



Honorary Staff Performance Using Predictors of Commitment, Compensation, and Work Ethic (Study in The Bagian Umum Sekretariat Daerah Pemerintah Kota Kupang)

Jefirston Richset Riwukore¹, Luis Marnisah¹, and Jacobus Jermias²

¹Postgraduate Program of Master's Management, University of Indo Global Mandiri, Indonesia

²Student at Postgraduate Program of Master's Management, University of Indo Global Mandiri, Indonesia

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ABSTRACT

The purpose of the study was specifically to obtain the results of the analysis of the effect of commitment, compensation and work ethic partially or simultaneously. The research method uses descriptive and verification surveys, and field data collection uses questionnaires, interviews, and documentation techniques. This research is associative research, where in this study there are variables that are related and can influence other variables. The research population was 129 employees who were determined by saturated samples for the determination of respondents so that the entire population became the research sample. Processing data using SPSS 25 analysis tools. The results of this study indicate that the variables of commitment and compensation have a positive and significant effect on performance, while work ethic has no and no significant effect on performance. The results of this study indicate that the three variables consisting of commitment, compensation, and work ethic simultaneously have a positive and significant influence on performance. Thus, these three variables can be used as strategies or predictors for improving employee performance.

E-mail:

jefritson@uigm.ac.id

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1. Introduction

The honorary staff, starting from recruitment, payment of salaries, to their dismissal, are the authority and responsibility of the government (central and regional) where they work. Therefore, honorary staff (in Indonesia: Pegawai Tidak Tetap/PTT) need special attention regarding their recruitment decisions and the fulfillment of their rights and obligations. The recruitment of PTT is regulated in Law Number 43 of 1999 concerning Amendments to Law Number 8 of 1974 concerning the Principles of Employment.

The existence of PTT in government institutions as a spearhead is recognized as quite helpful in resolving workloads so that public service delivery becomes more effective (compared to without PTT), but also poses problems in personnel management in Indonesia. Recruitment of PTT that do not go through a strict selection so that the PTT received are often not by the competencies that affect the commitment and work ethic of employees and their performance is not as expected. Then there were irregularities in recruitment, the number of PTT workers became out of control and it was difficult to determine which PTT workers were needed by the government. Furthermore, sometimes there is arbitrariness where the workload of PTT workers is even greater than that of employees with civil servant status, thus creating a sense of injustice because it is clear that the rights received by PTT workers are not more than employees with civil servant status.

Based on the description above, there are problems related to recruitment, more workload, and the income earned is allegedly going to affect commitment and low work ethic, and reduce PTT performance. The difference in income with a high workload from PTT has implications for the decline in PTT performance. This shows that it needs to be studied further related to the effect of commitment,

compensation, and work ethic on PTT performance.

The Pemerintah Kota Kupang is one of the local governments in Indonesia that recruits PTT. One of the departments that have recruited PTT staff at the discretion of the Pemerintah Kota Kupang and placed in one of the organizations in the Pemerintah Kota Kupang is the Bagian Umum Sekretariat Daerah Pemerintah Kota Kupang. The number of PTT that have been recruited and employed in the Bagian Umum by the Pemerintah Kota Kupang is 129 PTT. To conduct initial research related to the influence of PTT commitment, compensation, and work ethic, observations were made. Based on the results of observations, it was found that (1) most of the functions and roles of services were almost all carried out by PTT personnel in the Bagian Umum Setda Kota Kupang; (2) government services in the Bagian Umum Setda Kota Kupang are slow because the recruited PTT generally do not have sufficient competence, thus making the work ethic of the PTT low; (3) it is still seen that most of the PTT enter the office on time but the time to leave the office does not match the specified office hours; and (4) inadequate and supportive work facilities and workspaces affect PTT work ethic, in terms of the use of office computers using a queuing system, crowded office spaces, and inconvenience for PTT in carrying out their work. Uneven distribution of tasks, in the distribution of overtime results that are not fair.

The amount of compensation reflects the status, recognition, and level of fulfillment enjoyed by employees and their families. According to Simamora (2014) compensation is all company gifts to employees as compensation or remuneration for services provided by employees to the company. In its implementation, the Pemerintah Kota Kupang provides compensation in the form of providing BPJS for all PTT working in the Pemerintah Kota Kupang, and since 2022 there has been an additional compensation of Rp. 500,000, - apart from the honorarium PTT.

Commitment can grow because individuals have an emotional bond to the company which includes moral support and accepting the values that exist within the company as well as an inner determination to serve the company. Work ethic is very important for companies because, with a high work ethic, it is expected that workers will work effectively and efficiently. Nitisemito (2016) states that work ethic is to do activities or work more actively so that the results obtained are good. This work ethic will increase the ease of achieving organizational goals to the fullest.

Performance is the result of work that can be achieved by a person or group of people in an organization by their respective authorities and responsibilities, to achieve the goals of the organization concerned legally, not violating the law, and by morals and ethics (Riwu Kore, 2020). Furthermore, (Riwu Kore, 2010) describes the performance as the result of an employee's work during a certain period compared to various possibilities, such as standards, targets/targets/criteria that have been determined in advance and have been mutually agreed upon.

Good performance is optimal performance and oriented to organizational standards to support the achievement of organizational goals. A good organization is an organization that seeks to improve the ability of its human resources because this is a key factor to improve employee performance.

Improved employee performance will bring progress for the organization to be able to achieve its goals. Therefore, efforts to improve employee performance are the most serious management challenges because success in achieving the goals and survival of the organization depends on the quality of the human resources in it. The performance of each employee can increase if it is supported by good management and the readiness of the leadership to create a safe and harmonious work system and working relationship between one employee and another (Susanto & Riwukore, 2020).

Human resources (HR) are the main drivers of organizational activities (Riwu Kore, 2020). Likewise with government organizations in Indonesia, where Civil Servants (in Indonesia: PNS), which are the main human resources, are key players in providing services to the community. It is said to be the main human resource because, in practice, civil servants are not the only human resources in government organizations. According to Purwoko (2013), apart from civil servants, there are also other non-civil servants, such as temporary workers or non-permanent employees (PTT), whose existence is more or less indicated to assist civil servants in carrying out their daily tasks.

To explore the results of the observations, an interview was conducted with one of the leaders in the Bagian Umum Sekretariat Daerah Pemerintah Kota Kupang (Mr. Frederik Albert Theodorus, Head of the Household Sub Division) and several PTT with the results: (1) PTT work morale decreased because most

of the services in the Bagian Umum Setda Kota Kupang was carried out by PTT without being followed by compensation and attention from the organization; (2) work motivation decreases because overtime has not been calculated as extra workload; (3) the lack of PTT cooperation makes work performance slow and delayed; and (4) PTT low initiative to become a pioneer in office activities.

In addition to the empirical studies above, there are conflicting theoretical phenomena. Ginanjar & Berliana (2021) report that commitment has a positive and significant effect on performance, but Sutopo (2018) reports that commitment has no significant effect on employee performance. Furthermore, Shofwani & Hariyadi (2019) reported that compensation has a positive and significant effect on employee performance, but Aromega et al. (2019) report that compensation has a negative and insignificant effect on employee performance. Megawati & Ampauleng (2020) reported that work ethic has a positive and significant influence on employee performance, but Lamere et al. (2021) reported that work ethic has no positive effect on employee performance. The existence of empirical findings that allegedly affect employee performance and differences in the results of existing research so that the authors are interested in examining research on the Effect of commitment, compensation, and work ethic on employee performance in the Sekretariat Daerah Pemerintah Kota Kupang. Thus, the title is the purpose of this research through an analysis and proof. The benefits of research are comprehensive scientific development and policy recommendations for stakeholders.

2. Methods

This research was conducted for ± 5 months (February-June 2022) at the Bagian Umum Sekretariat Daerah Pemerintah Kota Kupang. This research is a quantitative research in the discipline of human resource management. The design of this study consists of a framework of thinking and the hypothesis that the effect of commitment, compensation and work ethic to employee performance. The research population was 129 people, and respondents were determined by a saturated sample so that the respondents used in this study were 129 employees. The types of data used are primary and secondary. Data collection techniques are questionnaires (closed interviews with a Likert scale), observation, and documentation studies. To find out whether the questionnaire used can truly describe the research objectives (valid) and is consistent (reliable), it is necessary to test the reliability and validation of the measurement instruments that have been prepared. Then the classical assumption test was carried out consisting of normality test, autocorrelation test, multicollinearity test, and heteroscedasticity test. Furthermore, the regression analysis test was carried out both partially (t test) and simultaneous test (F test) while looking for the coefficient of determination of the research variables. The analytical tool used is SPSS version 25.

3. Results And Discussion

3.1 Validity Test

The r-table value of this study is 0.1729 based on a sample of 129 respondents at df = 127. The decision-making of the valid research instrument is r-count > r-table. The results of the research validity test are presented in Table 1. Based on Table 1, all statement items in the research instrument show the value of r-count > r-table (0.1729), which means that all items are valid.

Table 1.
Result of validity test

Index r _{tabel}	Commitment		Compensation		Work Ethic		Employee Performance		Results
	Item	r _{count}	Item	r _{count}	Item	r _{count}	Item	r _{count}	
0.1729	X1.1	0.549**	X2.1	0.830**	X3.1	0.561**	Y1	0.717**	Valid
0.1729	X1.2	0.714**	X2.2	0.881**	X3.2	0.712**	Y2	0.756**	Valid
0.1729	X1.3	0.590**	X2.3	0.903**	X3.3	0.209*	Y3	0.663**	Valid
0.1729	X1.4	0.434**	X2.4	0.314**	X3.4	0.494**	Y4	0.688**	Valid
0.1729	X1.5	0.661**	X2.5	0.896**	X3.5	0.576**	Y5	0.495**	Valid
0.1729	X1.6	0.737**	X2.6	0.881**	X3.6	0.628**	Y6	0.581**	Valid
0.1729			X2.7	0.912**	X3.7	0.483**	Y7	0.319**	Valid
0.1729			X2.8	0.314**	X3.8	0.473**	Y8	0.354**	Valid

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0.1729		X2.9	0.896**	X3.9	0.867**	Y9	0.708**	Valid
0.1729		X2.10	0.444**			Y10	0.327**	Valid

Source: SPSS output processed by researchers, 2022

3.2 Reliability Test

According to Bahri & Zamzam (2015), certain limits can also be used as a reference to determine the level of reliability, namely: not strong reliability (<0.50), less strong reliability (0.50-0.59), moderate reliability (0.60-0.69), strong reliability (0.70-0.79), very strong reliability (0.80-0.89), and perfect reliability (0.90-1.0). The results of the questionnaire reliability test of the variables are presented in Table 2.

Table 2.
Result of reliability test

Variables	Cronbach's Alpha	Criteria	Results
Commitment	0.828	≥ 0.60	Very Strong Reliability
Compensation	0.745	≥ 0.60	Strong Reliability
Work Ethic	0.898	≥ 0.60	Very Strong Reliability
Employee Performance	0.740	≥ 0.60	Strong Reliability

Source: SPSS output processed by researchers, 2022

Based on Table 2, the reliability test results show the Cronbach's Alpha value of each research instrument item > 0.60, which means that all items are reliable.

3.3 Normality Test

The normality test uses the Kolmogorov-Smirnov (Lilliefors) test where the decision is that a data is normally distributed if it has a significance value (2-tailed) of > 0.05. The results of the normality test from this study are presented in Table 3. As a result, all variables have a significance value > 0.05, which means that the research data is normally distributed.

Table 3.
Kolmogorov-Smirnov normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		129
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.04363526
Most Extreme Differences	Absolute	.053
	Positive	.053
	Negative	-.029
Test Statistic		.053
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS output processed by researchers, 2022

3.4 Autocorrelation Test

The autocorrelation test in this study used the DW test (Durbin-Watson), with the decision criteria (1) there was autocorrelation (<1.10); (2) without conclusion (1.10-1.54); (3) no autocorrelation (1.55-2.46); (4) without conclusion (2.47-2.90); and (5) there is autocorrelation (> 2.90). The results of the autocorrelation test are presented in Table 4. Based on the results of the autocorrelation test, the DW value is 1.556 or is between 1.55-2.46 which indicates that the research data has no symptoms of autocorrelation.

Table 4.
Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.749 ^a	.562	.551	3.080	1.753

a. Predictors: (Constant), Work Ethic, Compensation, Commitment

b. Dependent Variable: Employee Performance
 Source: SPSS output processed by researchers, 2022

3.5 Multicollinearity test

Multicollinearity test uses tolerance value and variance inflation factor (VIF). The data of this study are free of multicollinearity symptoms if the tolerance value > 0.10 and VIF < 10. The results of the multicollinearity test in this study are presented in Table 5. As a result, all independent variables have a tolerance value > 0.10 and a VIF value < 10 which indicates that the data It is symptom free of multicollinearity.

Table 5.
 Multicollinearity test

Variabel	Tolerance	VIF	Keterangan
Commitment	0.574	1.741	No multicollinearity
Compensation	0.577	1.732	No multicollinearity
Work Ethic	0.982	1.018	No multicollinearity

Source: SPSS output processed by researchers, 2022

3.6 Heteroscedasticity Test

Ghozali (2018) states that the prerequisite that must be met in the regression model is the absence of heteroscedasticity problems. The decision to test heteroscedasticity through a scatter plot is that if the points spread above and below the number 0 on the Y axis, then there is no heteroscedasticity.

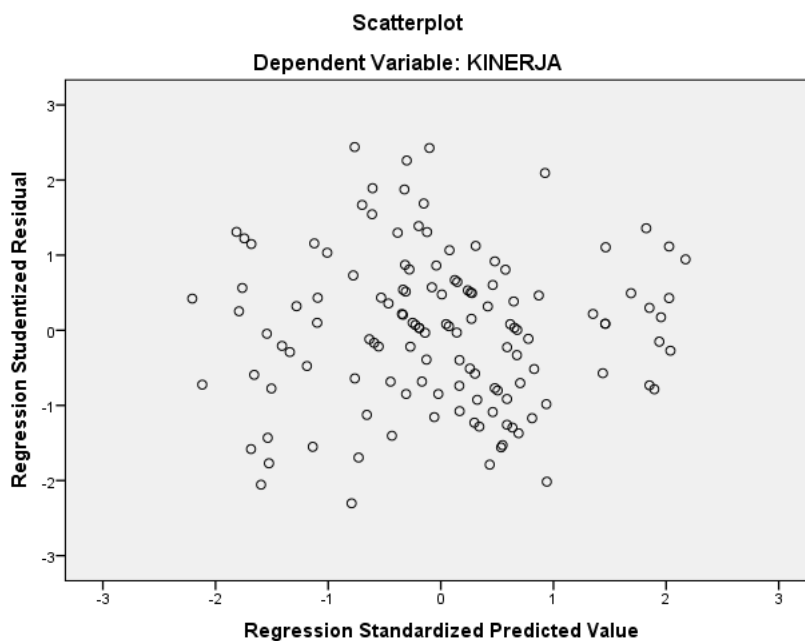


Figure 1. Heteroscedasticity test

3.7 Hypothesis Test: Multiple Regression Analysis

The results of multiple linear regression analysis are presented in Table 6. The result, the regression equation in this study is $Y = 17.011 + 0.876X_1 + 0.478X_2 + 0.080X_3$. Based on the results of testing the effect of commitment to employee performance, it is known that the t-count value is 10.809 and the t-table value with $N = 129$ ($df = N-2$) is 1.97882. Thus the value of t-count > t-table or $10.809 > 1.97882$. Meanwhile, the significance level is smaller than the set significance level, which is $0.000 < 0.05$.

Table 6.

Regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.011	2.205		7.714	.000
	Commitment	.876	.081	.692	10.809	.000
	Compensation	.478	.048	.666	10.050	.000
	Work Ethic	.080	.128	.056	.630	.530

a. Dependent Variable: Employee Performance (Y)

Source: SPSS output processed by researchers, 2022

Based on the results of testing the effect of compensation to employee performance, it is known that the compensation variable has a t-count value of 10.050 and a t-table value with $N = 129$ ($df = N - 2$) is 1.97882. Thus the value of $t\text{-count} > t\text{-table}$ or $10.050 > 1.97882$. Meanwhile, the significance level is smaller than the set significance level, which is $0.000 < 0.05$. Based on the results of testing the effect of work ethic to employee performance, it is known that the service quality variable has a t-count value of 0.630 and a t-table value with $N = 129$ ($df = N - 2$) is 1.97882. Thus the value of $t\text{-count} < t\text{-table}$ or $0.630 < 1.97882$. Meanwhile, the significance level is bigger than the set significance level, which is $0.530 > 0.05$.

Table 7.

Simultaneous test

Model		ANOVA ^a			Sig.
		Sum of Squares	df	Mean Square	
1	Regression	1597.791	3	532.597	60.116
	Residual	1107.434	125	8.859	.000 ^b
	Total	2705.225	128		

a. Dependent Variable: Community Satisfaction (Y)

b. Predictors: (Constant), Service quality (X3), Handling public complaints (X1), Service time effectiveness (X2)

Sumber : Output SPSS diolah peneliti, 2022

Based on the results of testing the effect of commitment, compensation and work ethic to employee performance, the F-count value is 60.116 and the F-table value with $N = 129$ is 2.68. Thus the value of $F\text{-count} > F\text{-table}$ or $60.116 > 2.68$. Meanwhile, the significance level is smaller than the set significance level, which is $0.000 < 0.05$.

Table 8.

Coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.562	.551	3.080

a Predictors: (Constant), Work Ethic, Compensation, Commitment

Sumber : Output SPSS diolah peneliti, 2022

The correlation value is 0.749 which can be explained that the relationship between the independent variable and the dependent is in the strong category. The R Square value obtained is 0.562 which can be interpreted that the independent variable X has a contribution effect of 56.2% on the Y variable and the other 43.8% is influenced by other factors outside the X variable.

3.8 Discussion

a. Effect of Commitment to Employee Performance

The results of the study indicate that commitment has a positive and significant effect on employee performance. This means that hypothesis 1 is accepted, that is, there is a significant influence between partial commitment to employee performance in the Bagian Umum Sekretariat Daerah Pemerintah Kota Kupang. The results of this study are by those reported by several researchers that partial commitment has a strong (positive) and significant relationship to employee performance (Bagis et al., 2019; Burhannudin et al., 2019; Diana & Anggreani, 2020; Dame et al., 2021;

Riwukore & Habaora, 2021; Susanto et al., 2021). The results of this study are different from those reported by Sunarno & Liana (2015), Hamimah et al. (2017), Sutopo (2018) and Sukiman & Priyono (2020) that commitment partially has no effect (tends to be negative) and are not significant on employee performance.

b. Effect of Compensation to Employee Performance

The results of the study indicate that compensation has a positive and significant effect on employee performance. This means that hypothesis 2 is accepted, that is, there is a significant influence between partial compensation to employee performance in the Bagian Umum Sekretariat Daerah Pemerintah Kota Kupang. The results of this study are by those reported by several researchers that partial compensation has a strong (positive) and significant relationship to employee performance (Nawa & Kempa, 2017; Triastuti et al., 2019; Shofwani & Hariyadi, 2019). The results of this study are different from those reported by (Aromega et al., 2019; Sanjaya, 2020; Sultan, 2021) that compensation partially has no effect (tends to be negative) and are not significant on employee performance.

c. Effect of Work Ethic to Employee Performance

The results of this study indicate that work ethic has no effect and is not significant on employee performance. Thus, the proof of the hypothesis is to reject hypothesis 3 and accept the null hypothesis. This means that work ethic has no effect and is not significant on employee performance. The results of this study are different from those reported by Purwanti et al. (2011), Hadiansyah & Yanwar (2017), Efrina (2019), Megawati & Ampauleng (2020) and Riwukore et al. (2022) that work ethic has a strong (positive) and significant relationship to employee performance. This study is more in line with the research report of Yasdianto et al. (2020) and Lamere et al. (2021) that work ethic has no effect and is not significant on employee performance.

d. Effect of Commitment, Compensation and Work Ethic to Employee Performance

The results of this study indicate that commitment, competence and work ethic have a simultaneous influence on employee performance. Thus, these three variables can be used as main predictors in strategies to improve employee performance. Employee performance is the result of individual or group work in a particular activity in the form of quality and quantity caused by the abilities obtained from the learning process, practice, and the desire to excel (Sofyandi, 2013). Performance is more directed at the level of success when carrying out tasks and its ability to achieve the goals set by the company. Employee performance is said to be good and successful if the desired goals can be achieved properly. For this reason, to improve employee performance, it is necessary to consider predictors of employee performance, including commitment, compensation, and work ethic.

4. Conclusion

The results of this study indicate that the variables of commitment and compensation have a positive and significant effect on performance, while work ethic has no and no significant effect on performance. The results of this study indicate that the three variables consisting of commitment, compensation, and work ethic simultaneously have a positive and significant influence on performance. Thus, these three variables can be used as strategies or predictors for improving employee performance.

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