

The Influences of Competence, Motivation, and Commitment for Government Official Performance in Society and Civil Department in Situbondo

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ABSTRACT: *The pre-survey study shows that the report of suboptimal performance and inadequate human resources is the cause of the suboptimal service available at the Situbondo Regency Population and Civil Registry Office. This study aims to find out and analyze the competence, motivation and commitment of employees to the performance of the Government of Situbondo Regency. This type of study is a quantitative study using a saturated sample of 29 State Civil Apparatuses at the Situbondo Regency Population and Civil Registry Office. Data collection techniques used in the study through surveys using questionnaires, interviews and documentation. Data from the subsequent studies were analyzed using multiple linear regression. Based on the results of the study it can be concluded that: First, competence has a positive and significant effect on the performance of the State Civil Apparatus in the Population and Civil Disability Office of Situbondo Regency. Second, motivation has a positive and but not significant effect on the performance of the State Civil Apparatus in the Situbondo Regency Population and Disability Service, and thirdly, commitment has a positive and significant effect on the performance of the State Civil Apparatus in the Office of Population and Disability of Situbondo Regency.*

Keywords: *Competence, Motivation, Commitment, and Performance.*

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1.1 Preliminary

State Civil Apparatus is a human resource owned by a government organization that is used to mobilize or manage other resources so that it must really be used effectively and efficiently according to the real needs of the organization. State Civil Apparatus according to Law (Law) No. 43 of 1999 concerning Amendments to Law No. 8 of 1974 concerning Personnel Principles are citizens of the Republic of Indonesia who have fulfilled the specified requirements, appointed by authorized officials and entrusted with duties in a state office, or assigned to other state duties, and are paid according to the applicable laws and regulations.

According to Law No. 5 of 2014 concerning State Civil Apparatus referred to as State Civil Apparatus or State Civil Apparatus is a government employee who is out of politics, tasked with carrying out government administration based on legislation that has been established. Thus a State Civil Apparatus must be neutral from the influence of all groups and political parties and not discriminatory in providing services to the community. The State Civil Apparatus is demanded to always provide services to the community in a professional, honest, fair and equitable manner in carrying out the tasks of the state, government and development.

An important factor in the management of the government apparatus is in the process of appointing and placing State Civil Apparatus in positions both structural and functional. In this process will result in good organization with the achievement of organizational goals, work relationships, work methods and proper work procedures, by raising the spirit of the right man on the right place. In the process one's competency will be seen through knowledge and educational background, skills through education and training, as well as motivation in order to obtain skilled, intelligent, productive, creative and innovative apparatus as contained in Articles 1, 3, 14, 15 and 16.

Efforts to realize a clean governance including the administration of public services, of course, require fundamental elements, including professionalism of actors and administrators of government and public services. Professionalism in the ability to provide good, fair and inclusive services, not just compatibility with assignments. State Civil Apparatus Apparatus are required to have the ability and expertise in translating the aspirations and needs of the community into service activities and programs.

Based on the Minister of Administrative Reform and Bureaucratic Reform No. 38 of 2017 concerning the Competency Standards of the Position of the State Civil Apparatus states that the Management of the State Civil Apparatus is organized based on a merit system, in which the career development of the State Civil

Apparatus is carried out on the basis of qualifications, competencies, performance appraisals, and the needs of Government Agencies taking into account integrity and morality. The competencies in question include:

1. Technical competence as measured by the level of educational specialization, functional technical training and technical work experience;
2. Managerial competence as measured by the level of education, structural or management training, and leadership experience; and
3. Socio-cultural competence as measured by work experience related to plural society in terms of religion, ethnicity, and culture so as to have a national outlook.

In the placement of the State Civil Apparatus in a certain government structure or position, it is necessary to pay attention to placing the right person in the right place, taking into account the educational background, rank / class, years of service, and other conditions in accordance with applicable regulations. It is intended that the capabilities and expertise possessed by a State Civil Apparatus in accordance with the demands of the task or position, so that existing human resources will be productive and high achievers which in turn will be able to improve performance in an organization as a whole.

Decision of policy makers who deliberately choose people who are liked or have a close relationship / kinship to be appointed occupy a certain position by ignoring the principle of job description and job specification analysis will certainly cause difficulties for the realization of the vision and mission of government organizations, while inefficiency will lead to losses of state money due to the inability of the apparatus to manage regional finances, it will even potentially lead to acts of corruption. Decisions that prioritize factors like and dislike, loyalty and disloyalty will be difficult to realize the right men in the right place, in order to realize the goals of professional bureaucratic development.

Based on the direction of the President of the Republic of Indonesia on May 9, 2019 during the Opening of the National Musrenbang, it is stated that the regional head is required to place an official in the right position with the suitability of the knowledge or competence of the official concerned and this can be seen from his educational background, work experience, and knowledge technical work. The suitability according to the writer can be seen from the mastery in the use of technology, education and training that have been followed and the conceptual abilities possessed. While attitudes related, the authors argue influenced by job satisfaction, work involvement, and commitment to the organization and conditions in many areas are still not a serious concern and seem to prioritize aspects like and dislike or closeness and political.

Furthermore, ideally the placement of the State Civil Apparatus in the office is carried out based on the principle of professionalism in accordance with the competencies, work performance, and rank levels set for the position and other objective requirements without differentiating gender, ethnicity, religion, race or class. One of the processes in the placement of State Civil Apparatus in structural positions is through promotion. Promotion is the placement of the State Civil Apparatus in a higher position with higher authority and responsibility and higher income. The promotion is based on performance appraisals carried out by the appraisal official or the direct supervisor of the State Civil Apparatus concerned. The elements assessed in the assessment of the implementation of the work of the State Civil Apparatus include Loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative and leadership.

State Civil Apparatus Article 72 paragraph 1 mandates that the promotion of the State Civil Apparatus is carried out based on an objective comparison between competencies, qualifications, and requirements required by the position, an assessment of work performance, leadership, cooperation, creativity, and consideration of the performance appraisal team of the State Civil Apparatus on government agencies, regardless of gender, ethnicity, religion, race, and class. But in reality, the facts on the ground show that bureaucratic reform has not been fully implemented in terms of the placement of the State Civil Apparatus apparatus applying these principles.

On the other hand, in the administration of government, the regional government should be able to carry out governance in an orderly manner, obey the laws and regulations, be efficient, effective, transparent, and be responsible so that its implementation has good performance. This author's opinion is consistent and perfects the opinion of Safwan (2014), which states that performance is a picture of the level of achievement of the implementation of a program and activities to realize the vision, mission, goals and objectives of the organization as outlined in strategic planning. Without goals and targets, the performance of a person or organization might not be known because there are no benchmarks.

Furthermore, when faced with improving the performance of government administration, many factors need to be considered, including competency, motivation, and commitment. In the opinion of Safwan (2014), competence is the knowledge and skills and ability of a person to perform cognitive, effective and psychomotor behaviors by truly applying them in accordance with established performance standards. Safwan further stated that competence affects employee performance, that the higher the competency possessed by employees in accordance with the tasks they carry, will always encourage employees to work effectively, efficiently and productively. Employees who have good competence will be able to carry out their duties properly, so that

financial management performance will improve. Safwan's opinion is in line with a study conducted by Usrotul Hasanah (2016) in a journal article entitled Influence of Interest, Motivation, Awards, and Professionalism on Lecturer Achievement which states that competency implements actions according to performance standards set by the institution and becomes a pattern of employee behavior. or employee.

Motivation is also a factor that influences the performance of government administration in the regions. Motivation is something in a person who strongly encourages the desire to carry out work seriously in order to achieve goals and objectives. Some regions make a policy to encourage employees to work more optimally, such as by providing incentives in the form of work performance benefits and overtime pay (Safwan, 2014). The phenomenon that has existed so far, although motivation is often given, is apparently not effective enough to motivate employees to improve their performance, as revealed in a study conducted by Rudjipto (2015) in his journal article entitled the effect of motivation, work relations, communication, and leadership on employee performance, where employee motivation is still very minimal spur employees to perform well, especially in carrying out their duties and functions.

Another factor influencing the performance of government administration in the regions is organizational commitment. Employees with high commitment can be expected to show optimal performance. Rachmawati (2008) mentions organizational commitment is an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their attention to the success and goodness of the organization. In Kusnanto's study (2016) in his journal article entitled The Relationship Between Commitment to Organizations and Work Performance, employees show that commitment is positively and significantly related to working elsewhere. Employees who do not work in other places or do not have side jobs have a stronger commitment than employees who work in other places or have side jobs.

Explanation of the influence of competence, motivation, commitment theoretically and supported by several empirical studies in several journal articles above, can be drawn a common thread that governance in the regions requires a reliable mechanism, a mechanism that can process data (input) and produce information (output) to assist management in making decisions, and can produce other information more comprehensively is still a problem in the level of implementation in the field and this becomes a theoretical gap in this study to be followed up in further studies.

Furthermore, based on the data obtained by the author in the pre-survey process conducted in the Situbondo District Government environment, there are still many found the placement of State Civil Apparatus as officials who are not in accordance with background knowledge and education and do not base on aspects of the right men in the right place. Whereas in the Situbondo Regency Regulation Number 6 of 2012 in the Situbondo Regency Regulation on the Situbondo Regency Long Term Development Plan (RPJPD) 2005-2025 which outlines the direction of development that will be achieved by the Situbondo Regency within the next 20 years, where the structuring of the State Civil Apparatus become one of the priorities.

Situbondo Regency Regulation Number 6 of 2012 in Situbondo Regency Regulation on the Situbondo Regency Long Term Development Plan (RPJPD) 2005-2025 above, is in line with efforts to improve the competency standard of the position of the State Civil Apparatus in the Minister of Administrative Reform and Bureaucratic Reform No. 38 of 2017 concerning the Competency Standards of the Position of the State Civil Apparatus, where the competency standard of the position of the State Civil Apparatus in Article 1 of the Ministerial Regulation covers, among others: First, the competency standard of the position of the State Civil Apparatus is a description of the knowledge, skills and behavior required by a State Civil Apparatus in carry out office duties. Second, the State Civil Apparatus is a profession for civil servants and government employees with work agreements that work for government agencies. Third, the employees of the State Civil Apparatus are civil servants and government employees with work agreements appointed by official development officers and entrusted with duties in a government position or assigned to other state duties and are paid based on statutory regulations.

Fourth, Civil Servants are Indonesian citizens who meet certain conditions, are appointed as employees of the State Civil Apparatus permanently by civil servant development officials to occupy government positions in a professional, competent, disciplined, participatory, motivative and committed manner to the performance of public services. Fifth, in supporting competent, disciplined, participatory, motivational and committed State Apparatus employees in the performance of public services, it must be supported by transparent and accountable performance reports to be used as a reference and evaluation in improving the performance of the Civil Service in the future.

The reality on the ground is that the Situbondo District Population and Civil Registry Performance Report in 2018 shows that this department's performance is still not optimal, it appears that implementation is not fully aligned with planning on the main performance of the Population and Civil Registry Service, as in activities to improve the quality of population services, and activities to increase ownership of population documents, because they cannot be implemented (non-implementation) citing the opinion of Hogwood and Gunn (1986) because they exceed the schedule determined due to negligence in charge of activities in the

Population and Civil Registry Office, and unsuccessful implementation cites the opinion Hogwood and Gunn because the implementation is not measurable and well prepared.

The existence of non-implementation and unsuccessful implementation according to Hogwood and Gunn causes the implementation of bad (bad execution), bad policy itself (bad policy), or the policy has bad luck (bad luck). It seems that in the Department of Population and Civil Registry this causes bad execution and bad luck in planned activities, as evidenced by the achievement of realization which only reaches an average value of 90%, as illustrated in the table below:

Table 1.1 Key Performance Indicators and Fields

Number	Target	Plan	Implementation
1.	Increasing the quality of population services	100%	88%
2.	Increased ownership of population documents	100%	92%

Source: 2018 Population Service and Civil Registry Performance Report

Based on the above table, there appears to be an ideal level gap or an empirical or implementation level planning, because competency standards do not work well in the State Civil Apparatus in the Population and Civil Registry Office of Situbondo Regency, as regulated in the Minister of Administrative Reform and Bureaucratic Reform Regulation No. 38 of 2017 concerning the Competency Standards of the Position of the State Civil Apparatus which requires the State Civil Apparatus that has the competence, discipline, participatory, motivative and commitment in carrying out the performance of public services.

Departing from the theoretical gap, research gap and referring to the Minister of Administrative Reform and Bureaucratic Reform No. 38 of 2017 concerning the Competency Standards of the Position of the State Civil Apparatus requiring a State Civil Apparatus that has competence, discipline, participation, motivation and commitment in carrying out the performance of public services, then this study takes focus on **"The Effect Of Competence, Motivation, And Commitment To The Performance Of Civil Civil Aparature In The Population Department And Civil Notice Of Situbondo District"**.

1.2 Formulation of Study

Based on the background above, the formulation of the problems in this study are: First, is there a positive and significant effect on competence on performance? second, is there a positive and significant influence on motivation on performance? third, is there a positive and significant effect on commitment to performance?

1.3 Purpose of the Study

The objectives to be achieved from this study are as follows: First, to analyze the effect of competence on performance. second, to analyze the effect of motivation on performance. third, to analyze the effect of commitment on performance.

1.4 Conceptual Framework

A. The performance

Performance according to the Big Indonesian Dictionary is something that is achieved or demonstrated performance. Performance is essentially an achievement achieved by someone in carrying out their duties or work, according to the standards and criteria set for the job. According to Ilyas (2001) performance is the appearance of the work of all levels of personnel in an organization.

According to Hasibuan (2006) stated that performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. Performance in organizations is the answer to the success or failure of organizational goals that have been set. Bosses often don't pay attention unless it's very bad or things go awry. Too often superiors don't know how poor performance has fallen so that the organization faces a serious crisis. Deep organizational bad impressions result and ignore warning signs of declining performance.

Performance is generally understood as a record of the output, the results of a function of the job position or all work activities within a certain period. In short, performance is mentioned as a success in carrying out a job. Own performance in actual work depends on a combination of ability, effort and opportunity. Performance can be measured through outputs or results (As'ad, 2002).

Mangkunegara (2005) defines performance as a result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Koesmono (2005) said that performance is an employee's achievement of assigned tasks. Russel (1993), mentions performance as "the record of outcomes produced on a specified job function or activity during the specified time period". This means that performance as a record of results (outcomes) resulting from a particular activity, for a certain period of time. Soeprihantono (1998) said that performance is the result of the work of an employee during a certain period, compared to various possibilities, for example standards, targets, targets, and criteria that have been determined in advance and have been mutually agreed upon. According to Waldman (1994) performance is a combination of behavior with the achievement of what is expected and the choice or part of the terms of the task that exist in each individual in the organization.

Based on these definitions, it can be concluded, that performance is the end result of someone in carrying out their duties during a certain period that can be measured based on the size applicable in the organization in this study in the Population and Civil Registry Office of Situbondo Regency.

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B. Competence

Etymologically, competency is defined as the ability needed to do or carry out work based on knowledge, skills and work attitudes. So that it can be formulated that competence is defined as the ability of someone who can be observed including the knowledge, skills and work attitudes in completing a job or task in accordance with established performance standards. In the meaning of language, competency standards are formed on the word standard and competency. Standards are defined as agreed "measures", while competencies have been defined as the ability of an observable person to include knowledge, skills and attitudes in completing a job or task in accordance with established performance standards.

According to Wibowo (2012), the notion of Competence is the ability to carry out work or tasks based on skills and knowledge and is supported by work attitudes determined by the job. Competence shows the knowledge, skills and certain attitudes of a profession in certain characteristics of expertise, which characterize a professional.

C. Motivation

Motivation comes from the Latin word *movere* which means encouragement or move. Motivation according to Djaali (2008) is the process of arousing, directing and strengthening the behavior of a goal. Motivation is the background of individuals doing to achieve certain goals. From the definition above it can be seen that:

1. Motivation starts with a change in energy or energy in a person;
2. Motivation is characterized by the emergence of feelings that lead to someone's behavior; and
3. Motivation is characterized by reactions to achieve goals

The importance of motivation according to Hasibuan (2005) is due to motivation that causes, channels and supports human behavior, so that they want to work hard and enthusiastically achieve optimal results. Motivation is very important in the effort to achieve achievement, and motivation must be built by all components. The term motivation comes from the word *motive* which can be interpreted as the strength found in the individual, which causes the individual to act or act. Motive is a driving force in a person to carry out certain activities in order to achieve certain goals.

According to Safwan (2014) is something in the person of a person who strongly encourages the desire to carry out work seriously in order to achieve goals and objectives. Furthermore, motivation includes concepts such as the need for achievement, the need for affiliation, habits, and one's curiosity about something. Motivation is the power that drives someone to do something to achieve the goal. The writer's opinion is in line with the opinion expressed by Hasibuan, and Safwan that the motivation of an employee according to something is in the person of a person who strongly encourages the desire to carry out the work seriously in order to achieve goals and objectives. Therefore, in carrying out their duties have an influence on performance.

D. Commitments

Organizational Commitment is most often defined, namely: 1. A strong desire to remain a member of a particular organization; 2. The desire to try hard according to the wishes of the organization; 3. Certain beliefs, and acceptance of organizational values and goals. In other words, this is an attitude that reflects employee loyalty to the organization and the ongoing process by which members of the organization express their concern for the organization and continued success and progress, Luthans (2006: 249). According to Munandar, (2004: 75), stated that organizational commitment is the nature of an individual's relationship with the organization by

showing the following characteristics: 1. Affective Commitment, 2. Continuance Commitment, and 3. Normative Commitment (Normative Commitment), Griffin (2004: 15), states that organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. Employees who feel more committed to the organization have habits that can be relied on, plan to stay longer in the organization, and devote more effort to work.

1.5 Hypothesis

According to Mardalis (2002: 48), a hypothesis is a temporary answer or conclusion drawn to answer the problem raised in the study. Trelease (1960), the hypothesis is also a temporary statement of an observable fact. According to Kerlinger (1973) the hypothesis is a conjectural statement of the relationship between two or more variables. From this description, it can be obtained a hypothesis (provisional estimates) based on previous opinions and studies, as follows:

- a. According to Safwan (2014), competence is the knowledge and skills as well as the ability of a person to perform cognitive, effective and psychomotor behaviors by actually applying them in accordance with established performance standards. Safwan's opinion is in line with previous studies conducted by Edy Sujana (2012) which states that competence has a significant effect on organizational commitment. Therefore, in the H1 hypothesis in this study competence has a positive and significant effect on performance.
- b. Still according to Safwan (2014), making good policies on employees encourages employees to work more optimally, such as by providing incentives in the form of work performance benefits and overtime pay. Safwan's opinion above is in line with the results of a study conducted by Edy Sujana (2012) which states that motivation significantly influences organizational commitment. Therefore, in hypothesis H2 motivation has a positive and significant effect on performance.
- c. According to Rachmawati (2008), mentioning organizational commitment is an attitude that shows employee loyalty and is an ongoing process of how an organization member expresses their attention to the success and goodness of the organization. Rachmawati's opinion above is in line with the results of a study conducted by Edy Sujana (2012) which states that commitment significantly influences organizational commitment. Therefore, in the H3 hypothesis commitment has a positive and significant effect on performance.

1.6 Study Type

This type of study is a quantitative study using a saturated sample of 29 State Civil Apparatuses in the Situbondo Regency Population and Civil Registry Office. Data collection techniques used in the study through surveys using questionnaires, interviews and documentation. Data from the subsequent studies were analyzed using multiple linear regression.

1.7 Discussion of Hypothesis Testing Results

The presentation in the sub-section on the discussion of the results of this hypothesis testing carries out an in-depth analysis related to competence, motivation and commitment to performance reviewed with the study hypothesis, relevant theories and interviews as a deepening and reinforcement of the results of the study data analysis. The discussion related to this matter is described in 3 (three) sub-chapters below:

A. Effect of Competence on Performance

In the study hypothesis (H1) it is stated that competence has a positive and significant effect on the performance of the State Civil Apparatus. The hypothesis of this study is in line with the opinion of Safwan (2014) which states that competence is the knowledge and skills as well as the ability of a person to perform cognitive, effective and psychomotor behavior by actually applying it in accordance with established performance standards.

The results of the analysis in this study show that it is in line with the study hypothesis (H1), where competencies consisting of knowledge, skills, attitude have a positive and significant influence in improving the performance of the State Civil Apparatus in the Population Service and Situbondo Regency Civil Disability.

On the other hand, the results of the authors are also in line with several previous studies put forward by: First, a previous study conducted by Edy Sujana (2012) which states that competence has a positive and significant effect on organizational commitment is accepted. Secondly, a previous study conducted by Rokhilah and Susetyo Darmanto (2014) stated that the competency variable could have an influence on the performance of family planning instructors in Pemalang Regency. Thus competence is able to improve the achievement or participation of KB in Pemalang Regency, and thirdly, a previous study conducted by Djumar Soewito, Kusmayadi, and Arie Andarie (2017) which states that employee competence influences employee performance at the Sempaja Selatan Kelurahan Office, North Samarinda District .

B. Effect of Motivation on Performance

According to Safwan (2014), making good policies on employees encourages employees to work more optimally, such as by providing incentives in the form of work performance benefits and overtime pay. In the study hypothesis (H2) stated that motivation has a positive and significant effect on the performance of the State Civil Apparatus.

The results of the analysis in this study show different results from the study hypothesis (H2). Where motivation variables consisting of financial (material), inner satisfaction (inner satisfaction), challenges (challenges) do not have a significant effect or only have a positive effect on the performance of the State Civil Apparatus in the Population and Civil Disability Office of Situbondo Regency. Because they consider inner satisfaction and challenge, primarily financial (material) will still be given in full by the Situbondo District Government even though their performance is not optimal.

Because the Office of Population and Civil Disability in Situbondo Regency is a public institution that has guaranteed the rights of all employees, so the motivation variable is considered to have no significant effect and only has a positive influence on improving the performance of the State Civil Apparatus in the Situbondo District Population and Civil Disability Office. The results of this study are in line with studies conducted by Anak Agung Ngurah Bagus Dhermawan I Gde Adnyana Sudibya I Wayan Mudiarta Utama, entitled *The Effect of Motivation, Work Environment, Competence, and Compensation on Job Satisfaction and Employee Performance in Bali Province Public Works Office* that motivation is not significant on employee performance which means that although employees have good work motivation, it does not have a significant effect or has a small effect on improving employee performance at the Bali Provincial Public Works Office.

On the other hand, the results of studies conducted by the authors also refute the results of previous studies which stated that motivation has a positive and significant effect on improving employee performance, among others stated by: First, a previous study conducted by Edy Sujana (2012) which states that motivation has an effect significantly towards the organizational commitment received, the direction of its positive influence. Second, a previous study conducted by Rokhilah and Susetyo Darmanto (2014) stated that motivation had a positive and significant influence on the performance of family planning counselors in Pemalang Regency. Thus to improve the performance of family planning counselors in the achievement or participation of family planning it is necessary to motivate family planning counselors in Pemalang Regency effectively, and thirdly, a previous study conducted by Dhea Perdana Coenraad (2016) which states that motivation provides the most dominant influence on employee performance.

C. Effect of Commitment on Performance

According to Rachmawati (2008) organizational commitment is an attitude that shows employee loyalty and is an ongoing process of how a member of the organization expresses their attention to the success and goodness of the organization, and in the study hypothesis (H3) it is stated that commitment has a significant effect on the performance of the State Civil Apparatus.

The results of the analysis in this study show the same results as the study hypothesis (H3). Where the commitment variable consisting of aspects of affective commitment, continuance commitment, normative commitment has a positive and significant impact on improving the performance of the State Civil Apparatus in the Office of Population and Civil Disability, Situbondo Regency.

On the other hand, the results of the author are also in line with several previous studies put forward by: First, a previous study conducted by Edy Sujana (2012) which states that organizational commitment significantly influences performance. The direction of influence is positive. Secondly, a previous study conducted by Widi Purnama Sari (2013) stated that organizational commitment with a significance value of 0,000. Organizational Commitment has a positive and significant effect on the performance of Civil Servants at the Balai Pemali-Juana River Basin, meaning that if the commitment of employee organizations increases, employee performance will also increase.

Third, a previous study conducted by Dhea Perdana Coenraad (2016) which states that commitment affects employee performance by 70.03 percent. While other factors that are not examined and also influence performance are shown by the value of $P_{y^2} = 0.2997$ or 29, 97 percent, other variables referred to as work environment, compensation, organizational culture, communication and so on, and fourth, a previous study conducted by Prapti Ningsih (2017) which stated that commitment had a positive and significant effect on teacher performance in Pasangkayu District, North Mamuju Regency.

18. Conclusion

Based on the results of empirical analysis using quantitative study methods using Statistical Package for the Social Sciences (SPSS) with a sample of 29 State Civil Apparatus in the Population and Civil Disability Office of Situbondo Regency, it can be concluded that: First, Competence has a positive and significant effect on the performance of the Apparatus State Civil in the Office of Population and Civil Disability Situbondo

Regency. This shows that aspects of knowledge, skills, and attitude as part of competence have a significant impact on improving the performance of the State Civil Apparatus in the Population and Disability Service Office of Situbondo Regency.

Second, motivation has a positive and but not significant effect on the performance of the State Civil Apparatus in the Population and Disability Service Office of Situbondo Regency. This shows that the financial aspects (material), inner satisfaction (challenge satisfaction), challenges (challenges) as part of motivation only have a positive impact on improving the performance of the State Civil Apparatus in the Population and Civil Disability Office of Situbondo Regency, and

Third, commitment has a positive and significant effect on the performance of the State Civil Apparatus in the Office of Population and Civil Disability in Situbondo Regency. This shows that the aspects of affective commitment, continuance commitment, normative commitment as part of competence have a significant impact on improving the performance of the State Civil Apparatus in the Population and Civil Disability Office of Situbondo Regency.

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