

The Effect of Work Commitment, Motivation, Environment on Satisfaction and Performance of Electoral Institutions in South Sulawesi

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ABSTRACT: *This study aims to examine and analyze the effect of Work Commitment, Motivation, and Environment on Satisfaction, and Performance of Electoral Institutions in South Sulawesi. Primary data is used in this study by a survey of 205 Civil Servants as a sample of a population of 498 people with a minimum service life of 2 (two) years. Data were analyzed using the Structural Equation Modeling (SEM) program. The results of this study indicate that: (1) work commitment, motivation, work environment, and job satisfaction have a positive and significant direct effect on the performance of electoral institutions. (2) Work commitment, motivation, and work environment have a positive and significant direct effect on job satisfaction. (3) Work commitment, motivation, and work environment have a positive and significant indirect effect on the performance of electoral institutions through job satisfaction. This means it is that job satisfaction such as work position according to ability, smooth communication, attention to subordinates, security at work, stable working conditions, and conditions can encourage and improve the performance of electoral institutions. Performance of electoral institutions as measured by work according to the rules, work completed without conflict, work on time, maximize all resources, work objectively, be able to accept suggestions/criticisms from the public.*

KEYWORDS - *Work Commitment, Motivation, Environment, Satisfaction, Performance*

I. INTRODUCTION

At this time, the organization faced challenges of high competition in the era of advancement in information technology, as well as changes in people's mindset. Performance is an actual issue in an organization because whatever the organization is, performance is the key to the effectiveness or success of the organization. Quality human resources will support a productive or successful organization. Conversely, not a few organizations that fail because of human resource performance factors. Thus there is a match between organizational success or organizational performance with the individual performance or human resources (Sudarmanto, 2009: 6)

The success of the organization, such as electoral institution, is greatly influenced by individuals or human resources performance who work in this case, the commissioners and their employees. Every organization and company will always try to improve performance, with the hope that what the company's goals will be achieved. One of the ways taken by the organization, in this case, is the performance of electoral institutions by increasing performance, for example, through education, training, providing proper compensation, providing motivation, and creating a conducive work environment (in Bambang Guritno and Waridin, 2005: 63).

Based on article 1 paragraph 7 of Law Number 7 the Year 2017 concerning General Elections, it is explained that the electoral institution is an institution that institution elections consisting of the General Election Commission, the Election Supervisory Board, and the Election Organizer Honorary Board as a unity of the election administration function to elect members of the DPR, DPD, President and Vice President and to elect DPRD members directly by the people. The electoral institution was given a mandate by the State, with carry out elections in order to run according to the rules. Elections are held directly elected by the people so that the election committees must work and commit to maintaining people's trust by increasing work performance

The purpose of the election itself is to be able to elect Legislative members who will realize the aspirations and welfare of the Indonesian people in the next five years. According to Titik (2014: 5), the election also aims to fulfill the process of competition, participation, and guarantee of community rights. In elections, all citizens have the same right to elect their political leaders directly. Indirectly the election committees are mandated by the people to be able to produce quality elections by the principles of the election. With excellent performance is a step to the achievement of the mandate objectives of the Act and the organization. The

achievement of these objectives can be made possible because of the efforts or performance of the behaviors contained in the organization. So it is necessary to strive to improve performance. Excellent performance is the result of work achieved by a person or group of people in an organization, according to their respective authority and responsibilities. Achievement of excellent performance can be influenced by several things, including work motivation, organizational commitment, the environment in which work, and the level of satisfaction at work.

Someone who joins an organization in an organization is required to commit themselves. As a general definition, Luthans, 1995 (in Setiadi, 2004: 50) defines organizational commitment as an attitude that shows the "loyalty" of workers and is an ongoing process of how an organization member expresses their attention to the success and goodness of the organization. Work commitment is a situation where human resources are impartial to the goals of the organization and have a desire to maintain membership in the organization. Commitment to work will arise if aware of the rights and obligations in carrying out organizational tasks without personal interests. The work commitment of the members of the KPU and Bawaslu commissioners is one of the primary keys in the successful implementation of elections to create quality electoral services both for election participants and for voters

Previous research shows that the factors that influence performance with positive results are motivation and organizational commitment factors (Okto Abrivanto, 2014; Florida, 2013) different that work motivation does not affect employee performance (Novita et al., 2016). In addition, research results (Max Saleleng 2015; Theresa, 2016) which show that work environment and job satisfaction have a positive and significant effect on performance but differ from the results of research conducted by (Ineke Dyan, Rovila and Laila, 2012; Agung Subakti, 2013) that the work environment and satisfaction have no influence on performance.

II. THEORETICAL FRAMEWORK

Work Commitment

Robbins and Judge (2007: 110) also explain that commitment is a situation where an employee sides with a particular organization and its goals and intends to maintain membership in the organization while Allen and Meyer (1990) in Mutiara (2004: 135) define commitment organization as a concept that has three dimensions, including a). Affective commitment (affective commitment) is the level of how far an employee is emotionally bound, know, and involved in the organization. Employees who have a great Affective commitment stay because they want it not because of the facilities provided by the company, employees feel happy to be in the company, and employees care about the company's survival. b). Continuance commitment is an assessment of the costs associated with leaving the organization. Those who have high Continuance commitment will stay because they feel they need it. c). Normative commitment (normative commitment) refers to the degree to which a person is psychologically bound to be an employee of an organization based on feelings such as loyalty, warmth, ownership, pride, pleasure, happiness, and others. Those who have a Normative Commitment will stay because they feel they should.

Motivation

According to Frederick Herzberg quoted in Doni Juni Priansa (2014: 171) states motivation is extrinsic factors originating from outside the self, which also determines a person's behavior in one's life. According to Stephen P. Robbins in Donni Juni Priansa (2014: 171), stated work motivation as a willingness to carry out high-level efforts to achieve organizational goals that are conditioned by the ability of efforts to meet specific individual needs. Achievement Needs Theory McClelland states that motivation is a social need, a need that arises due to external influences. These needs are divided into three types, namely: a) Achievement Needs (N-Ach) Need for Achievement is the need for achievement, which is a reflection of the drive for responsibility for problem-solving. Need for Power (N-Pow). b). Need for Power is the need for Power, which is a reflection of the drive to achieve authority to influence others. c). Need for Affiliation (N-Affil) Need for Affiliation is the need for affiliation, which is an encouragement to interact with other people, being with other people, not wanting to do something that harms others. The need for affiliation is the desire to have friends and close personal relationships.

Environment

Nitisemito (2010: 183) argues that the work environment is all around workers who can influence themselves in carrying out the tasks assigned. While Sedarmayanti (2009: 2) explains that the work environment is the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as groups. From some of the above opinions, a physical work environment can conclude that it is a physical form that includes every aspect of organizational facilities that can affect employees in carrying out work or effectiveness. While the non-physical work environment is a condition around the workplace that is non-physical. The five human senses can not capture

the non-physical work environment, but the feelings can feel, such as the relationship between employees and leaders.

Satisfaction

According to Wexley and Yuki in Suwanto (2011: 263), defining that job satisfaction is one's feeling towards work based on evaluating different aspects of work. A person's attitude towards his job illustrates pleasant or unpleasant experiences and expectations regarding future experiences. According to Hasibuan (2010: 117), defines that job satisfaction is a pleasant emotional attitude and loves his work. Work morale reflected in attitude. Motivation theory that has been put forward by some experts who pursue the development of job satisfaction, based theory of Anwar Prabu Mangkunegara's (2010: 120) there are 4 (four) namely the balance theory (equity theory), the theory of difference (discrepancy theory), the theory of fulfillment of needs, theory group view.

Performance of Electoral Institutions

According to Sedarmayanti (2011: 260), defining performance is a system used to assess and know whether an employee has carried out his work as a whole, or is a combination of work results (what a person must achieve) and competence (how someone achieves it). Whereas according to Robbins (2006: 260) in Anwar Prabu Mangkunegara (2011: 75) dimensions and performance indicators, namely: a). Quality of work is how well an employee does what should be done. b). The quantity of work is how long an employee works in one day. This work quantity can be seen from the speed of work of each employee, respectively. c). Responsibility for work is an awareness of the obligations of employees to carry out work provided by the company. e). Cooperation, Employees can work together with colleagues in completing the tasks given by the organization or agency. f). In the initiative, employees can do their work and have initiative. Also, according to Mathis and Jackson in Donni Juni Priansa (2014: 269) states that performance is primary what is done or not done by employees in carrying out their work.

The conceptual framework in this study is as follows:

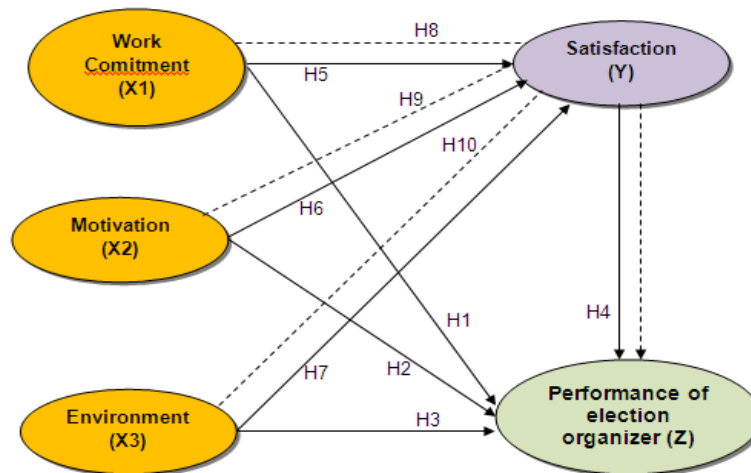


Figure 1: Research Model

III. RESEARCH METHOD

The method used in this research approach is a quantitative approach that has the aim of testing the hypothesis that has been set, and the relationship of variables to the object under study is causal. The population contained in this study amounted to 498; the sample in this study was determined by the Slovin formula of 221 people. Data collection will be done through a questionnaire submitted to each selected respondent, the researcher uses a Likert scale and uses a scale of 1-5 with the perception of respondents' answers 1 strongly disagree, 2 disagree, 3 quite agree, 4 agree, and 5 strongly agree.

The data analysis technique used in this research is a quantitative analysis using SEM (Structural Equation Modeling) or Structural Equation Model with the AMOS program. Comprehensively, the method of data analysis in this study is descriptive statistics, validity, and reliability, and by hypothesis testing.

IV. RESULT

Researchers have distributed questionnaires as many as 221 people. However, the number of questionnaires returned by respondents was only 205 because some respondents were following basic leadership

training for two months, and there were temporary maternity leave as well as others taking time off to study education adjustment. So that researchers only input data from 205 respondents.

Respondents in determining the sample of this study were grouped according to gender, age, and latest education. For more details, it can be seen in the description of the characteristics of respondents, namely as follows:

Table 1
Characteristics of Respondents

No	Description	Frequency (People)	Percentage (%)
1	Gender		
	Male	131	63.90%
	Female	74	36.10%
	Total Respondents	205	100%
2	Age		
	20 - 30 Years	82	40.00%
	31 - 40 Years	72	35.12%
	41 - 50 Years	33	16.10%
	> 50 Years	18	8.78%
Total Respondents	205	100%	
3	Last Education		
	Bachelor Degree (S1)	169	82.44%
	Postgraduate (S2)	36	17.56%
	Total Respondents	205	100%

Perceptions of respondents, in this case, civil servants in Performance of Electoral Institutions in South Sulawesi, the average overall assessment of respondents on all variables as follows:

Table 2
Variable Description

Variable	Average Rating	Average Answer
Work Commitment	3.53	Agree
Motivation	3.57	Agree
Environment	3.56	Agree
Job Satisfaction	3.66	Agree
Performance	3.60	Agree

In table 2 above, all variables from the respondents' results mean that respondents' answers are in a good category, so it can be stated that the respondent agrees.

In SEM analysis, the measurement model testing is used to test the validity and reliability of indicators in each construct. Testing the measurement model in each construct consists of several stages, namely (1) measurement model specifications, (2) testing the goodness of fit measurement model, (3) construct validity test, and (4) construct reliability test.

The construct validity can be done by looking at the loading factor value of each indicator in the construct. In this test, the indicator is declared valid if it has a Loading factor value > 0.5. In contrast, the construct reliability test is performed by calculating the AVE and CR values of the construct; the construct is declared reliable if the AVE model > 0.5 and the CR model > 0.7. The following are the results of testing and calculating the measurement models for all constructs to be analyzed in this SEM analysis:

Table 3 Calculation Result of CR Value and AVE Variable Constructure

Variable	Indicators	λ	AVE	CR
Work Commitment	X1.1	0.878	0.829	0.960
	X1.2	0.946		
	X1.3	0.954		
	X1.4	0.920		
	X1.5	0.852		
Motivation	X2.7	0.835	0.794	0.964
	X2.6	0.930		
	X2.5	0.869		
	X2.4	0.895		
	X2.3	0.948		
	X2.2	0.914		
	X2.1	0.838		
Environment	X2.7	0.757	0.757	0.956
	X2.6	0.805		
	X2.5	0.910		
	X2.4	0.905		
	X2.3	0.897		
	X2.2	0.925		
	X2.1	0.877		
Job Satisfaction	X2.5	0.899	0.851	0.966
	X2.4	0.946		
	X2.3	0.928		
	X2.2	0.919		
	X2.1	0.920		
Performance of Electoral Institutions	X2.7	0.853	0.686	0.938
	X2.6	0.871		
	X2.5	0.832		
	X2.4	0.883		
	X2.3	0.780		
	X2.2	0.778		
	X2.1	0.792		

Based on table 3, the results of the calculation of AVE values for all constructs have exceeded 0.5, and CR values have exceeded 0.7. That shows all indicators in the construct of this research variable have been reliable.

Structural model testing is used to test the research hypothesis. The stages in the structural model testing include the stage of forming the structural model, the structural model feasibility test, and the significance test of the influence of exogenous variables on endogenous variables. The hypotheses and model framework is built in this study using the SEM analysis model specifications that were built by containing 31 (thirty-one) indicators.

In this study, the fulfillment of model goodness of fit will be focused on the indicator of the model goodness of fit in the form of probability values and Chi-Square models. Non-significant probability value and Chi-square models (probability > 0.05 and Chi-Square < Chi Square (0.05, df model)) show that the SEM model estimated with the analyzed data has the same covariance matrix as the population covariance matrix so certainly can provide a picture of the actual condition of the population.

Table 4 Evaluate criteria goodness of fit indices overall model

Goodness of fit index	Cut – off Value	Model Results*	Conclusion
X^2 -Chi-Square		440.172	Expected to be Small
Probability	≥ 0.05	0.110	Good
CMIN/DF	≤ 2.00	1.087	Good
RMSEA	≤ 0.08	0.021	Good
GFI	≥ 0.90	0.887	Marginal
AGFI	≥ 0.90	0.862	Marginal
TLI	≥ 0.95	0.995	Good
CFI	≥ 0.95	0.995	Good

Based on the results of the modification indices obtained goodness of fit values for χ^2 - Chi-Square, P-Value, CMIN / DF, RMSEA, TLI, and CFI the goodness of fit parameter values of the model are already good and when compared with the initial model values of χ^2 - Chi-Square, P-Value, TLI, and CFI have increased for the better. Whereas the AGFI value of 0.862 and GFI of 0.887 have sufficient criteria because it is close to the cut-off value from the previous AGFI, and GFI values are not good. After modification, the values become sufficient (marginal).

The structural model in this study has been modified by the model as follows:

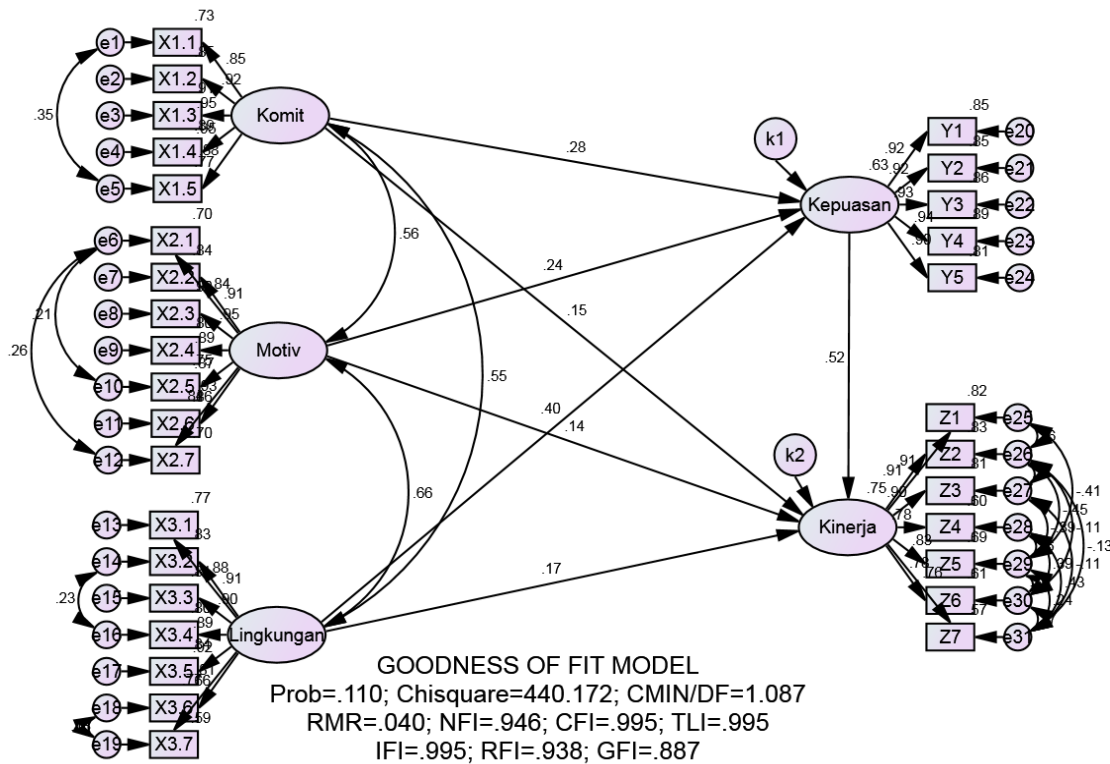


Figure 2: Hypothesis Test Results

The significance test aims to examine whether there is a significant influence of exogenous variables on endogenous variables. The hypothesis built in this test is as follows:

Ho: There is no significant influence of exogenous variables on endogenous variables,

Ha: There is a significant influence of exogenous variables on endogenous variables.

With a significant level of 0.05, then Ho will be rejected if the significant value (P) < 0.05.

Table 5 Hypothesis Testing and Coefficient Value of Direct and Indirect Variable Influence Pathways

Hip	Variable			Effect			P-Value	Conclusion
	Inde Penden	Intern vening	Dependen	Direct	Indirect	Total		
1	Commitment	-	Performance	0.151	-	0.151	0.005	Significant
2	Motivation	-	Performance	0.136	-	0.136	0.019	Significant
3	Environment	-	Performance	0.170	-	0.170	0.007	Significant
4	Satisfaction	-	Performance	0.524	-	0.524	0.001	Significant
5	Commitment	-	Satisfaction	0.282	-	0.282	0.001	Significant
6	Motivation	-	Satisfaction	0.239	-	0.239	0.001	Significant
7	Environment	-	Satisfaction	0.404	-	0.404	0.001	Significant
8	Commitment	Satisfaction	Performance	0.151	0.148	0.299	0.000	Significant
9	Motivation	Satisfaction	Performance	0.136	0.125	0.262	0.002	Significant
10	Environment	Satisfaction	Performance	0.170	0.212	0.382	0.000	Significant

Hypothesis testing by looking at p-value, if the value of the p-value is less than 0.05, then the influence between variables is significant. From the whole model, there are 7 (seven) lines directly, and 3 (three) with indirect paths which are hypothesized with the test results showing all paths both directly and indirectly have a significant effect. The interpretation is explained as follows:

1. The coefficient value of the variable work commitment to the performance of electoral institutions is 0.151 with $p = 0.005 < 0.05$. The data shows that work commitment has a significant positive effect on the performance of electoral institutions, it can be explained that the existence of one's commitment to work well will make the performance of an election committee better. Thus the hypothesis that says, "Work commitment has a positive and significant effect on the performance of electoral institutions in South Sulawesi" is accepted.
2. The coefficient value of the motivation variable on the performance of electoral institutions is 0.136 with $p = 0.019 < 0.05$. The data shows that motivation has a significant positive effect on the performance of electoral institutions, it can be explained that the existence of motivation in a person to work optimally will make the performance of an election committee improve. Thus the hypothesis that reads "Motivation has a positive and significant effect on the performance of electoral institutions in South Sulawesi" is accepted.
3. The coefficient value of the work environment variable on the performance of electoral institutions is 0.170 with $p = 0.007 < 0.05$. The data shows that the work environment has a significant positive effect on the performance of electoral institutions; it can be explained that a good work environment will make the performance of an election committee improve. Thus the hypothesis which reads "The work environment has a positive and significant effect on the performance of electoral institutions in South Sulawesi" was accepted.
4. The coefficient value of the variable job satisfaction on the performance of electoral institutions is 0.524, with $p = 0.001 < 0.05$. The data shows that job satisfaction has a significant positive effect on the performance of electoral institutions; it can be explained that someone who is satisfied will make the performance of an election committee better. Thus the hypothesis that says, "Job satisfaction has a positive and significant effect on the performance of electoral institutions in South Sulawesi" is accepted.
5. The coefficient value of the variable work commitment to job satisfaction is 0.282, with $p = 0.001 < 0.05$. The data shows that work commitment has a significant positive effect on job satisfaction; it can be explained that commitment to work well will give satisfaction in working better. So thus, the hypothesis that reads "Work commitment has a positive and significant effect on the Job Satisfaction of Election Organizers in South Sulawesi" Accepted.
6. The coefficient value of the motivation variable on job satisfaction is 0.239 with $p = 0.001 < 0.05$. The data shows that motivation has a significant positive effect on job satisfaction; it can be explained that motivation at maximum work will result in better job satisfaction. So thus, the hypothesis that reads, "Motivation has a positive and significant effect on Job Satisfaction of Election Organizers in South Sulawesi" Accepted.
7. The coefficient of work environment variables on job satisfaction is 0.404 with $p = 0.001 < 0.05$. The data shows that the work environment has a significant positive effect on job satisfaction; it can be explained that a good work environment will provide satisfaction in working better. So thus, the hypothesis that reads, "Work environment has a positive and significant effect on Job Satisfaction of Election Organizers in South Sulawesi" Accepted.

8. The coefficient value of the variable work commitment to the performance of electoral institutions through job satisfaction is 0.299 with $p = 0.000 < 0.05$. The data shows that work commitment has a significant positive effect on the performance of electoral institutions through job satisfaction. This can be explained that a good work commitment will give satisfaction in working better so that the impact of satisfaction makes the performance of electoral institutions increase. So thus, the hypothesis that reads, "Work commitment has a positive and significant effect on the performance of electoral institutions throughout South Sulawesi through Job Satisfaction" Accepted.
9. The coefficient value of the motivation variable on the performance of electoral institutions through job satisfaction is 0.262 with $p = 0.002 < 0.05$. The data shows that motivation has a significant positive effect on the performance of electoral institutions through job satisfaction. This can be explained that a person working with maximum motivation will provide job satisfaction so that the impact of the satisfaction makes the election committees improve. So thus, the hypothesis that reads, "Motivation has a positive and significant effect on the performance of electoral institutions throughout South Sulawesi through Job Satisfaction" Accepted.
10. The coefficient value of the work environment variable on the performance of electoral institutions through job satisfaction is 0.382 with $p = 0.000 < 0.05$. The data shows that the work environment has a significant positive effect on the performance of election administrators through job satisfaction. This can be explained that a good work environment will provide a sense of satisfaction in work so that the impact makes the performance of election administrators improve. So thus, the hypothesis that reads, "The work environment has a positive and significant effect on the performance of electoral institutions throughout South Sulawesi through Job Satisfaction" Accepted.

V. CONCLUSION

Based on the results of the research that has been done, the conclusions drawn in this study are as follows:

1. The better the work commitment of an election committee that is measured faithfully to the institution cares about problems, prioritizes the interests of the institution, works full time and has pride will further improve the performance of the election committee.
2. The higher the level of motivation for election committees to work as measured by working according to the rules, completing tasks without problems, taking responsibility for work. Appreciation for work results, salaries according to needs, and obtaining a guarantee of life will be even greater the urge to perform better.
3. The better the working environment of the performance of electoral institutions as measured by a conducive workspace, neat item layout, harmonious relationships with colleagues, teamwork, comfortable workspace facilities, and complete work facilities, the performance of the performance of electoral institutions increases.
4. The job satisfaction obtained by the election committee is measured using job position according to skill, smooth communication, attention to subordinates, a sense of security in working conditions, and stable working conditions, the higher the performance of the election committee.
5. Election organizers who have good work commitments will further increase organizer self-satisfaction because by committing themselves to work for the institution and the interests of the organization will trigger the birth of self-satisfaction, satisfied with the work achieved because it has been committed to achieving what has been determined.
6. The better the motivation of an election committee at work, the higher the level of satisfaction obtained. Motivation in fulfilling the targeted self needs to be achieved will provide a good response to the level of self-satisfaction, so that high motivation will provide a high level of satisfaction as well.
7. The more comfortable and safe the working environment of the election committee, the greater the level of satisfaction obtained. A work environment that provides a sense of security and comfort and all the facilities provided are guaranteed to create job satisfaction, satisfied because the work can be completed well and on time without any obstacles and things that interfere with self in completing work.
8. Election organizers with good work commitments, thinking of carrying out tasks for the purpose of the institution, are able to foster a sense of satisfaction, then the high level of job satisfaction obtained will improve the performance of election committees.
9. The organizer of the election has a high work motivation, self-drive to work hard in meeting the needs will be able to provide satisfaction so that when satisfied with this has been achieved and fulfilled can give the election committee a push always to improve performance.
10. That the better the working environment of the performance of electoral institutions, the atmosphere, and conditions of work that are adequate and conducive will satisfy themselves so that when it pushes it will improve the performance of the performance of electoral institutions

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