



Elevating Village Financial Care: Igniting Excellence through Dynamic Service and Training in Work Motivation

Wan Muhamad Kudri^a, Rizaldi Putra^{a*}

^aBusiness Faculty, Institut Bisnis dan Teknologi Pelita Indonesia, Indonesia

*Corresponding Author: rizaldi.putra@lecturer.pelitaindonesia.ac.id

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ABSTRACT

The study conducted in Tembilahan District aimed to assess the influence of motivation, organizational culture, and job competence on the work commitment and performance of civil servant PNS (*Pegawai Negeri Sipil*). This research was prompted by observed issues of low work commitment and performance within this group. Data for the study were collected through a questionnaire distributed to all 145 PNS in Tembilahan District, utilizing Google Forms. Structural Equation Modeling (SEM) Partial Least Squares (PLS) analysis was employed to analyze the collected data. The findings of the study revealed several significant relationships: Motivation: It was found to have a significant positive impact on work commitment. This suggests that higher levels of motivation among PNS were associated with increased work commitment. Similarly, organizational culture showed a significant positive influence on work commitment. This indicates that a conducive organizational culture fosters higher levels of work commitment among PNS. Interestingly, job competency exhibited a significant negative impact on work commitment. This suggests that higher levels of job competency were associated with lower levels of work commitment among PNS. Motivation and organizational culture were found to have insignificant positive impacts on performance. On the other hand, job competency had a significant positive effect on performance. This implies that higher levels of job competency were associated with better performance among PNS. Contrary to expectations, work commitment was found to have a negative impact on PNS performance. This suggests that while work commitment may be beneficial in fostering dedication and loyalty, it may not necessarily translate into improved performance outcomes. Overall, the study highlights the complex interplay between motivation, organizational culture, job competency, work commitment, and performance among PNS in Tembilahan District. These findings could inform interventions aimed at enhancing work commitment and performance within this group, potentially leading to more effective public service delivery.

Keywords: Work Motivation, Organizational Culture, Competence, Job Satisfaction, Performance

Fields: Service, Human Resources, Management

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INTRODUCTION

Service serves as a transformative journey that plays a crucial role in shaping behaviors and fostering enhanced character development. It represents a fundamental aspect of society, driving the advancement of human resources and contributing to overall societal progress. The significance of high-quality service cannot be overstated, as it serves as a cornerstone for individual growth and societal development.

Central to the delivery of high-quality service are PNS, who occupy a pivotal position in elevating serviceable standards across all levels. PNS serve as facilitators of knowledge and mentors for society, guiding them through their serviceable journey and imparting essential skills and knowledge.

The effectiveness of PNS directly influences the caliber of society they produce. A dedicated and skilled PNS can inspire society, cultivate a love for learning, and empower them to reach their full potential. Conversely, ineffective serving can hinder society progress and limit their serviceable attainment.

Given the critical role of PNS in the serviceable process, it is imperative to consistently assess and review their performance. Regular performance evaluations allow serviceable institutions to identify areas of strength and areas needing improvement among PNS. By providing constructive feedback and support, institutions can help PNS enhance their serving methodologies, instructional techniques, and classroom management skills.

Furthermore, ongoing assessment and review of PNS performance ensure the continual provision of top-tier service. By maintaining high standards for PNS effectiveness, serviceable institutions can uphold the quality of service they provide to society. Ultimately, investing in PNS development and ensuring their ongoing professional growth is essential for fostering a culture of excellence in service and nurturing the next generation of learners.

Tembilahan District play a crucial role as foundational institutions for providing primary service to the community. Recognizing the pivotal role of PNS in shaping the quality of service, these are dedicated to improving PNS performance. This commitment to excellence is demonstrated through the implementation of annual evaluations aimed at assessing and enhancing PNS effectiveness.

Each year, Tembilahan District conduct comprehensive evaluations to gauge the performance of their serving staff. These evaluations are designed to provide a thorough assessment of PNS' instructional practices, classroom management techniques, society engagement strategies, and overall effectiveness in delivering the curriculum.

The results of these performance evaluations are documented in the Employee Performance Targets (SKP), providing a detailed overview of each PNS's strengths and areas for improvement. Through this documentation, can track the progress of their PNS and identify opportunities for professional development and support.

Despite the concerted efforts to enhance PNS performance, the results from the performance evaluations conducted in recent years have revealed a concerning trend. There has been a noticeable decrease in PNS performance from 2021 to 2022, as indicated by the data recorded in the SKP reports.

This decline in PNS performance underscores the persistent challenges faced by PNS in Tembilahan District. These challenges may stem from various factors, including limited resources, inadequate training opportunities, classroom overcrowding, and external pressures such as standardized testing requirements.

Addressing the root causes of this decline in PNS performance requires a collaborative approach involving administrators, service policymakers, community stakeholders, and PNS themselves. By fostering a supportive and empowering environment, can encourage professional growth, provide targeted support and resources, and implement evidence-based strategies to improve PNS effectiveness.

Furthermore, ongoing monitoring and evaluation mechanisms can help track progress, identify successful interventions, and adapt strategies as needed to address evolving challenges. Through a collective commitment to continuous improvement, in Tembilahan District can work towards ensuring that every PNS has the support and resources needed to thrive and, in turn, provide high-quality service to their society.

The decline in the performance of PNS of Tembilahan District is attributed to low levels of work commitment, as indicated by several studies (Elfita et al., 2022; Prasetya et al., 2023; Yarmanelis et al., 2022). A preliminary survey revealed that PNS in Tembilahan District exhibit relatively low levels of work commitment (Hidayat et al., 2022; Renaldo, Suharti, et al., 2021; Sudarno et al., 2022). Additionally, surveys conducted on this phenomenon highlighted suboptimal work commitment among PNS in Tembilahan sub-district (Imarni et al., 2022; Napitupulu et al., 2021; Renaldo, Andi, et al., 2021). Moreover, some PNS' performance remains low, which could adversely affect society' learning outcomes if not addressed (Marliza et al., 2022; Renaldo et al., 2022; Renaldo, Junaedi, et al., 2023). Recognizing the critical importance of work commitment and performance for PNS, it is imperative to conduct research to explore factors influencing both internal and external aspects of PNS performance (Panjaitan et al., 2023; Renaldo, Andi, et al., 2023; Sari et al., 2022).

LITERATURE REVIEW

The Influence of Motivation on Work Commitment

Organizational commitment is intricately intertwined with work motivation, forming a symbiotic relationship that significantly influences individual and organizational outcomes. Work motivation serves as the driving force behind an individual's willingness and ability to engage in work-related activities, providing them with the energy and determination necessary to fulfill their desired needs and objectives within the organizational context.

Motivation plays a pivotal role in enhancing organizational effectiveness and productivity by engaging employees more fully in their work. When individuals are motivated, they are more likely to contribute their skills, knowledge, and experiences to achieve organizational goals, thereby maximizing the collective potential of the workforce.

At its core, motivation is a dynamic process through which individuals are inspired and energized to pursue predetermined achievements and objectives. It involves the activation of psychological processes, such as goal setting, self-efficacy, and reinforcement, to stimulate enthusiasm and drive towards desired outcomes.

A member of an organization who possesses high levels of motivation is often characterized by their proactive approach, initiative, and persistence in pursuing excellence in their work. This heightened motivation tends to correlate with higher levels of performance, as individuals are more inclined to invest their time and effort into tasks and responsibilities, resulting in enhanced productivity and effectiveness.

Moreover, motivated individuals are more likely to exhibit a strong sense of commitment towards their organization and its objectives. This commitment manifests as a deep-seated dedication and loyalty to the organization's mission, values, and goals, driving individuals to go above and beyond in their efforts to contribute to its success.

In essence, motivation serves as a catalyst for fostering optimal levels of work commitment among organizational members. By nurturing a culture of motivation and incentivizing individuals to strive for excellence, organizations can cultivate a workforce that is highly engaged, productive, and committed to achieving shared objectives. This alignment of motivation and commitment ultimately contributes to organizational success and competitiveness in today's dynamic and demanding business environment.

Work motivation has a positive and significant influence on organizational commitment, which means that increasing motivation will increase organizational commitment (Purnama, 2016). Based on the description above, the hypothesis of this research is:

H1: There is a positive influence of motivation on work commitment

The Influence of Motivation on Performance

Motivation, often defined as an individual's drive or impulse to take action toward achieving a goal, is a crucial factor influencing performance in the workplace. According to research conducted by Anggorowati (2012), and Murty and Hudiwinarsih (2012), motivation has been found to have a significant positive impact on the performance of PNS and employees. Individuals who exhibit high levels of motivation toward their work tend to demonstrate greater commitment and effort, resulting in improved performance and optimal outcomes. Motivation serves as a foundational force that shapes and drives individuals' behaviors and actions within the workplace, influencing their dedication, productivity, and overall effectiveness.

However, it is important to note that findings from research conducted by Suwati (2013) presented a contrasting perspective, suggesting that motivation may not necessarily be a factor that directly influences performance. This research indicated that motivation alone may not guarantee improvements in performance, and other factors may also play significant roles in determining individual and organizational outcomes.

While the relationship between motivation and performance may vary based on different contexts, organizational cultures, and individual differences, it is widely acknowledged that motivation remains a critical component in driving employee engagement, satisfaction, and overall effectiveness. Motivated employees are more likely to exhibit proactive behaviors, take initiative, and persist in the face of challenges, contributing to higher levels of performance and organizational success.

In light of these differing perspectives, further research and exploration may be needed to gain a deeper understanding of the complex interplay between motivation and performance in the workplace. By examining various factors and considering the nuances of individual experiences and organizational dynamics, organizations can develop strategies to cultivate a motivational climate that fosters employee engagement, enhances performance, and drives sustainable success.

Based on the description above, the hypothesis of this research is:

H2: There is an insignificant positive effect of motivation on performance.

The Influence of Organizational Culture on Work Commitment

Organizational culture, as described by Robbins and Coulter (2010), encompasses a set of shared values, principles, traditions, and ways of working that shape the behavior and actions of members within an organization. These shared values and practices have typically evolved over time, influencing the overall functioning and identity of the organization. Similarly, Kreitner (2005) defines organizational culture as the similarity in perception, perspective, values, and behaviors held and practiced by all members of the organization, contributing to its distinct identity.

Organizational commitment, on the other hand, refers to the degree to which employees believe in and accept the goals of the organization and are willing to remain with or stay loyal to the organization, as articulated by Mathis in Sopiah (2008: 155). It reflects the extent to which employees are emotionally invested in the organization and its objectives, as well as their willingness to contribute their efforts towards its success.

Organizational culture and commitment are interconnected aspects that significantly influence the overall functioning and success of an organization. A strong and positive organizational culture characterized by shared values, supportive practices, and a sense of belonging can foster higher levels of organizational commitment among employees. When employees perceive alignment between their own values and those of the organization, they are more likely to develop a sense of loyalty and dedication, leading to increased commitment and engagement.

Conversely, a mismatch between organizational culture and individual values can result in decreased organizational commitment and increased turnover. Therefore, organizations must strive to cultivate a culture that not only reflects their values and goals but also resonates with the values and aspirations of their employees.

In summary, organizational culture shapes the context within which employees work and interact, influencing their attitudes, behaviors, and levels of commitment. By fostering a positive and supportive culture that aligns with the values and goals of employees, organizations can enhance organizational commitment, foster employee engagement, and drive sustainable success.

Organizational culture influences commitment, so based on the description above, the hypothesis of this research is:

H3: There is a significant positive influence of organizational culture on work commitment

The Influence of Organizational Culture on Performance

According to Trice and Bayer, as referenced in Fachreza, Said Musnadi, and M. Shabri Abd Majid's work (2018), organizational culture is a dynamic entity that adapts and evolves in response to the changing dynamics within organizational climates. The concept of organizational culture draws from various disciplines such as anthropology and sociology, which lends it a rich and multifaceted meaning. This borrowing of the term 'culture' encompasses national connotations and allows for diverse perspectives, reflecting the broad implications of organizational culture.

Throughout its evolution, the prevailing belief is that organizational culture is rooted in a shared value system that guides the behaviors and actions of organizational members. Research findings, such as those by Swastiani Dunggio in 2020, suggest that a more robust aggressive-defensive culture can positively impact employee performance. This underscores the significant influence of organizational culture on employee behavior and outcomes.

Moreover, research conducted by Suhardjo et al. (2021) and Jamaluddin et al. (2017) further corroborate the positive effect of organizational culture on performance. These studies demonstrate that organizational culture exerts both simultaneous and partial influences on employee performance, highlighting the complex interplay between cultural factors and individual outcomes within organizations.

In summary, organizational culture plays a critical role in shaping the behaviors, attitudes, and performance of employees. It evolves in response to internal and external factors, drawing from various disciplines and perspectives to form a shared value system that guides organizational practices. By understanding and leveraging the influence of organizational culture, organizations can cultivate environments that foster employee engagement, productivity, and success.

Based on the description above, the hypothesis of this research is:

H4: There is an insignificant positive influence of organizational culture on performance.

The Influence of Competence on Work Commitment

The relationship between Human Resource (HR) competency and individual performance is a fundamental aspect of organizational behavior theory. HR competency refers to the skills, knowledge, and abilities possessed by individuals within an organization that are relevant to their roles and responsibilities. These competencies play a crucial role in shaping individual behavior and, consequently, influencing performance outcomes.

Individual performance is the result of various factors, including the level of competency exhibited by employees. Competent individuals are more likely to perform well in their roles, as they possess the necessary skills and expertise to effectively carry out tasks and responsibilities. Therefore, there is a direct relationship

between HR competency and individual performance, with higher levels of competency generally leading to improved performance.

However, the relationship between HR competency and individual performance can be further enhanced by considering the role of organizational commitment. Organizational commitment refers to the degree of loyalty and dedication that employees feel towards their organization. It reflects the extent to which employees identify with and are committed to the goals, values, and objectives of the organization.

When employees are highly committed to their organization, they are more likely to demonstrate higher levels of engagement, motivation, and effort in their work. This heightened commitment can positively influence individual performance, as committed employees are more inclined to go above and beyond in their roles and contribute to the overall success of the organization.

Therefore, integrating the organizational commitment variable into the relationship between HR competency and individual performance provides a more comprehensive understanding of the factors influencing performance outcomes. By recognizing the importance of both HR competency and organizational commitment, organizations can develop strategies to cultivate a workforce that is not only highly skilled and competent but also deeply committed to achieving organizational goals. This, in turn, can lead to improved individual performance and overall organizational success.

Ulrich (1998) see model intellectual ones consists on competence managerial and organism's commitment to testing the influence of these two elements on performance in the organization. Based on the description above, the hypothesis of this research is:

H3: There is a significant negative influence of competency on work commitment

The Influence of Competence on Performance

Competence, as defined by Emron, Yohny, and Imas (2017), encompasses an individual's ability to effectively perform a job with excellence, drawing upon their knowledge, skills, and attitudes. This definition underscores the multifaceted nature of competence, which involves not only possessing the requisite knowledge and skills but also demonstrating the right attitudes and behaviors necessary for success in a given role.

Similarly, according to George Klemp, as cited in Emron, Yohny, and Imas (2017), competence is the underlying characteristic of an individual who consistently produces effective work and superior performance. This definition emphasizes the essential role of competence in driving performance excellence and achieving desired outcomes within organizations.

Several studies, including those by Komang Septia Cahya Ningrum (2016), Suhardjo et al. (2021), Melyani (2017), M. Khafit Ansar (2019), Muhammad Guruh (2018), and Azulaidin (2021), have found empirical evidence supporting the positive effect of competency on performance. These studies highlight the importance of possessing the necessary knowledge, skills, and attitudes to effectively carry out job responsibilities and achieve desired outcomes.

Overall, the consensus among researchers is that competence is a critical determinant of individual performance within organizations. By developing and leveraging competencies relevant to their roles, employees can enhance their ability to perform effectively and achieve superior results. Therefore, organizations should prioritize competency development initiatives as part of their talent management strategies to foster high performance and drive organizational success.

Based on the description above, the hypothesis of this research is:

H6: There is a significant positive influence of competence on performance.

The Effect of Commitment on Performance

In the realm of work, an individual's commitment to their profession and the organization they serve is often a paramount consideration. Some organizations even integrate commitment as a prerequisite for positions advertised in job vacancies, underscoring its significance in the workplace. Work commitment within a company is intricately tied to the relationship between the employee and their job or profession, serving as a conduit to achieve the organization's desired business goals (Rozikin, 2012: 12).

Organizational commitment represents a steadfast dedication to remain a part of a specific organization. Essentially, it embodies an employee's attitude reflecting their performance within the organization. It's an ongoing process wherein organizational members express their vested interest in the success and continual advancement of the organization. Fred Luthans (2006: 250) highlights a positive correlation between organizational commitment and desirable outcomes such as high performance.

Melizawati's (2015) research findings further substantiate this notion, indicating that organizational commitment significantly impacts PNS performance. The study concludes that heightened commitment levels correspond to enhanced performance among PNS. This underscores the pivotal role organizational commitment plays in driving employee effectiveness and contributing to organizational success.

In essence, fostering a culture of commitment within an organization not only cultivates a sense of loyalty and dedication among employees but also serves as a catalyst for achieving optimal performance outcomes. As such, organizations must prioritize initiatives aimed at nurturing and sustaining organizational commitment to maximize employee engagement and overall organizational performance.

Based on the description above, the hypothesis of this research is:

H7: There is a significant negative effect of commitment on performance

METHODOLOGY

Place and time of research

This research was conducted at level which is part of Tembilahan District. There were 7 instantiation used as research sites with a total of 245 PNS. The research was conducted from July 2023 to November 2023.

Population and Sample

The population that the author used as the object of this research were 245 PNS of the Tembilahan sub-district in the sub-district.

Type and Source Data

The researchers of the study obtained data through both primary and secondary sources:

1. **Primary Data:** This refers to data collected directly from the object of study, which in this case were the PNS (Pegawai Negeri Sipil) employees of Tembilahan sub-district. The primary data was gathered through methods such as distributing questionnaires directly to the PNS employees, who are the subjects of the research. This data collection method involves direct interaction with the individuals being studied, allowing for firsthand insights into their perceptions, attitudes, and behaviors related to the research topic.
2. **Secondary Data:** This type of data is obtained from sources other than the direct object of study. In the context of the research, secondary data could include various sources such as documents, records, and reports related to the performance and activities of the PNS employees in Tembilahan sub-district. Examples of secondary data mentioned could be attendance records, performance evaluations (SKP - Sasaran Kinerja Pegawai), and historical performance data spanning the last three years. These sources provide additional context and background information that can complement the primary data collected, offering a broader perspective on the research topic.

By utilizing both primary and secondary data sources, the writer ensures a comprehensive approach to data collection and analysis, which enhances the robustness and validity of the research findings.

Data Analysis Techniques

Descriptive Analysis

The descriptive analysis in this study encompasses an examination of characteristics associated with the responses provided by the respondents. (1) Evaluation of Respondent Characteristics involves an analysis of respondent attributes such as age, gender, class, tenure, and serviceable background. (2) Assessment of Respondent Responses involves an analysis of the responses provided by respondents, with a focus on the correlation with their respective characteristics.

PLS Model Test

The PLS model tests conducted in this study encompass several key assessments: **Validity Test:** This evaluation scrutinizes the accuracy of research instruments or questionnaires by assessing how effectively they capture the intended measurements. Validity is gauged using the correlation coefficient, with a value exceeding 0.3 considered indicative of validity (Ghozali, 2011). **Reliability Test:** The purpose of this test is to measure the consistency of respondents' answers. It utilizes the Cronbach alpha statistical measure, with a value equal to or greater than 0.70 indicating reliability (Ghozali, 2011). **Multicollinearity Test (VIF):** This test examines the Variance Inflation Factor (VIF) value to detect multicollinearity between constructs. A VIF value less than 5 is desirable to avoid indicating multicollinearity (Ghozali and Latan, 2015). **R Square Test:** This assessment

evaluates the coefficient of determination (R Square) to determine the extent to which the endogenous construct can be explained by the exogenous construct. An R Square value between 0 and 1 is anticipated, with values of 0.75, 0.50, and 0.25 indicating a strong, moderate, and weak model, respectively.

Validity Test

The Validity Test assesses the precision of a research instrument or questionnaire, indicating whether the questions or statements effectively capture what the questionnaire intends to measure. A questionnaire is considered valid when its items accurately reflect the intended measurements. Validity is typically evaluated using the correlation coefficient. A questionnaire is deemed reliable if the correlation coefficient is significant, indicating that the observed correlation (r_{count}) exceeds the critical value (r_{table}), based on the degrees of freedom ($df = n - 2$) with a 2-sided test (Ghozali, 2016).

Reliability Test

The Reliability Test is a crucial step in assessing the consistency and internal reliability of the responses provided by respondents within a questionnaire. It aims to ensure that the items or questions included in the questionnaire are measuring the same underlying construct consistently. One commonly used statistical measure for assessing reliability is Cronbach's alpha.

Cronbach's alpha is a coefficient that indicates the extent to which the items in a questionnaire are interrelated or correlate with each other. It quantifies the internal consistency of the questionnaire, with values ranging from 0 to 1. A higher Cronbach's alpha value suggests greater reliability, indicating that the items are more consistently measuring the same construct.

In the context of the study, the researcher employed Cronbach's alpha to assess the reliability of the questionnaire used to gather data on variables such as motivation, organizational culture, job competency, work commitment, and performance among PNS employees in Tembilahan District. The minimum threshold recommended by Ghozali (2016), a widely recognized authority in statistical analysis, is ≥ 0.70 . This threshold indicates an acceptable level of internal consistency among the questionnaire items.

During the reliability test, if Cronbach's alpha for the questionnaire exceeds the minimum threshold of 0.70, it indicates that the items are sufficiently consistent in measuring the intended construct. Conversely, if Cronbach's alpha falls below this threshold, it suggests that the questionnaire may lack internal consistency, and further refinement or elimination of certain items may be necessary to enhance reliability.

By conducting the reliability test and ensuring that the questionnaire meets the recommended threshold for Cronbach's alpha, the researcher can have greater confidence in the validity and consistency of the data collected. This, in turn, strengthens the overall robustness and reliability of the study findings and conclusions.

RESULT AND DISCUSSION

Table 1. Results Test Data Reliability

	Cronbach's alpha	Composite Reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)	Conclusion
Organizational culture	0.967	0.971	0.974	0.752	Reliable & Valid
PNS Performance	0.940	0.966	0.967	0.856	Reliable & Valid
Work Commitment	0.854	0.873	0.899	0.626	Reliable & Valid
Competence	0.922	0.920	0.930	0.662	Reliable & Valid
Motivation	0.721	0.752	0.848	0.646	Reliable & Valid

Based on the table above, it can be explained that all of the 5 variables used in this research have Cronbach alpha values > 0.7 . So, from these results it can be concluded that all variables have reliable values.

Test Goodness of fit Model Structure

Table 2. Coefficient of Determination Test (R²)

	R-square	R-square adjusted
PNS Performance	0.124	0.891
Work Commitment	0.430	0.428

Table 3. Processing Results with Smart PLS

	Original Sample (O)	P values	Conclusion
Organizational Culture -> PNS Performance	0.155	0.890	Not significantly positive
Organizational Culture -> Work Commitment	0.582	0.001**	Significant positive
Work Commitment -> PNS Performance	-0.417	0.008**	Significant negative
Competency -> PNS Performance	0.398	0.036**	Significant positive
Competency -> Work Commitment	-0.323	0.062*	Significant negative
Motivation -> PNS Performance	0.152	0.852	Not significantly positive
Motivation -> Work Commitment	0.518	0.001**	Significant positive

Based on the results of the hypothesis testing that has been carried out, it can be explained in the following analysis:

1. The influence of work motivation on work commitment
Based on the results of hypothesis testing, it shows that the influence of PNS work motivation on job satisfaction has a P value of 0.025 or smaller than alpha 0.05. So, the results of this research can be concluded that the work motivation variable is significant to work commitment. It can be concluded that PNS who have high work motivation will have an impact on the work commitment of PNS in Tembilahan District.
2. The influence of organizational culture on work commitment
Based on the results of hypothesis testing, it shows that the influence of PNS Work Culture on work commitment has a P value of 0.025 or smaller than alpha 0.05. So, the results of this research can be concluded that organizational culture variables have a significant positive effect on work commitment. It can be concluded that PNS who have a high organizational culture will have an impact on job satisfaction among PNS of Tembilahan District.
3. Influence of Work Competence on Work Commitment
Based on the results of hypothesis testing, it shows that the influence of competency on job satisfaction has a P-value of 0.000 or smaller than alpha 0.05. So, the results of this research can be concluded that the Work Competence variable is significantly negative on work commitment. It can be concluded that PNS who have good work competencies do not have an impact on the work commitment of PNS in Tembilahan District.
4. The influence of work motivation on PNS performance
Based on the results of hypothesis testing, it shows that the influence of PNS work motivation on PNS performance has a P value of 0.000 or smaller than alpha 0.05. So, the results of this research can be concluded that the work motivation variable is not significantly positive on PNS performance. It can be concluded that PNS who have high work motivation do not have an impact on PNS performance among PNS in Tembilahan District.
5. The influence of PNS organizational culture on PNS performance
Based on the results of hypothesis testing, it shows that the influence of PNS organizational culture on PNS performance has a Pvalue of 0.000 or smaller than alpha 0.05. So, the results of this research can be concluded that the organizational culture variable of PNS work is not significantly positive on PNS performance. It can be concluded that PNS who have high organizational culture have no impact on the performance of PNS in Tembilahan District.
6. The influence of work competency on PNS performance
Based on the results of hypothesis testing, it shows that the influence of competency on performance has a P-value of 0.326 or greater than alpha 0.05. So, the results of this research can be concluded that the work competency variable has a significant positive effect on PNS performance. It can be concluded that high PNS work competency will have an impact on improving the performance of PNS in Tembilahan District.
7. The effect of job satisfaction on PNS performance
Based on the results of hypothesis testing, it shows that the influence of job satisfaction on PNS performance has a P-value of 0.065 or greater than alpha 0.05. So, the results of this research can be concluded that the job satisfaction variable is significantly negative on PNS performance. It can be concluded that high job satisfaction will not always have an impact on the performance of PNS in Tembilahan District.

Discussion

The Influence of Motivation on PNS Work Commitment

The analysis of respondents' feedback indicates a generally positive perception of the Motivational Variables examined in this study. Specifically, respondents appear to hold favorable views regarding factors that

motivate them in their work. These findings align well with the overall responses regarding work commitment, particularly in relation to the variable of job satisfaction among civil servants (PNS) in Tembilahan District.

This convergence of positive perceptions suggests that the motivational factors explored in the research resonate with the experiences and perspectives of the respondents. It implies that elements such as recognition, intrinsic motivation, rewards, and other incentives are perceived as effective in fostering a sense of commitment and engagement among staff.

Furthermore, the strong correlation between motivational variables and work commitment, particularly job satisfaction, underscores the importance of addressing motivational factors in enhancing overall job performance and organizational commitment. When employees feel motivated and satisfied with their work, they are more likely to demonstrate higher levels of dedication, productivity, and loyalty to the organization.

Overall, the findings suggest that efforts to bolster motivational factors, particularly job satisfaction, can yield positive outcomes in terms of enhancing work commitment among PNS in Tembilahan District. By understanding and addressing these factors, organizations can cultivate a more positive and productive work environment, ultimately benefiting both employees and the organization as a whole.

The results of the Structural Equation Modeling (SEM) Partial Least Squares (PLS) analysis conducted on the original respondents indicate a positive relationship between PNS work motivation and work commitment among PNS in Tembilahan District. Specifically, the positive value obtained from the analysis suggests that high levels of PNS work motivation are associated with increased work commitment among respondents.

Furthermore, the results of hypothesis testing reveal that the work motivation variable has a significant impact on work commitment among PNS. This finding implies that there is a statistically significant relationship between the level of work motivation and the extent of work commitment exhibited by PNS in Tembilahan District.

In summary, it can be concluded from the analysis that PNS who possess high levels of work motivation are likely to demonstrate increased work commitment within the context of in Tembilahan District. This suggests that efforts to enhance work motivation among PNS may lead to improvements in their overall work commitment, potentially resulting in greater dedication, productivity, and effectiveness in fulfilling their roles within the organization.

The results of this research are in line with research conducted by Several studies conducted by Eka Selvi Handayani (2017), Atep Afia, Achmad Kasful Anwar (2017), Tukiyo (2015) said that motivation has a significant influence on PNS work commitment.

The Influence of Organizational Culture on Work Commitment

The analysis of respondents' feedback reveals that, overall, respondents hold a positive perception of the organizational culture variables examined in this research. This suggests that, on average, respondents view the organizational culture favorably within the context in Tembilahan District.

Furthermore, these findings align with respondents' perceptions of work commitment, indicating that, on average, they also hold a positive perception of the work commitment variable. This suggests that respondents generally exhibit a strong sense of commitment to their work as civil servants (PNS) in Tembilahan District.

In summary, the positive perceptions of both organizational culture and work commitment among respondents underscore the importance of fostering a supportive and conducive work environment within. These findings suggest that a positive organizational culture may contribute to higher levels of work commitment among PNS, ultimately benefiting the overall performance and effectiveness of operations in Tembilahan District.

Based on the results of the SEM PLS test on the original respondents, it was found that there is a positive relationship between the PNS organizational culture variable and work commitment. This implies that a high level of PNS organizational culture is associated with increased work commitment among PNS in Tembilahan District. Furthermore, the hypothesis testing results indicate that the PNS organizational culture variable has a significant effect on work commitment. Therefore, it can be concluded that PNS who exhibit a high level of organizational culture will positively influence the work commitment of PNS in Tembilahan District.

The results of this research are in line with research conducted by Tetuko, 2012 Putra et al., 2019, (Role et al., 2020) Prayoga and Yuniati, (2019) Juwita, (2016) Kurniawan, Wulan and Wahyono, (2018) Putra et al., (2019), (Tetuko, 2012) (Suhardjo et al., 2021) that organizational power has a positive influence on work commitment.

The Influence of Work Competence on Work Commitment

The analysis of respondents' feedback indicates that, on average, respondents hold a positive perception of the work competency variables examined in this study. These findings align with respondents' perceptions of work commitment, suggesting that they generally view the work competence variable positively among civil servants (PNS) in Tembilahan District.

This alignment suggests that respondents perceive a strong correlation between work competence and work commitment among PNS in Tembilahan District. It implies that individuals who possess a high level of work competence are likely to demonstrate a greater commitment to their work responsibilities.

Overall, these findings underscore the importance of fostering and maintaining a competent workforce within. By promoting and enhancing work competence among PNS, organizations can potentially increase overall work commitment, leading to improved performance and effectiveness within the serviceable context of Tembilahan District.

Based on the results of the SEM PLS test on original respondents, it was found that there is a negative relationship between PNS work competency and work commitment among PNS in Tembilahan District. This indicates that increasing PNS work competency does not lead to an increase in work commitment among respondents.

However, the results of hypothesis testing reveal that work competency has a significant effect on work commitment. Despite the negative relationship observed in the SEM PLS test, the hypothesis testing indicates that work competency does indeed influence work commitment among PNS in Tembilahan District.

Therefore, it can be concluded that while PNS with high work competency may not directly impact work commitment, work competency still plays a significant role in influencing work commitment among PNS in Tembilahan District. This suggests that other factors may mediate the relationship between work competency and work commitment, warranting further investigation into the complex dynamics at play within this context.

The results of this research are in line with research conducted by Sentot Iskandar, Sri Langgeng Ratnasari, Gandhi Sutajho, Ervin Nora Susanti (2021), said that competence has a positive effect on work commitment.

The Effect of Motivation on Performance

Based on the test results, the SEM PLS analysis on the original sample yielded positive outcomes. This suggests that higher motivation among PNS in serving can potentially lead to improvements in the performance of PNS in Tembilahan District.

However, despite the positive relationship observed in the SEM PLS analysis, the results of hypothesis testing indicate that the influence of work motivation is not statistically significant on PNS performance. Therefore, it can be concluded that PNS who exhibit high levels of work motivation do not have a significant impact on the performance of PNS in Tembilahan District.

This suggests that the motivation provided by leaders may not be sufficient to significantly influence the performance of PNS working in in Tembilahan District. As a result, the performance of PNS in these may not yet be optimal, highlighting the need for further investigation and potential interventions to enhance performance outcomes in this context.

The results of this research are in line with research conducted by Hesti Ristanto, Eka Selvi Handayani, Dwi Indriani (2019). The results of their research show that motivation has a significant influence on performance.

The Influence of Organizational Culture on Performance

Based on the test results, the SEM PLS analysis conducted on the original respondents yielded positive outcomes. This suggests that the organizational culture among PNS in serving at institution does not have a significant impact on increasing the performance of PNS in Tembilahan District.

Furthermore, the results of hypothesis testing indicate that PNS organizational culture does not have a statistically significant effect on PNS performance. Therefore, it can be concluded that PNS who exhibit high levels of organizational culture do not significantly influence the performance of PNS in Tembilahan District.

This implies that despite the presence of a strong organizational culture among PNS in serving at institutions, it may not directly translate into improved performance outcomes among PNS in. Additional factors or interventions may be needed to enhance performance levels in this context, beyond organizational culture alone. Further exploration and potential interventions may be necessary to address any gaps and optimize performance outcomes among PNS in Tembilahan District.

The research results are in line with the results of research conducted by (Suhardjo et al., 2021) (Jamaluddin et al., 2017) which states that organizational culture has a significant effect on performance.

Influence of Job Competency on Performance

Based on the test results, the SEM PLS analysis conducted on the original respondents yielded a significant value. This indicates that the high work competence of PNS in carrying out serving duties has a positive impact on increasing the performance of PNS in Tembilahan District.

Moreover, the results of hypothesis testing demonstrate that job competence significantly influences PNS performance. Therefore, it can be concluded that high PNS competency plays a crucial role in improving the performance of PNS in the Tembilahan sub-district cluster.

This suggests that PNS who effectively fulfill their duties as classroom PNS face challenges in mastering the material comprehensively. As a result, competencies aimed at specific fields of study may not necessarily translate into improved performance in other areas of study.

In summary, the findings underscore the importance of enhancing job competence among PNS in Tembilahan District. By addressing competency gaps and providing targeted training and support, organizations can potentially improve overall performance outcomes in this context.

This research is in line with the results of research conducted by Muhammad Badrun (2020) which states that competence does not have a significant influence on PNS performance.

The Effect of Work Commitment on Performance

Based on the test results, the SEM PLS analysis conducted on the original respondents yielded negative results. This suggests that the better work commitment of PNS in serving at institution does not have a significant impact on improving the performance of PNS in the Tembilahan sub-district cluster.

Furthermore, the results of hypothesis testing indicate that work commitment does not have a significant impact on PNS performance. Therefore, it can be concluded that good work commitment may not always translate into improved performance among PNS in Tembilahan District.

This conclusion suggests that factors such as length of service and a sense of comfort in current conditions may contribute to PNS being at a satisfactory level and may not be motivated to improve their performance in accordance with government demands.

In summary, the findings suggest that enhancing work commitment alone may not be sufficient to improve performance outcomes among PNS in Tembilahan District. Additional factors and interventions may be needed to motivate PNS and encourage performance improvement in this context.

CONCLUSION

Conclusion

In summary, the conclusions drawn from the analysis and hypothesis testing are as follows: Motivation significantly influences work commitment among PNS in Tembilahan District, indicating that higher motivation leads to increased work commitment. Organizational culture also significantly affects work commitment, suggesting that a stronger organizational culture towards serving activities positively impacts the work commitment of PNS in Tembilahan District. Job competency has a significant negative impact on work commitment, indicating that good work competency does not necessarily translate to higher work commitment among PNS in Tembilahan District. Motivation does not significantly influence performance, suggesting that high motivation has minimal impact on the performance of PNS in Tembilahan District. Organizational culture has an insignificant negative impact on PNS performance, indicating that a positive organizational culture does not necessarily lead to improved performance among PNS in Tembilahan District. Job competency significantly influences PNS performance, highlighting that higher work competency positively impacts the performance of PNS in Tembilahan District.

Research Limitations

The limitations of this research are as follows: The structural model indicates that only one exogenous variable studied has an influence on the endogenous variable, namely the work commitment variable on PNS performance. This suggests that the relationships between certain variables may not fully capture the complexities of the studied phenomenon. Several variables, such as Competence on Performance and Work Commitment on Performance, exhibit unexpected negative effects contrary to theoretical expectations. Further research should

carefully select variables to ensure alignment with theoretical frameworks and expectations. The research was conducted solely within Tembilahan District, involving only 7 institution and a total of 245 PNS. This limited scope may restrict the generalizability of the findings to other settings or populations. Many respondents exhibited inappropriate responses to the questionnaire, lacking focus and failing to grasp the essence of the questions. This indicates a need for more specific and targeted inquiry among PNS to ensure reliable data collection and analysis.

Suggestions

Based on the research findings and discussions, the following recommendations are proposed: To enhance the relationship between competency and PNS performance, institution should establish a PNS Working Group program. This collaborative effort will enable collective problem-solving and skill development among PNS. Institution should organize achievement and performance competitions to boost PNS motivation and foster enthusiasm for development and serviceable quality improvement. These initiatives can help encourage PNS to actively engage in initiatives aimed at enhancing performance and overall serviceable outcomes.

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