

# Effect of Work Competency and Work Environment on Work Motivation and Organizational Commitment of Employees University of Jabal Ghafur Sigli

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## Abstract

*This research was conducted with the aim of testing the influence of competence and work environment on work motivation, and organizational commitment of employees of the University of Jabal Ghafur Sigli. This research was conducted at the University of Jabal Ghafur Sigli Pidie District, The object of this research is all employees Jabal Ghafur University. The sample in this study was 161 respondents. The data used in this study is primary data sourced from 161 respondents. The data analysis method used was Structural Equation Modeling (SEM) with AMOS 22. The results showed that the variables of work competence and work environment had a positive effect on work motivation. The results of the mediation variable test show that work motivation partially mediates the relationship between work competence and organizational commitment. Work motivation fully mediates the relationship between the environment and organizational commitment Jabal Ghafur Sigli University employee.*

## Keywords

work competence, work environment, work motivation and organizational commitment



## I. Introduction

The existence of humans in organizations has a vital position, the success of an organization is largely determined by the quality of the people who work in it to carry out the functions and authorities of the main tasks and functions according to the vision and mission of the organization. University is a college that functions to develop education, learning and research that provides academic degrees in various disciplines. Like a University that provides undergraduate and postgraduate education. University is a form of higher education apart from academics, institutes, polytechnics, and high schools. The university consists of a number of faculties that provide academic education or vocational education in a number of sciences, technology, or arts if they meet the requirements to be able to provide professional education.

Universities as educational institutions have a very large role in the national development framework. Based on Law No. 12 of 2012 concerning higher education, higher education functions to develop an innovative, responsive, creative, skilled, competitive, and cooperative academic community through the implementation of the tridharma (Article 4 Point b). Tridharma is the obligation of universities to provide education, research, and community service. In the National Education system law no. 20 of 2003 Article 3 concerning the national education system, it is stated that education is a basic and planned effort to create a learning atmosphere and learning process so that students actively develop

their potential so that they have spiritual strength of intelligence, religion, self-control, personality, noble character, and skills needed by himself, society, nation and state.

Employees are the key to the success of an organization. For this reason, employees are required to have knowledge, skills, abilities, interests, and like the work environment where they work, have a high commitment to the organization. Employees who work with a commitment to the organization will try to always be loyal to one place without moving to another organization.

Organizational commitment is able to encourage employees to provide the best results for the organization. Robbins and Judge (2008) define commitment as a condition in which an individual sided with the organization and its goals and desires to remain in the organization. Meanwhile, according to Hasibuan (2012) organizational commitment is the nature of the relationship between individuals and work organizations, where individuals have self-confidence in the values and goals of work organizations, there is a willingness to use their business seriously for the benefit of the work organization and have a strong desire to remain part of the work organization. The importance of organizational commitment for an organization so that employees take sides and defend the organization where they work.

The physical and non-physical environment is a supporting factor for the progress of the organization. Mangkunegara (2005) argues that the work environment is all physical aspects of work, work psychology and work regulations that can affect job satisfaction and productivity achievement, while Subroto (2005) states that the work environment is a situation around the workplace both physically and non-physically that can provide pleasant impression, secure, reassuring, and feel at home at work. Another opinion put forward by Ahyari (2005) the work environment is an environment where these employees carry out their daily duties and work routinely. The work environment has an important role in the organization, with the realization of a good work environment it will be able to create a comfortable atmosphere, create an atmosphere such as lighting, good air temperature, a location far from noise, and a safe environment.

Employees are required to have work competencies related to knowledge, skills, abilities, interests, and work performance. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). According to Yani in Syardiansyah (2020) 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. Mulyasa (2004) suggests that competence is a combination of knowledge, skills, values and attitudes which are reflected in the habits of thinking and acting. Meanwhile, according to Ruky (2006) competence is a basic characteristic of a person (individual) that affects the way of thinking and acting, making generalizations to all situations faced and lasting long enough in humans. Other opinions regarding competence according to Simamora, (2004) competence is a type of expertise, knowledge, and ability needed to perform a job effectively. Competence has an important role for individuals in completing tasks in accordance with the abilities and responsibilities given to them. Employees who have competence have the knowledge, understanding, values, and ability to work, have high attitudes (attitude), and work interest.

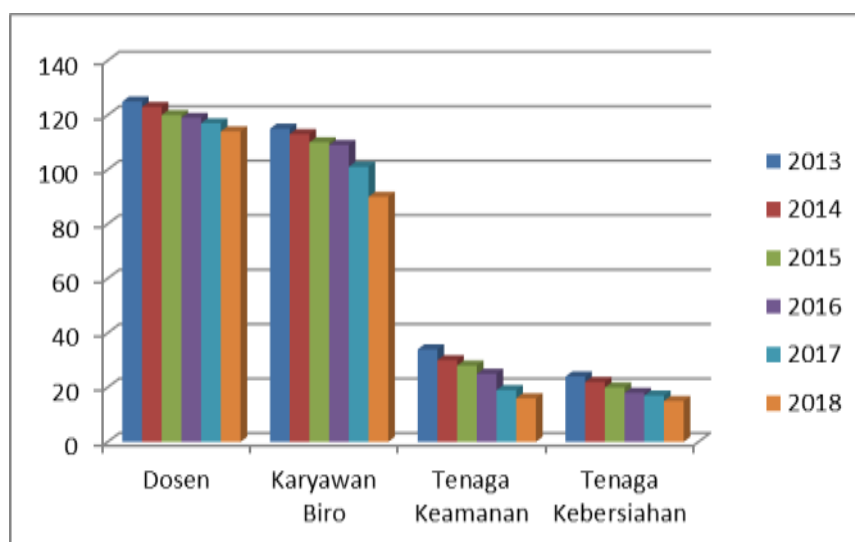
There are many studies that suggest that HR competence, motivation and work environment have a direct effect on organizational commitment. The research conducted by Yuliani et al (2017). Another study conducted by Yamali (2017) found that the competence of experts partially has a positive and significant effect on organizational commitment. Furthermore, research from Murgianto, et al (2016) which found that

commitment, competence, and job satisfaction each had a significant influence on the motivation of employees working in the office. Then the research conducted by Prakoso, et al (2014) found that work environment has a significant effect on work motivation.

Other research conducted by Rizal, et al (2014) who found that motivation had a stronger effect on the relationship between compensation and employee performance compared to motivation and organizational commitment or through organizational commitment alone. While research from Silence (2016) competence has a positive and significant effect on organizational commitment. Research from Satria and Kuswara (2013) found a direct influence of work motivation on work competence.

From the results of the initial observations that the researchers did on Jabal Ghafur Sigli University related to employee organizational commitment. Employee organizational commitment so far still looks not so perfect, including the lack of employee loyalty to the organization, this can be seen from the level of employee turnover in the organization.

From data the number of employees leaving the organization has increased in recent years. This data can be seen from the small number of employees who have served more than five years in the organization. The following is employee data in the last five years which shows an increase in the number of employees leaving the organization as a whole. In the last five years, turnover has increased dominantly. Below is a graph of UNIGHA's total employee turnover.



**Figure 1.** UNIGHA Employee Trunover Rate Chart for the Last 5 Years  
Source: UNIGHA 2018 Staffing Department

## II. Review of Literature

### 2.1 Competency Characteristics

Some experts classify several characteristics of competencies in order to easily distinguish the various characteristics of each of these competencies. Competence is a basic characteristic that can be associated with improving individual or group performance. Competency grouping consists of knowledge (*knowledge*), skills (*skills*), and ability (*abilities*) (Mathis & Jackson 2001).

The work environment is everything that is around workers that can affect a person in carrying out workplace duties both physically and non-physically where the work environment can give a pleasant, secure, reassuring impression and feel at home at work.

From some of the definitions stated above, it can be concluded that the work environment is everything that is directly related to employees or workers, both physically and non-physically which has a direct impact on workers or employees on the tasks assigned by the organization.

## **2.2 Understanding Motivation**

Motivation is a process that is able to influence or encourage someone from outside to make them want to carry out a job or task that has been set by the organization. In other words, motivation is a condition that is born in the individual's personality that moves the individual's desire to carry out certain activities in order to achieve a certain goal.

Someone who is consciously involved in organizational activities usually has a certain background or motivation (As'ad, 2003) thus the motivation that exists in someone will realize a behavior that is directed at achieving the goal of satisfaction. Motivation is the background of individuals doing something to achieve certain goals. According to Supardi and Anwar (2004), motivation is a condition in a person's personality that encourages a person's desire to carry out certain activities in order to achieve the expected goals.

According to Hasibuan (2002) motivation is a driving force that can arouse one's work enthusiasm so that employees want to work effectively and are organized with all their efforts to achieve satisfaction. While Reksohadiprojo (2000) argues that motivation is a condition in a person's personality that is able to move individual desires to carry out certain activities in order to achieve a goal. Work motivation is often said to be the key to performance. Performance can be improved by high work motivation, knowledge and expertise in performing tasks and the perception of a person's positive role. Therefore, the work motivation of human resources in an organization is more related to the maintenance of organizational culture to encourage work performance.

From some of the opinions above, it can be concluded that work motivation is a condition contained in each person who is able to move his desire to carry out activities so that he wants to work seriously without coercion from other parties.

## **2.3 Organizational Commitment Indicator**

There are several indicators for measuring organizational commitment. According to Robbins (2008), organizational commitment is based on three indicators, namely:

1. The affective component (affective commitment), emotional feelings for the organization and belief in its values.
2. Normative component (normative commitment), commitment to stay with the organization for moral or ethical reasons.
3. Component of continuance (continuance commitment), the perceived economic value of staying with an organization when compared to leaving the organization.

From some of the opinions above, it can be concluded that the indicators for measuring organizational commitment taken for this research are the opinion of Mowday, et.al (Mas'ud, 2004) which are measured from indicators: loyalty to the organization, care for the organization, joy in choosing work, pride in being part of the organization, accepting work, loyalty to the organization, inspiring organizations.

## **III. Research Methods**

As for the location of this research is the University of Jabal Ghafur Sigli which is in the District Indrajaya, Glee Gapui Sigli Street, Pidie District, Province Aceh, Meanwhile, the object of this research is all employees who work at Jabal Ghafur Sigli University.

According to Sugiyono (2011) population is a generalization area consisting of objects or subjects that have certain cultural characteristics that are determined by researchers to be studied and then drawn conclusions. The population taken in this study were employees who worked at the University of Jabal Ghafur Sigli, totaling (228) people. The population in this study were foundation lecturers, civil servant lecturers, and bureaucratic employees totaling (228) people. For more details about the population in this study can be seen in table 1 below:

**Table 1.** Unigha Employee Population

| No            | Position Name          | Total Population |
|---------------|------------------------|------------------|
| 1             | Foundation Lecturer    | 114              |
| 2             | Civil Servant Lecturer | 24               |
| 3             | Bureaucratic Employees | 90               |
| <b>Amount</b> |                        | <b>228</b>       |

Source: Personnel Section of Jabal Ghafur Sigli University, (2018)

The sample is part of the total population that has the same characteristics of the population (Sugiyono 2011:81). Because the statistical analysis of this study was carried out using Structural Equation Modeling (SEM), the determination of the number of samples used the formula (Ferdinand, 2005) Number of samples = number of indicators x 5 to 10. In this study, the minimum sample was taken, where 7 times the number of parameters (23 x 7) = 161 samples.

The sampling technique in this study was done by simple random sampling technique. According to Jogiyanto (2013) simple random sampling is done by taking directly from the population randomly. The reason for taking simple random sampling because the population in this study is Foundation Lecturers, PNS Lecturers and Bureaucratic Employees at Jabal Ghafur Sigli University, who have related characteristics and desires and are expected to be able to answer questions related to competence and work environment on work motivation and organizational commitment of employees at Jabal Ghafur Sigli University.

Characteristics of the samples taken in this study are classified into several positions, namely Dsoen Foundation, Lecturer of Civil Servants and Employees of the Bureaucracy. To determine the number of samples per each group, it is carried out randomly which is calculated proportionally from each group using the Nazir formula (1988):

Where :

$$n_i = \frac{N_i}{N} \times n$$

Information :

$N_i$  = Number of samples

$N_i$  = Total population in part

$N$  = Total population

$n$  = The total number of samples that have been determined

**Table 2.** Number of Research Samples Based on the Proportion of Lecturers and Employees of the University of Jabal Gahfur Sigli

| Position Name          | population | Sample Proportion             |
|------------------------|------------|-------------------------------|
| Foundation Lecturer    | 114        | $(114/228) \times 161 = 80.5$ |
| Civil Servant Lecturer | 24         | $(24/228) \times 161 = 16.9$  |

|                        |            |                              |
|------------------------|------------|------------------------------|
| Bureaucratic Employees | 90         | $(90/228) \times 161 = 63.5$ |
| <b>Amount</b>          | <b>228</b> | <b>161</b>                   |

Source: Jabal Ghafur University Personnel Division (2018)

## IV. Results and Discussion

### 4.1 Results

This chapter will discuss the research results that have been obtained previously. The research results that will be displayed relate to the general description of the location, research statistics, respondent characteristics, descriptive statistics, SEM test results, CFA test results, full models test results and several other test results related to this research.

Jabal Ghafur University is one of the private universities located in Aceh, Pidie Regency. Jabal Ghafur University so far has several faculties, namely; Faculty of FKIP, Faculty of Economics, Faculty of Informatics Engineering S1, Faculty of Engineering D3, Faculty of Law, Faculty of FIA and Faculty of Agriculture, Jabal Ghafur University was founded in 1982, under the auspices of the Jabal Ghafur Campus Foundation.

The process of building the Jabal Ghafur campus went through a very long struggle, all resources and efforts were mobilized to seek funding both from the government, from the Acehnese people, as well as from other legal and lawful and non-binding sources, which were then used for all aspects of the organization's needs. Under the auspices of the Jabal Ghafur Campus Development Foundation (YPKJG). The campus, which is located on Glee Gapui Hill with an area of 100 ha, is located in Indrajaya and Mila sub-districts, Pidie district, Aceh province. Jabal Ghafur University until 2018 has had 7 faculties and 20 study programs, all of which have been accredited, including University accreditation.

Jabal Ghafur Campus Development Foundation is a foundation that was established in Sigli on December 9, 1981 with the Notary Deed of Hajjah Zahara Pohan, Number 32, dated December 9, 1981. Jabal Ghafur University is the development of the College of Teacher Training and Education (STKIP) which has been established since dated August 21, 1982, in accordance with the Operational Permit from Kopertis Wilayah I Number: 009/PD/Kop.I/1982, March 30, 1982 and became the University of Jabal Ghafur on August 21, 1985 based on the Certificate of Approval for the Temporary Establishment of Kopertis Region I Number : 111/SKPPS/Kop.I/1985, April 6, 1985. The inauguration ceremony of Jabal Ghafur University was conducted by the Minister of Youth and Sports of the Republic of Indonesia, Dr. Abdul Ghafur.

Jabal Ghafur University is one of the second oldest universities in Aceh was founded in (1982). The founding of Jabal Ghafur University was a son of Pidie named Mr. Nurdin Abdurrahman (deceased), He was the first Chancellor of this campus as well as being listed as the Regent of Pidie at that time.

From the year it was founded until now Jabal Ghafur University has been led by 7 Rectors:

- 1) Drs. Nurdin AR (1984-1999)
- 2) Ir. Muhammad Djamin Aerubi, MS (1999-2007)
- 3) Ir. Aidilof, MP (2007-2009)
- 4) Dr. Hasballah Sa'ad, M.Pd (2009-2010)
- 5) Drs. Amiruddin, M.Si (2010-2011)
- 6) Prof. Dr. BI. Ansari, M.Pd (2011-2015)
- 7) Drs. Sulaiman Usman, M.Pd (2015-2019)

Under the leadership of Drs. Sulaiman Usman, M.Pd. The Chancellor of Jabal Ghafur University for the period (2015-2019), Jabal Ghafur University began to look to the future

with a determination to renew and continue to improve himself to become a Center of Excellence and answer new challenges towards a dignified future, preparing young people who have noble character and are responsible for the interests of society, nation and state.

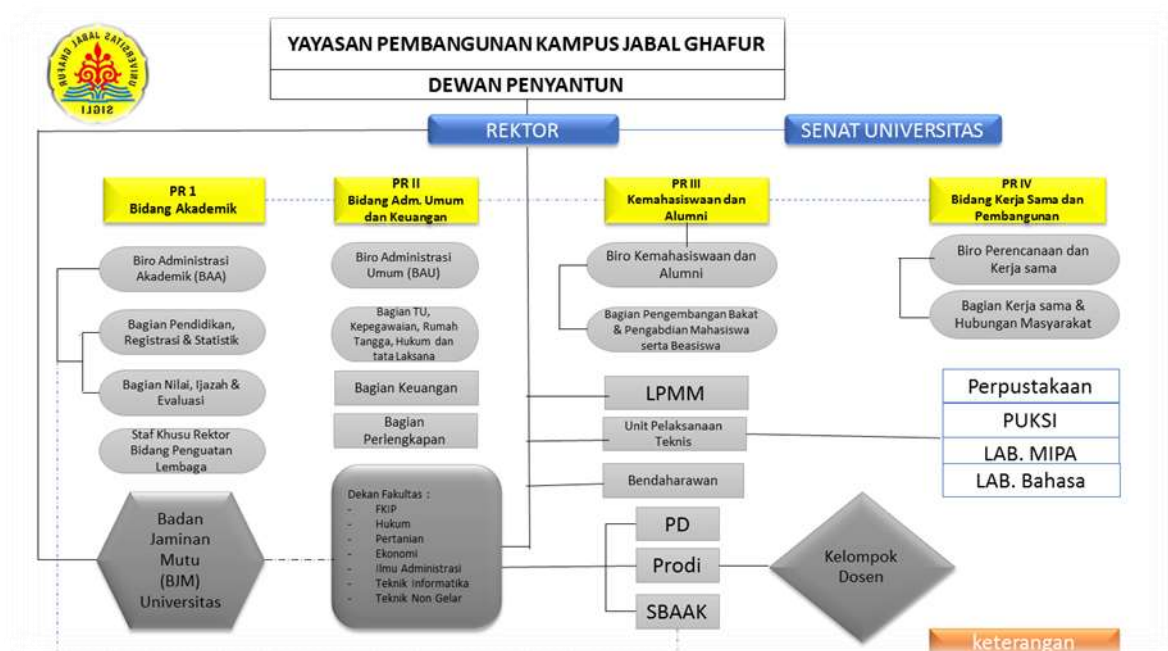
#### **a. Vision and Mission of Jabal Ghafur Sigli University**

Judging from the vision and mission of Jabal Ghafur Sigli University, namely: "Making Jabal Ghafur University as one of the leading private universities in the development of science and technology, producing graduates who are qualified and highly competitive and uphold moral and ethical values".

While the missions of the University of Jabal Ghafur Sigli are:

- 1) Organizing quality education and teaching for the development of science and technology and Imtaq.
- 2) Organizing and developing a research culture to produce quality research products that are beneficial to society.
- 3) Organizing mutually beneficial international cooperation in the context of achieving development to become an independent university.
- 4) Improving the quality of management and providing services through the application of the principles of accountability, transparency and participation which are characterized by good governance.
- 5) Promote community service based on great social responsibility.
  - a. In addition, Jabal Ghafur University also has the following objectives:
- 6) Produce graduates who are faithful, devoted, mastering science and technology, creative and responsible towards the realization of a civil society.
- 7) Mastering and developing science and technology through research activities that are relevant to national development goals and the management of academic Human Resources (HR) in an efficient and effective manner.
- 8) Realizing planned, productive, effective, efficient, accountable, transparent university management to achieve superior private university performance.
- 9) To produce an academic community that is supported by a scientific culture that upholds truth, is open, critical, creative, innovative, and responsive to national and global changes.
- 10) Improving the quality of facilities, infrastructure, facilities and technology to support the realization of the university's vision and to create a healthy and beneficial academic atmosphere for the community.
- 11) Cultivate and establish cooperation with government, industry, business world and universities both at home and abroad.

## b. Organizational Structure



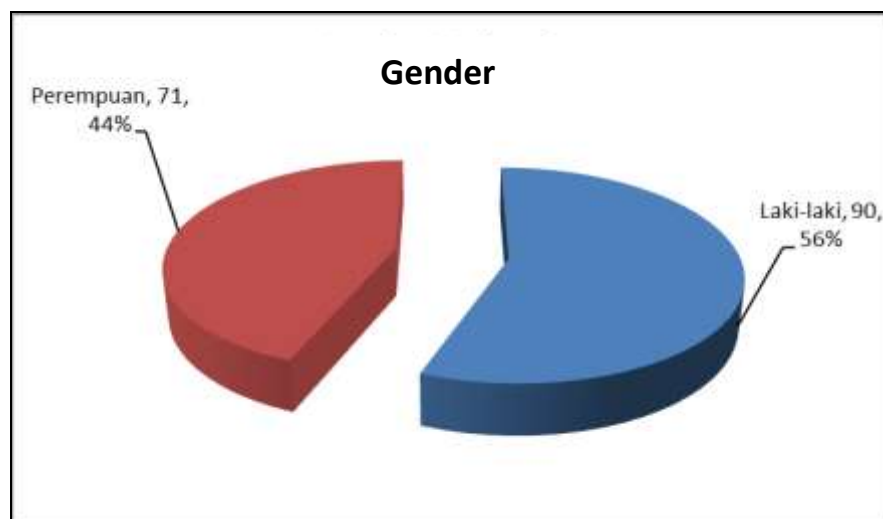
**Figure 2.** Organizational Structure of Jabal Ghafur Sigli University

**Source:** Jabal Ghafur Sigli University Personnel Division, (2018)

From the results of the research data obtained and then analyzed, the respondent profile can be explained as follows:

### 1. Profile of Respondents by Gender

The classification of respondents based on gender in this study aims to determine the gender of the respondents at the University of Jabal Ghafur Sigli. Figure 5.2 describes the gender of Jabal Ghafur University employees who became respondents in this study as follows



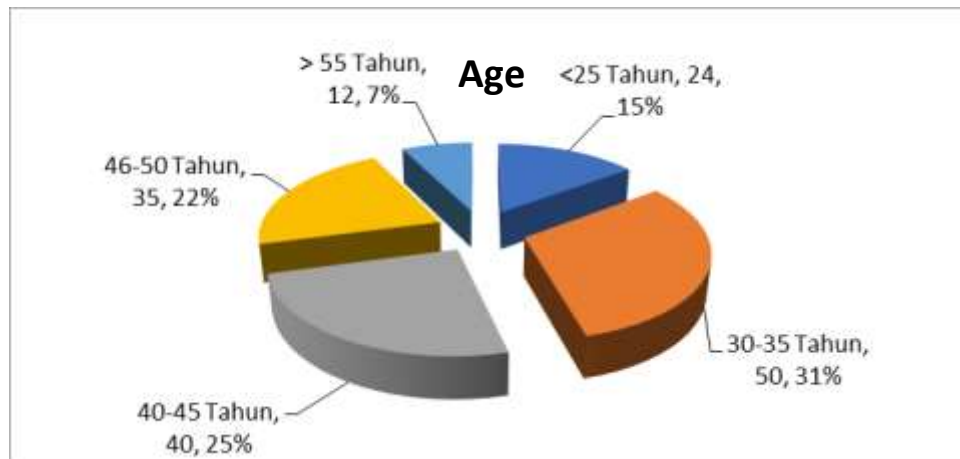
**Figure 3.** Profile of Respondents by Gender

Figure 3 illustrates that based on the results of the research that has been done, the majority of respondents in this study were male, as many as 90 respondents or 56%. While

the female respondents were 71 people or 44% of the data processing above, it can be concluded that the respondents in this study were male.

## 2. Profile of Respondents by Age

To find out the age of the employees who became respondents in this study, it can be seen in Figure 4 below:



**Figure 4.** Profile of Respondents by Age Level

The respondent's profile in terms of age can be explained that most of the respondents are <25 years old as many as 24 people or 15%, respondents aged between 30-35 years are 50 respondents or 31%, respondents 40-45 years are 40 people or 25 %. and respondents 46-50 years as many as 35 people or 22%. Respondents aged more than 55 years and over were 12 respondents or 7%, the conclusion that can be conveyed is that the age of the employees who are respondents in this study is dominated by employees aged between 30-35 as many as 31% of respondents. who works at Jabal Ghafur Sigli University.

## 3. Profile of Respondents Based on Marital Status

To find out the status of respondents who are married or unmarried, it can be seen in Figure 5. below:

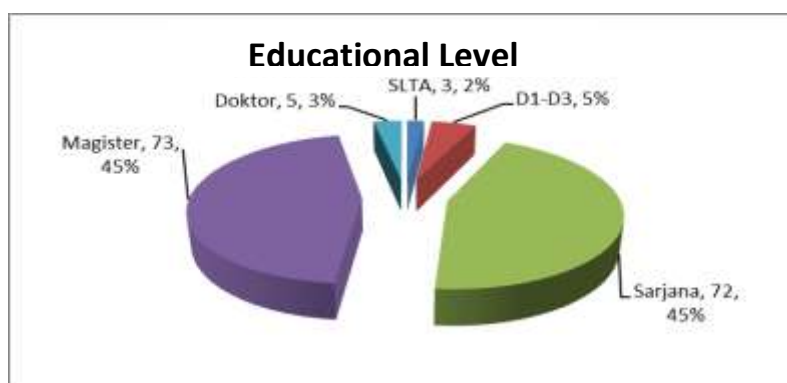


**Figure 5.** Profile of Respondents Based on Marital Status

Based on Figure 5. provides an illustration that based on the results of research that has been done, the majority of respondents are married, as many as 138 respondents or 86%. While respondents who are not married as many as 23 people or 14%. In conclusion, the status of employees who work in the Jabal Ghafur Sigli environment is dominantly married than unmarried employees.

### c. Profile of Respondents Based on Education Level

The classification of respondents based on the level of education in this study aims to determine the education level of the respondents at the University of Jabal Ghafur Sigli. Figure 6 describes the education level of employees at Jabal Ghafur Sigli University who became respondents in this study as follows:

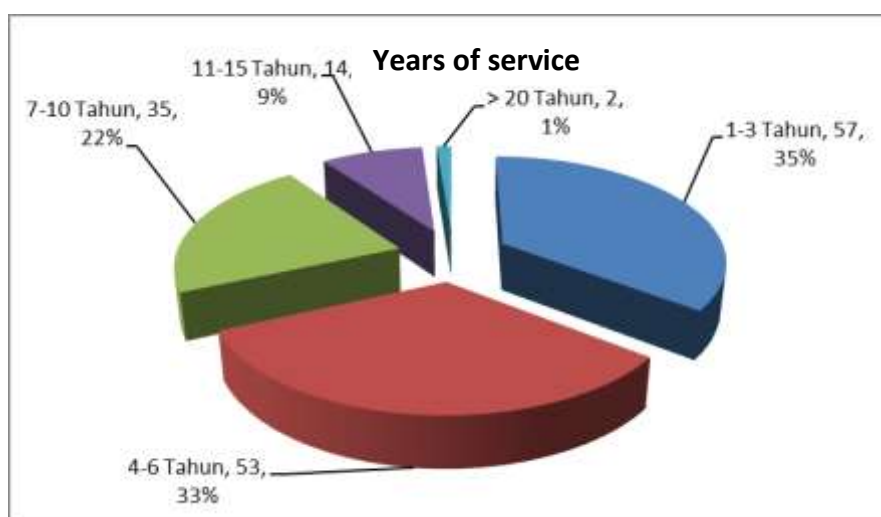


**Figure 6.** Profile of Respondents Based on Education Level

Based on Figure 6 it can be explained that the sample of this study has different educational backgrounds, respondents with a high school education level are 3 respondents or 2%, while respondents with D1-D3 education are 8 people or 5%, respondents with undergraduate education level are as many as 72 people or 45%, then 73 people or 45% of respondents with Master/S2 level education, while the remaining 5 people or 3% of respondents with the highest education, namely Doctoral/S3. The results of this study provide an illustration that employees who work at Jabal Ghafur Sigli University, on average, have more Masters (S2) levels of education.

### d. Profile of Respondents Based on Years of Service

To find out how long the employees have worked at the University of Jabal Ghafur Sigli who were respondents in this study. Figure 6 illustrates the answers to the profile of respondents based on their tenure.



**Figure 7.** *Characteristics of Respondents by Working Period*

Based on Figure 7, the results of the study show that the tenure of employees at Jabal Ghafur Sigli University, classified from a period of 1-3 years, is 57 respondents or 35%. While the respondents whose tenure ranged from 4-6 years were 53 respondents or 33%, and respondents who worked 7-10 years were 35 respondents or 22%. as many as 2 respondents or 1% of employees who work > 20 years.

#### 4.2 Discussion

Based on the research results that have been obtained through data analysis using Amos on the SEM model for the following stages. The discussion of the results of this study will be linked to the supporting theory and previous research. This chapter will emphasize on testing hypotheses that have been prepared with the aim of getting answers to the hypotheses and are associated with theory and empirical evidence from previous research. To see how much influence exogenous variables (work competence and work environment) have on mediating variables (work motivation) and endogenous variables (organizational commitment) are shown in Table 3 below:

**Table 3.** Effect of Exogenous Variables on Endogenous Variables

|                         |      |                  | Estimate | SE    | Standardized Estimate | CR    | P     |
|-------------------------|------|------------------|----------|-------|-----------------------|-------|-------|
| Work motivation         | <--- | Job competence   | 0.547    | 0.145 | 0.340                 | 3,777 | ***   |
| Work motivation         | <--- | Work environment | 0.215    | 0.109 | 0.158                 | 1,968 | 0.049 |
| Commitment_Organization | <--- | Work motivation  | 0.180    | 0.075 | 0.189                 | 2,382 | 0.017 |
| Commitment_Organization | <--- | Work environment | 0.419    | 0.112 | 0.373                 | 3,737 | ***   |
| Commitment_Organization | <--- | Job competence   | 0.164    | 0.064 | 0.234                 | 2,541 | 0.011 |

Notes: \* Sig. at Pvalue < 0.05 or 95 percent

Based on Table 3 above, it can be explained that the results of hypothesis testing at the significance level are set at 0.05 (5%) in other words the confidence level is 95 percent

(Sekaran, 2007). The results of the analysis show that work competence and work environment have a significant effect on work motivation and work competence, the work environment also affects employee organizational commitment at Jabal Ghafur Sigli University, as explained below.

#### **a. The Influence of Work Competence on Work Motivation**

The results of this study indicate that there is an influence between the variables of work competence on work motivation at Jabal Ghafur Sigli University. This influence is evidenced by the standardized estimate coefficient value of 0.340 with a critical ratio (CR) value of 3.777 and a significance of  $0.000 < 0.05$  (5%). Someone who has work competence where the employee works, the employee tends to be motivated to work harder and more comfortably in completing work assignments. Thus the first hypothesis (H1) which states that work competence has a positive and significant effect on work motivation.

Based on the results of this study indicate that there is an influence between work competence (KP) on work motivation (MK) at the University of Jabal Ghafur Sigli. This is in accordance with the results of the study Sudarwati and Ika, et al (2014) found that there was a positive and significant effect of competence on employee work motivation. It can be concluded that the first hypothesis (H1) which states that work competence on work motivation is acceptable.

#### **b. The Influence of Work Environment on Work Motivation**

The results of the data analysis are as shown in the table. 5.19 can be explained that the value of the work environment coefficient on work motivation at the University of Jabal Ghafur Sigli. This effect is evidenced by the standardized estimate coefficient value of 0.158 with a critical ratio (CR) value of 1,968 and a significance of  $0.049 < 0.05$  (5 %).

This means that with a good work environment, employees will like the work environment, thus employees will carry out their activities well so that work time is used effectively, so that high employee productivity will automatically increase employee performance. Thus the second hypothesis (H2) which states that the work environment has a positive and significant effect on work motivation.

Based on the results of this study indicate that there is an influence between the work environment (LK) on work motivation (MK) at the University of Jabal Ghafur Sigli. This is in accordance with the results of the study Jayaweera (2015) which shows that the work environment has a significant effect on work motivation. Other research conducted prakoso, et.al. (2014) Found that work environment has a significant effect on work motivation. It can be concluded that the second hypothesis (H2) which states that the work environment on work motivation is acceptable.

#### **c. The Effect of Work Competence on Organizational Commitment**

Based on the results of data analysis shows that there is an influence between the variables of work competence on organizational commitment at the University of Jabal Ghafur Sigli. This effect is evidenced by the standardized estimate coefficient value of 0.373 with a critical ratio (CR) value of 3.737 and a significance of  $0.000 < 0.05$  (5%). The results of this study prove that the third hypothesis which states that work competence has a positive and significant effect on organizational commitment (H3) is accepted. This is in accordance with the results of the study Sujana, et al. (2012) showed that competence has a positive and significant effect on organizational commitment. Other research conducted by Silence (2016) found that competence has a positive and significant effect on organizational commitment. It can be concluded that the third hypothesis (H3) which states that work competence on organizational commitment is acceptable.

#### d. Influence of Work Environment on Organizational Commitment

The results of data analysis with Amos show that there is an influence between work environment variables on organizational commitment at Jabal Ghafur Sigli University. This effect is evidenced by the standardized estimate coefficient value of 0.189 with a critical ratio (CR) value of 2.382 and a significance of  $0.017 < 0.05$  (5%).

Thus the fourth hypothesis (H4) which states that the work environment has a positive and significant effect on organizational commitment. Based on the results of this study indicate that there is an influence between the work environment (LK) on organizational commitment (KO) at the University of Jabal Ghafur Sigli. This is in accordance with the results of research from Guire and Laren (2009) work environment is positively related to commitment to employees. Other studies that support this research from Rustini (2015), Akhtar (2014), Kurniasari and Halim (2013) show that the work environment has a positive and significant effect on organizational commitment. So it can be concluded that the fourth hypothesis (H4) which states that the work environment on organizational commitment is acceptable.

#### e. The Effect of Work Motivation on Organizational Commitment

The results of data analysis with Amos show that there is an influence between work motivation variables on employee organizational commitment at Jabal Ghafur Sigli University. This effect is evidenced by the standardized estimate coefficient value of 0.234 with a critical ratio (CR) value of 2.541 and a significance of  $0.011 < 0.05$  (5%). The results of this study prove that the fifth hypothesis which states that work motivation affects organizational commitment can be accepted or H5 is accepted.

This is in accordance with the results of the study Widyaningrum (2011) which states that motivation has a significant effect on organizational commitment. Research from Putri (2014) found that there was a significant relationship between work motivation and work commitment. So it can be concluded that the fifth hypothesis (H5) which states work motivation on organizational commitment is acceptable.

#### f. Result of Direct, Indirect and Total Influence

To see the effect of the above mediation effect, you must first see how big the direct effect, indirect effect and total effect. The results of tests carried out using Amos. 22 can be seen as in Table 4.

**Table 4.** Standardized Direct Effects, Indirect Effects & Total Effects

| Connection                | Work environment | Job competence | Work motivation | Commitment_Organizational |
|---------------------------|------------------|----------------|-----------------|---------------------------|
| <b>Direct Effects</b>     |                  |                |                 |                           |
| Work motivation           | 0.158            | 0.340          | 0.000           | 0.000                     |
| Commitment_Organizational | 0.189            | 0.373          | 0.234           | 0.000                     |
| <b>Indirect Effects</b>   |                  |                |                 |                           |
| Work motivation           | 0.000            | 0.000          | 0.000           | 0.000                     |
| Commitment_Organizational | 0.037            | 0.080          | 0.000           | 0.000                     |
| <b>Total Effects</b>      |                  |                |                 |                           |
| Work motivation           | 0.158            | 0.340          | 0.000           | 0.000                     |
| Commitment_Organizational | 0.226            | 0.345          | 0.234           | 0.000                     |

From Table 4 above, it is known that the direct effect of work competence on work motivation is 0.340 and on organizational commitment is 0.373. Meanwhile, the direct influence of the work environment on work motivation is 0.158, the work environment on organizational commitment is 0.189. Table 5.20 also explains the indirect effects of the work competence variable on organizational commitment of 0.080, work environment on organizational commitment of 0.037. While the total effect (total effects) between work competencies on organizational commitment is 0.345 while the work environment on organizational commitment is 0.226.

## V. Conclusion

Based on the formulation of the problem, research objectives, formulation of hypotheses and the results of analysis of research data that have been described previously, it can be concluded several conclusions as follows:

1. Work competence has a positive and significant influence on work motivation employees at the University of Jabal Ghafur Sigli, this can be seen from the test results in the previous chapter. In other words, someone who has competence in the place where the employee works, the employee will tend to be motivated to work seriously.
2. The work environment has a positive and significant effect on the work motivation of Jabal Ghafur Sigli University employees, this can be seen from the test results in the previous chapter. With a good work environment, employees will like the work environment because of the comfort in working, thus employees will carry out their activities well so that work time is used effectively and efficiently.
3. Work competence has a positive and significant effect on employee organizational commitment Jabal Ghafur Sigli University this can be seen from the test results in the previous chapter. In other words, employees who have work competence will easily complete work effectively and efficiently and like the work they are involved in, so this will make the employee loyal, proud to be part of the organization and loyal to the organization.
4. The work environment has a positive and significant effect on employee organizational commitment Jabal Ghafur Sigli University. In other words, a good work environment will support employees to work comfortably and get optimal and maximum work results so that employees feel at home in the organization.
5. Work motivation has a positive and significant effect on employee organizational commitment to Jabal Ghafur Sigli University.
6. Work motivation mediates partially (partial mediation) between work competence and organizational commitment of Jabal Ghafur Sigli University employees.
7. Work motivation mediates fully (full mediation) between the work environment and organizational commitment at the University of Jabal Ghafur Sigli.

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