

THE INFLUENCE OF AFFECTIVE COMMITMENT, SUSTAINABLE COMMITMENT, AND NORMATIVE COMMITMENT TOWARD MOTIVATION ON CIVIL SERVANTS AT THE SOCIAL SERVICES, WOMEN'S EMPOWERMENT, CHILD PROTECTION AND FAMILY PLANNING, KETAPANG DISTRICT

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Abstract

The variables Affective Commitment, Continuous Commitment and Normative Commitment have a significant effect together (simultaneously) on the Motivation variable. The results of the partial test (t test) show that the Affective Commitment and Normative Commitment variables have a partially significant effect on the motivation variable. Meanwhile, the Continuous Commitment variable has no significant effect on the Motivation variable

Keywords: Affective commitment; Continuous commitment; Normative commitment; Motivation.

INTRODUCTION

The Office of Social Service for Child Protection and Family Planning, Ketapang Regency, Delta Pawan District, is under and is responsible to the Head of the Office of Social Service for Empowerment of Child Protection and Family Planning, Ketapang Regency. Based on Ketapang Regent Regulation No. 96 of 2021 concerning the position, composition, duties and functions, as well as work procedures of the Social Service, Women's Empowerment, Child Protection and Family Planning. Part One concerns the position of Article 2 paragraph (1) regarding the Social Service which is an implementing element of government affairs in the social sector, in the area of women's empowerment and child protection, and in the area of population control and family planning which is the authority of the Region.

In carrying out its duties and functions, the Social Service for Empowerment, Child Protection and Family Planning of Ketapang Regency carries out the duties and functions of Ketapang Regent Regulation No. 96 of 2021 as follows: (1) The Department has the task of assisting the Regent in carrying out supporting functions for government affairs in the social sector, in the areas of women's empowerment and child protection, and in the areas of population control and family planning which are the authority of the Region and assistance tasks given to the Region. (2) In carrying out the duties as intended in paragraph (1), the Service carries out the following functions: Formulation of technical policies in the social sector, women's empowerment and child protection, and population control and family planning; Implementation of policies in the social sector, women's empowerment and child

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protection, and population control and family planning; Implementation of evaluation and reporting in the social sector, women's empowerment and child protection, and population control and family planning; Implementation of Bureaucratic Reform, Government Agency Performance Accountability System (SAKIP) and Public Services within the Department; Implementation of administration within the Department; And Implementation of other functions assigned by superiors. (3) The head of the department as referred to in article 2 paragraph (2) has the task of leading, coordinating, providing direction and guidance to subordinates in carrying out tasks in the social sector, women's empowerment and child protection, and population control and family planning which are the authority of the Region.

In carrying out its duties and functions, the Social Service for Women's Empowerment, Child Protection and Family Planning is supported by human resources consisting of Civil Servants and Non-Civil Servants. Based on interviews with Mrs. Amirawati, Head of General and Civil Service Subdivision and Mr. Sukarno, General Administration Staff. In 2021 there will be an increase due to general problems that often occur, one of which is when from 2020 to 2021 the presence of using fingerprints was only implemented, so that some employees are not used to using fingerprints and may already be used to the manual system, therefore employees often forget to do it. fingerprint or because the employee is careless. As for other problems, there are several civil servants who have committed disciplinary violations, namely leaving during working hours. In Huzna's (2018) research, analysis of personality factors, job satisfaction, and affective commitment on absenteeism, stated that affective commitment has a negative and significant influence on absenteeism.

In this case, the official office must pay special attention to employees so that an agency can achieve its goals, this is related to paying attention to employee commitment. According to Yusuf (2017) affective commitment is related to employees' emotional attachment, employee identification with, and employee involvement in the organization. The tendency of an employee to have high affective commitment can show a sense of belonging to the company, increased involvement in organizational activities, the desire to achieve organizational goals, and the desire to remain in the organization (Rhoades, Eisenberger, and Aarmeli, 2001). On the other hand, research conducted by Kurniawan and Pratiwi (2022) shows that intrinsic motivation has a significant direct effect on affective commitment. In an effort to increase employee commitment, motivation is one important aspect that can increase a sense of commitment.

Several studies explaining the relationship between commitment and motivation, conducted by Sukardi, et al (2019), prove that the relationship between job satisfaction and work motivation on the organizational commitment of ASN in the West Kalimantan province's manpower and transmigration service is strong, which states that the job satisfaction variable and the work motivation variable has a partially significant effect on the organizational commitment variable. In addition, normative

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commitment is related to feelings of obligation to continue working in the organization, employees who have high normative commitment feel that they are obliged (Ought to) to remain in the organization. In Damanik et al.'s (2018) research, it was shown that the influence of organizational culture, work teams and intrinsic motivation on the normative commitment of state elementary school teachers in Batang, that intrinsic motivation had a positive and significant effect between teachers' intrinsic motivation on teacher commitment was acceptable and tested. There is also research by Rizal and Radiman (2019) which states that motivation has a positive but not significant effect on the work discipline of employees of the public works and public housing services in Aceh Tamiang district. This is because low commitment to employees can lead to turnover or changing jobs, laziness at work, on the other hand, high commitment greatly influences positive conditions at work according to Yusuf (2017). There is also research conducted by Santris (2019). This research shows that commitment has a positive and significant effect on motivation.

Based on the discussion of the background to the problem above, the researcher is interested in conducting research with the title "The Influence of Affective Commitment, Continuous Commitment, and Normative Commitment on the Motivation of Civil Servants at the Social Services Office for Women's Empowerment, Child Protection, and Family Planning".

1.1 Literature review

Affective commitment

According to Priansa (2018), Affective Commitment is defined as an employee's desire to remain part of the organization, with the consideration that if he leaves, he will face the risk of loss. Indicators of Affective Commitment according to Busro (2018) include; (1) Strong trust and acceptance of the organization's values and goals, (2) Loyalty to the organization, (3) Willingness to use efforts for the benefit of the organization.

Continuous commitment

According to Yusuf (2017), Continuity Commitment is awareness of the impossibility of choosing another social identity or alternative behavior because of the threat of major losses. Indicators of Sustainable Commitment according to Busro (2018), include; (1) Calculate the benefits of continuing to work in the organization, (2) Calculate the losses if you leave the organization.

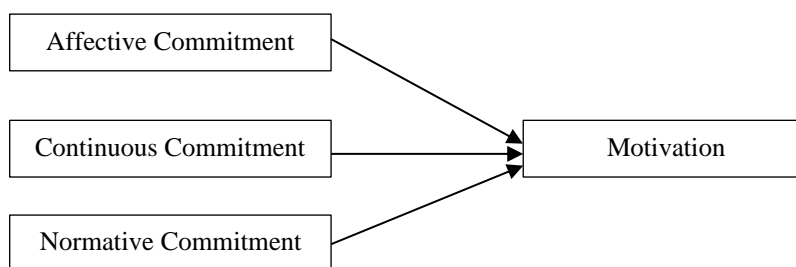
Normative commitment

According to Priansa (2018), Normative Commitment is a commitment that is based on the employee, containing the employee's belief in his or her responsibilities towards the organization. employees must stay because of loyalty. The key to normative commitment is the obligation to stay in the organization (ought to). Indicators of Normative Commitment according to Busro (2018), include; (1) Willingness to work, (2) Responsibility for advancing the organization.

Motivation

According to Busro (2018), motivation is a series of activities that provide encouragement, namely not only to other people but also to oneself. So through this encouragement it is hoped that they will be able to act towards the desired goal. Motivation Indicators According to Abraham Maslow in Busro (2018), include; (1) Physiological needs, (2) Safety needs, (3) Social needs, (4) Needs for self-esteem or recognition, (5) Self-actualization needs.

Based on several research results, commitment has a relationship with motivation and from motivation to commitment. This is proven by research by M (2022) who said that motivation directly has a positive and significant effect on work commitment among civil servants at the West Sumatra Regional Police Office.



RESEARCH METHODS

2.1 Data collection technique

The data collection techniques used in this research are primary and secondary data. Primary data in this research was obtained by means of questionnaires and unstructured interviews with the Head of the General Subdivision of the Social Service for Women's Empowerment, Child Protection and Family Planning, Ketapang Regency. Meanwhile, secondary data was obtained from the personnel department and General Administration Staff, such as a collection of documents related to research, including number of employees, number of absences, staff order list, organizational structure, assessment of work performance at the Social Service for Women's Empowerment, Child Protection and Family Planning. Ketapang Regency.

2.2 Population and Sample

The population in this study were all employees at the Social Service for Women's Empowerment, Child Protection and Family Planning in Ketapang Regency in 2023, totaling 94 employees. Meanwhile, the number of samples in this research were Civil Servants (PNS) at the Social Service for Women's Empowerment, Child Protection and Family Planning in Ketapang Regency in 2023, totaling 56 employees.

2.3 Research variable

This research uses three independent variables and one dependent variable, namely the independent variable Affective Commitment (X1), Continuing Commitment (X2), and Normative Commitment (X3) while the dependent variable is Motivation (Y).

2.4 Data analysis technique

The data analysis techniques used in this research are Instrument Test (Validity Test and Reliability Test), Classic Assumption Test (Normality Test, Linearity Test, Multicollinearity Test), Multiple Linear Regression Analysis, Correlation Coefficient Analysis (R), Determination Coefficient (R²), Simultaneous Test (F), and Partial Test (t).

2.5 Measurement Scale

The measurement scale used in this research is the Likert scale. According to Sugiyono (2022:152); "The Likert scale is used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena." The answer scores for respondents' statements in this study can be seen in table 1 below:

Table 1
Answer Preferences Using a Likert Scale

No.	Answer	Score
1.	Strongly Disagree	1
2.	Don't agree	2
3.	Disagree	3
4.	Agree	4
5.	Strongly agree	5

RESULTS AND DISCUSSION

3.1. Multiple linear regression analysis

This analysis is intended to determine the influence between the independent variables consisting of, Affective Commitment (X1), Continuing Commitment (X2) and Normative Commitment (X3) with the Motivation variable (Y). The results of the multiple linear regression analysis calculations can be seen in table 1 below:

Table 2 Multiple linear regression analysis coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,797	,521		3,447	,001
	X1	,372	.135	,338	2,766	,008
	X2	,045	,066	,085	,686	,496
	X3	,189	,081	,293	2,331	.024

Based on the results of the regression analysis above, the regression equation can be prepared as follows:

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

$$Y = 1.797 + 0.372 X_1 + 0.045 X_2 + 0.189X_3$$

- a. α value = constant value (α) shows this value is 1.797 which states that if affective commitment, sustainable commitment and normative commitment are 0 (Zero) then the motivation of civil servants in the social service for women's empowerment, child protection and family planning in Ketapang district is 1.797 unit.
- b. b_1 value = the regression coefficient value of the affective commitment variable shows this value is 0.372, which states that every increase in affective commitment by one unit causes motivation to increase by 0.372 units.
- c. b_2 value = the regression coefficient value of the sustainable commitment variable shows this value is 0.045, which states that every increase in sustainable commitment by one unit causes motivation to increase by 0.045 units.
- d. Value b_3 = the regression coefficient value of the normative commitment variable shows this value is 0,189 which states that every increase in normative commitment by one unit causes motivation to increase by 0.189 units.

3.2. Correlation Coefficient (R) and Determination Coefficient (R²)

Multiple Correlation Coefficient Analysis (R) aims to determine the strength of the relationship between two or more independent variables on the dependent variable. Meanwhile, the Coefficient of Determination (R²) aims to find out how much influence Affective Commitment (X1), Continuing Commitment (X2), and Normative Commitment (X3) have on Motivation (Y).

**Table 3 Correlation coefficient (R) and Determination coefficient (R²)
Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.529a	.280	.239	.32000

Based on Table 3 above, it is known that the R (correlation) value obtained from the data processing results is 0.529, meaning that affective commitment, sustainable commitment and normative commitment have a sufficient relationship with the motivation of civil servants in social services, women's empowerment, child protection. , and family planning in Ketapang district. Meanwhile, the coefficient of determination (R²) or R square obtained is 0.280. This means that the influence of affective commitment, sustainable commitment and normative commitment on the motivation of civil servants in the social service for women's empowerment, child protection and family planning in Ketapang district is 28.0% and the remaining 72.0% is influenced by other variables not examined in the research This.

3.3. Simultaneous Test (F Test)

The simultaneous test (F test) was used to determine the extent of the influence of affective commitment, sustainable commitment, and normative commitment simultaneously on motivation

in the social services for women's empowerment, child protection, and family planning in Ketapang district.

Table 4 Simultaneous Test Results (F Test)

		ANOVAa				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,072	3	,691	6,743	.001b
	Residual	5,325	52	.102		
	Total	7,396	55			

From Table 4 it can be seen that together the independent variables have a significant effect on the dependent variable. The test results (F count) will be compared with the F table. The F table value is obtained by looking at df1 (var-1= 4-1=3) and df2(5f6-3-1=52), so the F table value is 2.782.

From this table, the calculated F value > F table (6.743> 2.782) so that Ha is accepted. The result of the calculation above is that the probability value (sig) is 0.001<0.05, so Ho is rejected and Ha is accepted, meaning that the variables affective commitment, sustainable commitment and normative commitment have a significant effect together (simultaneously) on the motivation variable of civil servants in social services. women's empowerment, child protection, and family planning in Ketapang district.

3.4. Partial Test (t Test)

The partial test aims to determine the independent variable partially regarding the dependent variable. Partial test results (t test) can be seen in table 5 below:

Table 5 Partial test results (t test) coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,797	,521		3,447	,001
	X1	,372	.135	,338	2,766	,008
	X2	,045	,066	,085	,686	,496
	X3	,189	,081	,293	2,331	.024

From Table 5 it shows that the results of the t test (t table) will be compared with the calculated t. The t table value is obtained by looking at the significance of 0.005 with degrees of freedom (df) = n – k – 1 = 52, so the t table value is 2.006.

Thus it can be seen:

- a. The results of the partial test (t test) between the affective commitment variable (X1) and the motivation variable (Y) show that the calculated t value is 2.766 > t table 2.006, meaning that the affective commitment variable has a significant effect on the motivation variable.

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- b. The results of the partial test (t test) between the continuous commitment variable (X2) and the motivation variable (Y) show that the calculated t value is $0.686 < t \text{ table } 2.006$, meaning that the continuous commitment variable has no significant effect on the motivation variable.
- c. The results of the partial test (t test) between the normative commitment variable (X3) and the motivation variable (Y) show that the calculated t value is $2.331 > t \text{ table } 2.006$, meaning that the normative commitment variable has a significant effect on the motivation variable.

CONCLUSIONS AND RECOMMENDATIONS

4.1 Conclusion

Based on research on the influence of affective commitment, sustainable commitment and normative commitment on the motivation of civil servants in the social services for women's empowerment, child protection and family planning in Ketapang district. So it can be concluded from the results of this research that affective commitment, sustainable commitment and normative commitment jointly influence the motivation of civil servants in the social services for women's empowerment, child protection and family planning in Ketapang district. This shows simultaneously that affective commitment, continuance commitment, and normative commitment have a significant effect on motivation.

Affective commitment partially has a significant and positive effect on the motivation of civil servants in the social services for women's empowerment, child protection and family planning in Ketapang district. Thus it can be concluded that H_0 is rejected and H_a is accepted, meaning that the higher the affective commitment, the greater the motivation.

Continuous commitment partially has no effect on motivation, or in other words continuous commitment has no significant effect on motivation.

Normative commitment partially has a significant and positive effect on the motivation of civil servants in the social services for women's empowerment, child protection and family planning in Ketapang district. Thus it can be concluded that H_0 is rejected and H_a is accepted, meaning that the higher the normative commitment, the greater the motivation.

4.2 Suggestion

Based on the conclusions that have been presented, the advice that can be given to the social service for women's empowerment, child protection and family planning in Ketapang district is, the first author's suggestion is that employees need to make more efforts to maintain loyalty in the work environment by giving appreciation for employee achievements and there is a clear career path and pays attention to employees' low willingness to work by providing work portions that are appropriate to the employee's own capacity, with the aim of increasing employee willingness to work. Physiological needs must also be increased because these needs are part of work motivation.

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