that commitment is at a good level. This is because the commitment according to the employee is appropriate. So that commitment affects career advancement. This can be seen from the respondents' answers related to commitment to work experience that I have so far, my commitment to the organization is getting higher and I answer strongly agree and agree. Respondents' answers with a large percentage are also found in my experience so far being able to complete more work than they should for career advancement, I strongly agree and agree.

Whereas based on the description above, the North Maluku Provincial Government for the long term interest must encourage the commitment of the State Civil Apparatus to continuously make changes as a strategic step in dealing with increasingly dynamic organizational external environmental conditions due to developments / advances in science and technology in encouraging career advancement.

2. The Effect of Commitment on Career Development

Competence is categorized as good based on the results obtained in previous data analyzes. From the facts obtained from the field, the ASN who became the object of research stated that competence had an influence on their career advancement. Therefore, as an effort to improve the career of ASN, the Provincial Government needs to monitor and evaluate maximally on matters relating to HR (competence) of employees. One of the tips that the provincial government can do to improve the competence of ASN employees is to make relevant new rules that support the improvement of education and training of ASN competence itself.

The intensity of education and training will produce competence. This is in line with Gunawan's opinion which states that a good achievement is when everything is done well through hard work, abilities and an opportunity to display these achievements (2006: 23). Meanwhile, according to Heijrachman (2009: 77) that training is an activity to improve one's work ability, training also helps a person in understanding a practical knowledge and its application, in order to improve the skills, skills and attitudes needed by the organization in an effort to achieve goals. The training assumes the existence of a formal education basis. Training has the connotation of mastering certain skills, both physical and mental academic skills required in certain professions according to Tilaar (2007: 16).

The picture above shows that work performance or competence in the State Civil Apparatus within the scope of the North Maluku Provincial Government, is influenced by competence, which based on the test results partially has a significant effect on career advancement, and the results of descriptive analysis show that competence is in the maximum category and at the level of being able to improve your career as expected.

From the description above, the Provincial Government of North Maluku, in this case the Regional Personnel Agency of North Maluku Province, is entering the third melanium to focus more on the self-development of the State Civil Apparatus through various programs that can improve competencies that are increasingly dynamic in addition to various challenges and obstacles in their implementation to encourage career development.

V. CONCLUSION

From the results of the research and discussion described above, the following conclusions can be drawn:

1. The Commitment variable significantly influences the Career Improvement of the State Civil Apparatus in the North Maluku Provincial Government. Where X1 (commitment) has t count = 2,506 based on the t test statistic shows that t count for the independent variable (X1) < t table (2,506 < 2,685), so that the first hypothesis is found which states that commitment (X1) has a significant effect on increasing career.
2. Competence variables significantly influence the Career Improvement of the State Civil Apparatus. That is, the competency variable (X2) has a t count = 2.123 obtained from the t-test statistic, where it can be seen that the t-count on the competence free variable X2 is less than t table (2.123 < 2.685), so it can be concluded that the hypothesis in this study states that X2 competence is significantly have an impact on career advancement.

REFERENCES

- [1.] Ardana, Komang et al. (2012). *Manajemen Sumber Daya Manusia*, first edition. Graha Ilmu: Yogyakarta.
- [2.] Annisa. (2017). *Pengaruh Pelatihan, Kompetensi, dan Disiplin Kerja terhadap kinerja karyawan pada PT. Eco smart garment Indonesia*
- [3.] Arikunto, S. (2014). *Prosedur Penelitian Suatu Pendekatan Praktis*. Jakarta : Rineka Cipta
- [4.] Ashari, Purbayu, & Budi Santoso. 2005. *Analisis Statistik dengan Microsoft Exel dan SPSS*. Yogyakarta.
- [5.] Bayu (2012). *Pengaruh Kepuasan Kerja, Loyalitas Karyawan, dan Komitmen organisasi terhadap kinerja (studi kasus pada PT. Visison Land Bagian Packing)*
- [6.] Bahri, Syaiful. (2016). *Pengantar Akuntansi*. Cetakan Pertama. Yogyakarta: CV. Andi Offset. Badriah,
- [7.] Dharma, Surya. (2018). "Manajemen Kinerja : Falsafah Teori dan Penerapannya". Pustaka Pelajar, Yogyakarta
- [8.] Emmyah (2009) "pengaruh kompetensi dan pelatihan terhadap kinerja karyawan. PT. Adaro energy tbk", *Journal*. Volume 16, Number 2, Desember 2015
- [9.] Luthans, Fred, (2006), *Perilaku Organisasi*. Edisi Sepuluh, PT. Andi: Yogyakarta.
- [10.] Hasibuan, Malayu S.P, (2014). *Manajemen Sumber Daya Manusia*, Jakarta: PT. Bumi Aksara
- [11.] Hady. (2010). *Manajemen Keuangan Internasional*, Edisi 2. Jakarta : Mitra.
- [12.] Meyer, J.P and Allen, N.J. (1991). A Three-Component Conceptualization of Organizational Commitment, *Human Resource Management Review*, Vol 1, No 1, pp. 61-89.
- [13.] Marwansyah (2010), *Manajemen Sumber Daya Manusia (2 ed.)*, Bandung Alfabeta.
- [14.] Lestari, Novatiani, R Ait dan Nurmalita, 2014. *Pengaruh Akuntabilitas Publik, Partisipasi Masyarakat dan Transparansi Kebijakan Publik Terhadap Pengawasan Keuangan Daerah (APBD) di Kota DPRD Kota Bandung*. *Jurnal*
- [15.] Mahmudi (2015), *Manajemen Kinerja Sektor Publik Edisi Kedua*. Yogyakarta: UPP STIM YKPN
- [16.] Martoyo, Susilo. (2016). *Manajemen Sumber Daya Manusia*. Yogyakarta: BPF.
- [17.] Palan, R. (2007) *Competency Management: Teknis Mengimplementasikan*. Manajemen SDM Berbasis Kompetensi untuk Meningkatkan Daya Saing. Organisasi. PPM. Jakarta
- [18.] Robbins, Stephen P. (2017). *Perilaku Organisasi*. Ahli Bahasa Tim Indek. Jakarta: PT Indek Kelompok Gramedia Group.
- [19.] Rivai, Veithzal, dkk. (2018). *Manajemen Sumber Daya Manusia untuk Perusahaan: dari Teori ke Praktek*. Depok: PT RajaGrafindo Persada
- [20.] Sedarmayanti. (2017). *Perencanaan dan Pengembangan SDM untuk Meningkatkan. Kompetensi, Kinerja dan Produktivitas Kerja*. PT Bandung : Refika Aditama.
- [21.] Samsudin, Sadili. (2019) *Manajemen Sumber Daya Manusia*. Bandung: CV. Pustaka. Setia
- [22.] Sutrisno, Edy, , (2016), *Manajemen Sumber Daya Manusia*, Kencana Prenada. Media Group, Jakarta
- [23.] Saputra (2017) dengan judul penelitian *Pengaruh disiplin kerja dan kompetensi terhadap kinerja karyawan* Yogyakarta : CVMangrove International

- [24.] Sudarmanto. (2018). *Kinerja dan Pengembangan Kompetensi SDM*. Yogyakarta: Pustaka Pelajar.
- [25.] Shaputra Angga Rahyu dan Hendriani Susi. 2015, *Pengaruh Kompetensi, Komitmen Dan Pengembangan Karir Terhadap Kinerja Karyawan PT. Bank Rakyat Indonesia (Persero) Kantor Wilayah Pekanbaru*. Jurnal Tepak Manajemen Bisnis. Universitas Riau, Pekanbaru. Vol VII No 1.
- [26.] Siagian Sondang, (2018). *Manajemen Sumber Daya Manusia*, Jakarta, PT. Bumi. Aksara
- [27.] Sugiyono. (2018). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*, penerbit. Alfabeta, Bandung.
- [28.] Tjiptono. (2003). *Total Quality Management, Edisi Revisi*, Yogyakarta: Andi.
- [29.] Winanti, Marlina Budhiningtias. (2011). *Pengaruh Kompetensi Terhadap Kinerja Karyawan (Survei Pada PT Frisian Flag Indonesia Wilayah Jawa Barat)*. Journal, Vol. 7 (2) : 249 - 267.
- [30.] Wibowo, 2016. *Manajemen Kinerja, Edisi Kelima*, Jakarta: PT. Rajagrafindo Persada.
- [31.] Yohny anwar, Imas komariyah. (2016). *Manajemen Sumber Daya. Manusia*. Bandung: Alfabeta. Hasibuan,