

The Effect of Competence, Motivation, and Work Moral to the Organizational Commitment at Sulawesi Regional KOPERTIS IX of Indonesia

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ABSTRACT

The objective of this study was to investigate the influence of competence, motivation, and work moral due to the organizational commitment. This study conducted at Sulawesi Regional KOPERTIS IX, South Sulawesi Province of Indonesia. The methodology consisted of exploratory and explanatory research. Based on the data aspect, this study was as the kind research of ex post facto. Result showed that motivation and work moral in location of study were needed to be increased. In addition, the increasing of work moral would increase lecturer performance. The actual information of this study can be used for increasing competence, motivation, and work moral due to the organizational commitment at Sulawesi Regional KOPERTIS IX.

KEYWORDS: competence, motivation, work moral, organizational commitment

INTRODUCTION

The law no 20 (2003) about National Educational System has given an explanation that there are no dicotomy between public and state university and the existence of public and state university are the same. Based on the law, public university has the funding source from society and state university from government. In their application, it shows that the existence is the same on applying educational system nationally.

In the implementation, most of public universities have not been accredited and most of them is still in accreditation process. This case showed that there was minimized attention of the manager in fulfilling the demand of university law of no 20 (2002) which conditioned that all of studies program had to fulfill the accreditation condition as being determined by the National Accreditation Department of University (BAN-PT). In addition, the qualification of lecturers were minimally conditioned to have Magister Grade (S-2) until the beginning of 2014. Therefore, university is necessary to be self upgrading on university performance by increasing the competence, motivation, work moral, and organizational commitment of lecturer for avoiding the university which is implemented on place or stagnant and it has not been accredited. According to Charvert [1], the condition of educational implementation has to be able to create otonomy university selfing due to the increasing of lecturer performance.

Organizational commitment is as a commitment form which appears neither only pasive loyalty nor it also involves the active relation with work organization which intends to give all kinds of efforts due to the success of work organization [2]. Organizational commitment can be seen in two things as follows [3]: 1) strong trust and acceptance of the objective and organational values; 2) the ability to make effort of organizational interest. These ideas illustrate that organazational commitment is neither loyalty on organization nor a process that employers expresses their attention to organization and high work product. This study intended to investigate the influence of competence, motivation, and work moral due to the organizational commitment.

MATERIALS AND METHODS

This study conducted in South Sulawesi Province such as Sulawesi Regional Kopertis IX. It was due to the research object which related with commitment and lecturer performance based on the motivation and work moral. Time of research was beginning from April until October 2012.

According to Kerlinger [4], research design was as a investigation structure which was regulated in order to be able to answer some questions and it was differentiated into as follow:

1. This research was as the kind of exploratory which was making an effort to find the relations that were relatively new and explanatory which was as a research that was conducted by explaining the symptom caused by a research object.
2. Based on the data aspect, it was as ex post facto research which was meant after occurrence such as research with systematically empirical finding which the researcher could not control the independent variable because the case has been occured or the characteristic could not manipulate.

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3. Based on the research objective, it was as causal study which made an effort to describe the influenced causal relation of competence, motivation, work moral due to the organizational commitment and lecturer performance on Sulawesi Regional Kopertis IX in South Sulawesi Province.

The less interest of lecturer to carry out three duties on university especially in the research field is caused by part of lecturers have the less competence. For carrying out their duty and responsibility, someone minimally must have four kinds of competence such as having the suitable knowledge, high skill, enough experience, and good attitude due to a job [5]

In further explanation, it was described that an employer in carrying out well of his or her duty has to have enough knowledge to his or her work. If the knowledge is supported by high skill, so the person has dependable. If a person has high skill and then there is supported by enough experience, so the person will become as a person with high capability. However, if the person has enough experience on facing the development of technology, then there is supported and followed by wise and positive attitude, so the person will become as a professional employer. A person with high knowledge and there is supported with high professional attitude will become as a person with high actualization. The real condition showed that lecturers on Sulawesi regional Kopertis IX still have less competence. It can be seen from education level which most of them are still on the level of Master. In addition, most of doctoral graduates are non linear with their own fields. This problem causes non optimally the lecturers performance on carrying out their duty.

The other phenomenon which influences lecturer performance is the less work motivation and interest. These cause the impact on less research. High or low motivation of somebody is depended on how high motivation and stimulation can be given for carrying out activity. Lecturer activity mainly is related to three duties on university and it is very determined by how high stimulation that is obtained from their university. The higher motivation that can be given will produce high lecturer performance. Therefore, motivation has an important function on increasing lecturer performance especially for developing the duties as educator staff such as to carry out teaching or tutorial and to evaluate, and education activity in laboratory, teaching practice, practice of workshop, studio, trial garden, teaching technology; to preface student conference, Real Work Study (KKN), Real Work Practice (PKN), Field Work Practice (PKL), End Study (Skripsi), as the evaluator on end examination, to build student activity, to develop teaching program, teaching material, to present scientific oration, to build student activity in academic field and student, to found the junior lecturer, and to carry out deterring activity.

Competence

The essence of a competence in the human resource prospective management is the ability of every human resources individual in carrying out their work activity due to the their work object which make easy to carry out the main duty and function for reaching the organizational aim. Kayna presented that competence was not relieved from the aspects of knowledge, skill, experience, planning, and evaluation.

Lecturer competence is very related with educational implementation which is carried out by government on giving an ability for every lecturer to have the competence due to his or her profession. Rahmat [6] expressed that competence was an ability of profession due to the portfolio. In portfolio, evaluation of competence is seen from academic qualification, participation in some educations and trainings, having teaching experience, being able to carry out teaching planning and evaluation of control. It is important for evaluating lecturer competence. To considerate the reason as above, there was needed the portfolio which has to be followed by competence lecturer in education field [7].

Motivation

Rivai [8] presented that work motivation was as an important function in as well as outside her/him for feeling to be stimulated or motivated on carrying out his/her work activity. Motivation is needed to stimulate and motivate for reaching the aim. This meaning was based on the theories which had been presented by the expert on human resources management, especially which was related with the theory of work motivation. Some previous theories involved the demand hierarchy theory and Maslow, success theory of Mc. Clelland, theory of X and Y from Mc Gregor, and theory of hope from Vroom, and all of them were described as follow:

- a. Theory of X and Y from Herzberg has developed maintenance theory or two factors theory about motivation. The two factors were named as the factor that can make anybody feels unsatisfied, health, to motivate person or extrinsic and intrinsic.
- b. Theory of hope from Vrom was known as motivation theory of hope. This theory experienced some difficulty in application. However, it showed consistence on related influence of impact-cause between hope, product, and hope (service feed back) like incentive giving (valence), the change to increase work competence (opportunity), and the possibility on giving job promotion or increasing of rank (instrumentality).
- c. Hierarchy theory of demand from Robbins presented that according to Maslow, human main demand hierarchal was in the first level such as physiological demand. After this demand was fulfilled or

satisfied, then it was towards to second demand (higher) such as demand of safety. The third demand was just carried out after the second demand was fulfilled. This process was continuous until the fifth demand (self actualisation). This process showed that the demands were inter depended and supported. This all hierarchy was detail described as in Figure 1 below.

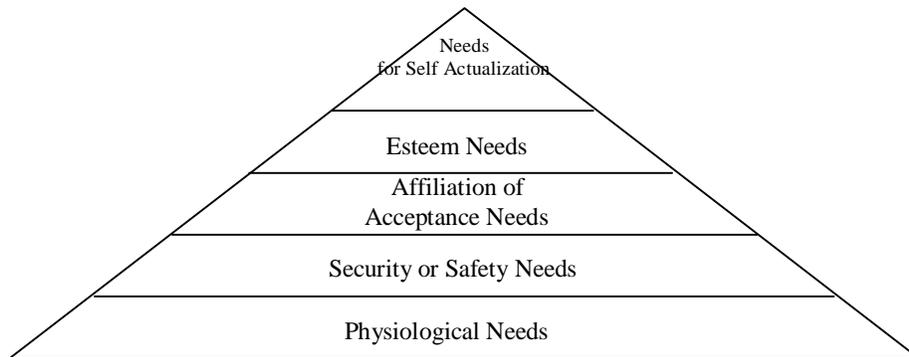


Figure 1 Hierarchy of Maslow Demand

The concept and theory as above concluded that application of work ability which was belonged to human resource generally had different aim on motivation her/himself for developing work ability due to the work dynamic condition. This reality can be seen on human resource such as among the more human resources collectively has the differences on motivating her/himself for developing work ability due to the aspect of aim and willingness of interest. There is human resource that develops work ability based on the levels of knowledge, skill, technological understanding, and work discipline in an organization which is still seldom understood by the other human resource.

Work moral

A further and developed organization is always becoming work moral as the standard on successful of organization aim. Rivai [9] on human resource management presented that work moral had an important function for reaching organizational aim. Every organization needed the individual of human resource which had work moral like being motivated on work, being integrated, transparent, and had ethic code.

Donelly [10] expressed that work moral croqueted an important function on working. Unsure of work moral was as the spirit of organizational successful. Work moral spirit was included life spirit, integration, transparency, and ethic code. The moral spirit became as an important aspect for forming individual work moral on reaching aim.

The main idea of Donelly [10] was the moral to built based on the awarness and personality on the self in to see the life character and action to faced of work, work moral was built based on the consciousness and personality of somebody on showing life character and action to face work activity. By moral, every body was held to be able to have work spirit in producing work ethos, integration to produce honesty, transparency on developing duty and to have ethic for giving the best to everybody due to the organizational dynamic demand.

According to Kossen [11], work moral that was seen from the aspect of management and organization was as an actualization from feeling and attitude which was showed through the action to a work that needed the evaluation as follow:

- a. Spiritual approach presented that working in an organization is as a religious duty by everybody on living in the world.
- b. Social approach presented that there mutually needs among an individual to each other on working as for cooperating to reach aim.
- c. Intelligence approach presented that working needs science for becoming as an expert or professional on work field.
- d. Human approach presented that working always stresses on high sensitivity and solidarity with everybody.

RESULTS AND DISCUSSION

Table 1 presented the evaluation of hypothesis. There were 4 independent variables such as competence, motivation, work moral and organizational commitment and there were 2 dependent variables such as organizational commitment and lecturer performance.

Table 1 Evaluation of hypothesis

Independent variable	Dependent variable	Direct Effect				
		Standardize	CR	p-value	Note	
Competence	Organizational commitment	0.576	4.768	0.000	Significant	
Motivation	Organizational commitment	0.231	2.094	0.036	Significant	
Work moral	Organizational commitment	0.202	2.065	0.039	Significant	
Competence	Lecturer performance	0.315	3.609	0.000	Significant	
Motivation	Lecturer performance	0.017	0.131	0.896	Non significant	
Work moral	Lecturer performance	0.334	2.843	0.004	Significant	
Organizational commitment	Lecturer performance	0.579	3.800	0.000	Significant	
Indirect Effect						
Independent variable	Dependent variable	Intervening variable	Standardize	CR	p-value	Note
Competence	Lecturer performance	Organizational commitment	0.334	-	-	Significant
Motivation	Lecturer performance	Organizational commitment	0.134	-	-	Significant
Work moral	Lecturer performance	Organizational commitment	0.117	-	-	Significant

Based on the evaluation as above, there were 6 significant lines and 1 non significant line, Interpretation of the evaluation were as follow:

- Competence has positive significant influence to the organizational commitment with P-value – 0.000 (< 0.05) and coefficient of 0.576. This coefficient indicated that good competence would cause the better organizational commitment.
- Motivation had significant influence to the organizational commitment with P-value of 0.036 (< 0.05) and coefficient of 0.231. This coefficient indicated that if someone was motivated, it would create the better organizational commitment by her/himself.
- Work moral had positive significant influence to the organizational commitment with P-value of 0.039 (< 0.05) and coefficient of 0.202. This coefficient indicated that good work moral would make someone had commitment to the organization.

The influence of competence to the organizational commitment on Sulawesi Regional Kopertis IX in South Sulawesi Province

Competence (X1) was influenced to the organizational commitment (Y1) on carrying out education in public university. Competence was increasing activity and an effort of potency development which was carried out by lecturer based on the academic qualification, education and training, teaching experience, design and implementing ability, learning, and evaluation due to the manager and control that was influenced to organizational commitment.

Competence based on academic qualification, had the relation with certification activity. Lecturer was demanded to be able to teach by having academic qualification of higher educational level such as minimally master degree (S2) and giving chance to get lecture on doctoral program (S3) for making easy the lecturer to get certification. For lecturer, certification was needed for getting monthly supporting income which help the lecturer for developing studying could process with given educational funding. Through the academic qualification by getting certification would give effect to organizational commitment in teaching lecturer place.

Lecturer competence could also be evaluated from how many the frequencies of a lecturer followed education and training with the international as well as national and local qualification. It was very important to support their ability for developing lecturing process which could give implication to the organizational commitment where the lecturer is teaching. By the followed education and training, lecturer was able to give the best thing to her/ his university which influenced organizational commitment.

Every lecturer was hoped to be able to develop the competence by making effort to increase teaching experience due to the number of Semester Credit Unit (SKS) which were teaching. The more subjects that were teaching meant being often followed material development and teaching method and it caused making easier for lecturer to carry out teaching activity. By teaching experience, lecturer is able to present the influence to organizational commitment in work place.

A lecturer on facing the dynamic of learning-teaching process was demanded to be able to have plan and implementation of learning. It meant that lecturer has to be able to make syllabus, plan of learning implementation (RPP), teaching module which can make easy for lecturer to develop teaching material and it is as an implementation form of competence which influences organizational commitment. Public university organization always carries out the evaluation and controls to the lecturer by the leader especially the academic

assistant. He/ She continuously evaluates learning activity and controls learning value as the implementation of lecturer competence which effects to the organizational commitment of work place.

Result of this research indicated that competence gave influence to the organizational commitment. The higher competence of a lecturer would give positive and significant influence to the organizational commitment. This result was suitable with the application of Islamic management about the verse of competence to organizational commitment which can be found in Al Qur'an surah Az-Zumar verse 9 as follow:

أَمَّنْ هُوَ قَدِيتْ عَانَءَ اللَّيْلِ سَاجِدًا وَقَائِمًا يَحْذَرُ الْآخِرَةَ وَيَرْجُو رَحْمَةَ رَبِّهِ ۗ قُلْ هَلْ يَسْتَوِي الَّذِينَ يَعْلَمُونَ وَالَّذِينَ لَا يَعْلَمُونَ ۗ إِنَّمَا يَتَذَكَّرُ أُولُو الْأَلْبَابِ ﴿٩﴾

This verse as above reminds all of humans to become as the individuals which have competence. Therefore, it suggested to know how important potency development to become as the persons which know something related with being religious and pious to God for requesting profit through a learning about competence which influences organizational commitment.

Supported theory on influence of competence to organizational commitment was presented by Maswell [12] with his potency theory that there was potency in human self that was necessary to be developed as a strength on reaching aim. Rhenald [13] with his strength theory presented that competence was as a strength which towards to human potency for implementing the aim. The two theories were very meaningful on organizational commitment. Jhurgen [14] introduced theory of commitment integration which presented that potency and strength were belonged to human into competence essence to implement the organizational commitment.

The influence of motivation to the organizational commitment on Sulawesi Regional KOPERTIS IX in South Sulawesi Province

Motivation (X2) was influenced to the organizational commitment (Y1) in public university under Sulawesi Regional KOPERTIS IX. Motivation was meant as spirit or stimulation from inside as well as outside of lecturer for being motivated on developing three activities duty of university which was influenced to the organizational commitment. Work motivation which was hoped by lecturer influenced organizational commitment and there was not out of the compensation giving motivation on work place condition improvement, job promotion to the higher level, wanting the work responsibility and ability. Work motivation was influenced to the organizational commitment.

Lecturer as human with some demands which has to be fulfilled on carrying out teaching activity, needs the compensation of motivation. Motivation helps lecturer to fulfil her/ his household and teaching-learning needs, to need fund for buying book, transportation cost, and the other cost so that he/ she can teach by showing the commitment to organization where the lecturer is teaching. A lecturer makes an effort to be motivated by getting the work place condition improvement such as supplying work room, consultation room, rest room, and waiting room when she/ he is in campus. Motivation of work place improvement gives influence to the organizational commitment of lecturer for being always active and likes to come for teaching and staying in campus.

The activity of teaching-learning which is carried out by lecturer is as the facility of lecturer for being continuously motivated on getting job promotion to the higher level. Lecturer was motivated if getting position for being promoted as high structural official, being promoted as delegation of faculty or department, as academic adviser, and the other promotion that supports degree increasing to the higher level. Motivation of promotion gives effect to the organizational commitment of lecturer in the university where is teaching. Lecturer feels happy if there is given motivation of work responsibility as the implementation of trust in organization. Lecturer is motivated if he/she is given responsibility to lecture subject dues to the given teaching load, to have responsibility of their student, to have responsibility of structural and functional official, and the other work responsibility which commits the lecturer to have organizational commitment. It meant that motivation of work responsibility was influences to the organizational commitment.

Lecturer in facing lecturing dynamic is always motivated if it is related with given work responsibility. Work responsibility meant to have ability on the subject, good learning method, theoretical and practical manners to the learning subject, so that work responsibility work on learning field was influenced to the organizational commitment. Motivation that is often given to lecturer would be directly and positive significantly influenced to the organizational commitment in developing public university in teaching place. Based on the case as above, the relation with Islamic management indicated the verse about motivation to the organizational commitment which was found in Al-Qur'an surah Al-Kahfi verse 88 as follow:

وَأَمَّا مَنْ ءَامَنَ وَعَمِلَ صَالِحًا فَلَهُ جَزَاءٌ الْحُسْنَىٰ وَسَنَقُولُ لَهُ ۗ

مِنْ أَمْرِنَا يُسْرًا ﴿٨٨﴾

It meant that the verse suggested to everyone for being always motivated as a pious person because God has promised the best merit as the retaliation of motivation in implementing on commitment of believed motivation.

Theory that supported the influence of motivation to the organizational commitment was presented by McClelland [15]. Herzberg [16] presented theory of successful motivation that was as the implementation of demanded motivation of everybody. He also described theory of hope that everybody was stimulated or motivated for fulfilling her/his hope. Theory of successful and hope was very needed in organizational commitment strength. Robbin said that actualization of organizational commitment was being fulfilled the successful and hope due to the commitment aim.

The influence of work moral to the organizational commitment on Sulawesi Regional KOPERTIS IX in South Sulawesi Province

Work moral (X3) was influenced to the organizational commitment. Work moral was as attitude and personality which was belonged to the lecturer as the good pattern in carrying out his/her duty as educator which was influenced to the organizational commitment. The implementation of work moral as the lecturer evaluation included work spirit which was influenced to the organizational commitment.

Lecturer in facing lecturing makes effort to show work moral continuously as the implementation of character or attitude and good pattern for the student by always showing high work spirit moral. Lecturer has to show stretching for always learning every time, diligently on his/her study field, always seriously develop some knowledge and has spirit to carry out some researches. There are as base asset for a morale lecturer which was influenced to the organizational commitment.

Morale lecturer is also demanded to have high integrity to the personality, profession, main duty and function in developing vision, mission, and university aim. Lecturer with high integrity moral makes effort to educate national life and becomes as good pattern lecturer for his/her students, to have integrity to exhibit skill and ability on teaching field. It means that through work moral with high integrity was influence to the organizational commitment.

University demand for going ahead and developing is obliged a lecturer to have transparently work moral in carrying out some professional activity. Lecturer has to have transparently moral for acknowledging his/her main subject, transparently on developing teaching method, carrying out on giving information and data in his/her teaching. Lecturer who has transparent moral has influence to the organizational commitment.

Lecturer in developing work moral does not release from evaluation about attitude and action so that is demanded as lecturer with high work moral. Implementation of ethic moral has to be showed by lecturer such as continuously has suitable decent, moral ethic, continuously carrying out good action, etc. which showed morale ethic lecturer. It means that lecturer moral ethic gives influence to the organizational commitment.

Good work moral based on the attitude and personality which is showed by lecturer and it will influence to the organizational commitment. The increasing on work moral that is carried out is suitable with good pattern that based on the attitude and personality which will give positive and significant influence to the development of organizational commitment of his/her university. Related verse with work moral influence to the organizational commitment as in Islamic management concept and it was found in Al Anbiya verse 94 as follow:

فَمَنْ يَعْمَلْ مِنَ الصَّالِحَاتِ وَهُوَ مُؤْمِنٌ فَلَا كُفْرَانَ لِسَعِيهِ ۗ وَإِنَّا لَهُ ۗ

كَاتِبُونَ ﴿٩٤﴾

It means that human which has good work moral will continuously carry out good action and there is no refusing to the good action being carried out and it is as the implementation of work moral dedicated person which is influenced to the work commitment.

Theory that supported the influence of work moral to the organizational commitment was presented by Mondy [17]. He expressed integrity theory which presented that attitude and personality was the main unsure of human moral. Heigezt [18] presented ethic theory which expressed that human moral was coloured by taken moral. Theory of integrity and ethic in organizational commitment was very important. Barry [19] expressed that good commitment had integrity and ethic which integrated between attitude and personality as a good pattern.

CONCLUSION

Based on the result of analysis as above, it could be concluded as follow:

1. Competence that was belonged to lecturer was influenced to the organizational commitment. Lecturer was demanded to increase the level of academic qualification by following education and training for increasing the teaching experience for making easy to carry out teaching plan and implementation. Those were for being evaluated and controlled by the leader on Public University under Sulawesi Regional KOPERTIS IX in South Sulawesi Province.
2. Motivation was belonged by lecturer was influenced to the organizational commitment. Lecturer was motivated on teaching due to the compensation giving, contusive teaching place, to hope to be given job promotion, to be given authority of responsibility due to the lecturer work ability on public university under Sulawesi Regional KOPERTIS IX in South Sulawesi Province.
3. Work moral that belonged to lecturer was influenced to the organizational commitment. Lecturer was demanded to face work moral by remain having spirit, having integrity, opened, and having ethic on being committed on public university under Sulawesi Regional KOPERTIS IX in South Sulawesi Province.

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