

The Influence of Morale and Internal Locus of Control Toward Organizational Commitment on Civil Servants at Transportation Department of Pontianak City

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ABSTRACT

This research aims to determine the influence of morale and internal locus of control on the organizational commitment of civil servants at Transportation Department of Pontianak City. This research employs an associative research method. The population in this study consists all civil servants at Transportation Department of Pontianak City. Totaling 62 civil servants working at Transportation Department of Pontianak City. The sampling technique used in this research is total sampling. The data analysis tools used in this study are multiple linear regression analysis, multiple correlation coefficient (R), coefficient of determination (R²), simultaneous test (F test), and partial test (t test). The research results indicate that the multiple linear regression equation model is: $Y = 0.995 + 0.418X_1 + 0.312X_2$. The correlation coefficient value shows an R value of 0.581, indicating that morale (X₁) and internal locus of control (X₂) have a significant correlation with organizational commitment (Y). The coefficient of determination value, denoted as R², is 0.337, which means that morale and internal locus of control collectively influence organizational commitment by 33.7%, while the remaining 66.3% is influenced by other factors not examined in this study. The simultaneous test results (F-test) indicate a significant influence of both morale and internal locus of control on organizational commitment. The partial test results (t-test) show that there is a significant influence of morale on organizational commitment and a significant influence of internal locus of control on organizational commitment.

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1. INTRODUCTION

Pontianak City Transportation Department is an institution that plays a role and function in the field of transportation in Pontianak City which was formed based on Pontianak Mayor Regulation Number 7 of 2016 concerning the Formation and Structure of Regional Apparatus. Based on Pontianak Mayor Regulation Number 97 of 2020, the main task of the Pontianak City Transportation Department is to assist the Mayor in carrying out government affairs which fall under regional authority and assistance tasks in the field of transportation. To carry out the main tasks as referred to above, the Pontianak City Transportation Department has the following functions:

- a. Formulation of policies in the field of transportation
- b. Implementation of policies in the field of transportation
- c. Implementation of evaluation and reporting in the field of transportation
- d. Implementation of transportation service administration
- e. Implementation of other functions assigned by the mayor related to the duties and functions of the transportation office

To carry out its duties and functions, Pontianak City Transportation Department is assisted by human resources consisting of 62 Civil Servants and 63 Non-Civil Servants. In this study, only 62 civil servants were studied. The attendance of Civil Servants at the Pontianak City Transportation Department from 2020 to 2022 has been fluctuated. Based on the results of interviews with the Head of the General and Apparatus Subdivision of the Pontianak City Transportation Department, it is known that there are still several employees who are given minor disciplinary sanctions, because employees violate existing rules, such as not attending ceremony and entering work not on time. And There are still civil servants who are absent due to personal matters.

Based on the description above, the author is interested in conducting research with the title "The Influence of Morale and Internal Locus of Control Toward Organizational Commitment on Civil Servants at Transportation Department of Pontianak City" previous research studies that become references include:

- a. Santanu & Hamsah, (2020) in their research entitled "The Effect of Work Motivation and Morale on Organizational Commitment of PD Employees. BPR Garut Account Officer Section", shows that work enthusiasm has a very strong and unidirectional influence on organizational commitment.
- b. Dali *et al*, (2022) in his research entitled "The Effect of Locus of Control on Organizational Commitment and Auditor Performance (Study on the Regional Inspectorate of Southeast Sulawesi Province)", shows that locus of control has a positive and significant effect on organizational commitment.
- c. Marwan, Rajak & Yallo, (2018) in their research entitled "The Influence of Locus of Control and Self-Efficacy on Employee Organizational Commitment at The Work Training Center (BLK) in Ternate City". shows that locus of control positive and significant effect on organizational commitment.
- d. Rachim, Kadir & Nontji, (2016) in their research entitled "The Relationship between Locus of Control and Nurses' Organizational Commitment in Hospital Inpatient Rooms" shows that the results of the research indicate that there is a significant relationship between locus of control with organizational commitment.

Literature Review

Morale

According to Siswanto (2001) in Busro (2018) Morale can be defined as a state of mind or actions of both individuals and teams that can deeply motivate employees to put in long hours of work and, as a result, help the company reach its objectives. According to (Daryanto & Suryanto 2022) Some even freely identify high work morale as the spirit and enthusiasm of work. According to Maier (1998) in Daryanto & Suryanto (2022) There are four aspects that show a person has high morale: enthusiasm, strength to fight frustration, quality to survive and group spirit.

Internal Locus of Control

According to Robbins (2005) in Tewel, *et al* (2017) The extent to which people think they are in charge of their own fate is known as their locus of control. Those who are internals think they have control over their circumstances. According to Rotter (1996) in Busro (2017) When someone has an internal locus of control, they think that their actions and efforts are what determine their results, whether they are successful or not. According to Hastuti (2015) in Busro, (2017) Internal individual factors which include: work ability, personality, work actions related to work success, self-confidence, individual work failures are not caused by relationships with partners.

Organizational Commitment

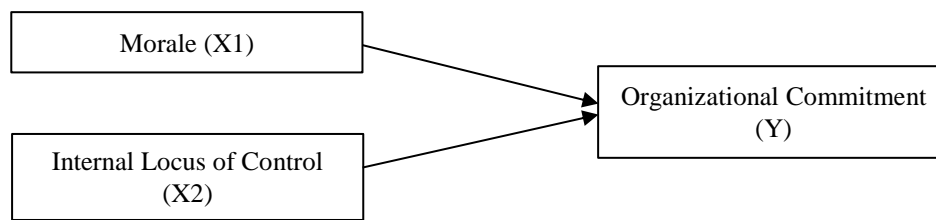
According to Ivancevich, Konopaske, & Matteson (2008) in Priansa (2017) Employees' feelings of loyalty, identification, and involvement with their organization is known as organizational commitment. According to Luthans (2005) in Edison, *et al* (2017) An attitude that symbolizes workers' devotion to their company and the continuous means through which members of the organization show their care for the company, its prosperity, and its welfare. According to Mowday, Porters dan Steers (1982) in Edison, *et al* (2017) There are three components in employee commitment: affective commitment, continuance commitment and normative commitment.

Framework and Hypothesis Development

H1 : Morale and Internal Locus of Control have a positive effect on Organizational Commitment

H2 : Morale have a positive effect on Organizational Commitment

H3 : Internal Locus of Control have a positive on Organizational Commitment



2. RESEARCH METHOD

This type of research uses associative methods. The population in this study was 62 civil servants, all employees were sampled using total sampling technique. The data used are primary data and secondary data. Primary data by conducting interviews with head of general subdivision and apparatus transportation department of pontianak city. and questionnaire distributed to all civil servants in the transportation department of pontianak city.

Data analysis techniques using instrument tests consisting of validity tests and reliability tests. Classical assumption test consisting of normality test, linearity test and multicollinearity test. Multiple regression analysis, multiple correlation coefficient (R), coefficient of determination (R²), F test and t test.

3. RESULT AND DISCUSSIONS

Instrument Test Results

1. Validity and Reliability Test Results

The validity test uses the Pearson product moment correlation technique, by comparing the calculated r value with the r table. Degree of freedom (df) = n - 2 = 62 - 2 = 60, then the value of r table is 0.254. The results of the spss output show that the calculated r value on the morale variable, internal locus of control and organizational commitment is valid because the calculated r value is greater than the r table. The criteria for an instrument in research are said to be reliable if the reliability coefficient is > 0.6 (Siregar, 2019). the results of the spss output show that the results of the reliability test on the morale variable, internal locus of control and organizational commitment have a value > 0.60, meaning that all variables are declared reliable.

Table 1. Reliability Test Results

No	Variable	Cronbach Alpha	Cronbach Alpha standard	Information
1	Morale	0,834	0,60	Reliable
2	Internal Locus of Control	0,706	0,60	Reliable
3	Organizational Commitment	0,680	0,60	Reliable

Classical Assumption Test Results

1. Normality Test Results

Based on the spss output of the Kolmogorov-smirnov test results, the Asymp. Sig. (2-tailed) of 0,200 > 0,05 indicates that the value is normally distributed. If the significance value or probability value is > 0,05 then, the hypothesis is accepted because the data is normally distributed (Sahir, 2021).

Table 2. Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		62
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.04983874

Most Extreme Differences	Absolute	.052
	Positive	.035
	Negative	-.052
Test Statistic		.052
Asymp. Sig. (2-tailed)		,200 ^{c,d}

2. Linearity Test Results

Based on the results of the spss output, the linearity value of $.000 < 0.05$ means that morale and organizational commitment variables, internal locus of control and organizational commitment have a linear relationship. If the probability value of 0.05 is smaller than the sig value ($0.05 < \text{sig}$), it means that the regression model is linear (Sahir, 2021).

3. Multicollinearity Test Results

Based on the results of the spss output, it shows that variable morale and internal locus of control have a tolerance value of 0.580 and a VIF value of 1.724. It can be concluded that there is no multicollinearity problem in the regression model.

Table 3. Multicollinearity Results Coefficients^a

	tolerance	VIF
Morale	0,580	1,724
Internal Locus of Control	0,580	1,724

Multiple Linear Regression Analysis Test Results

Table 4. Multiple Linear Regression Analysis Test Results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.995	.584		1.703	.094
Morale	.418	.170	.341	2.454	.017
Internal Locus of Control	.312	.146	.298	2.141	.036

Multiple regression is a tool that can be used to determine the effect of one or more (*independent*) variables on one dependent variable (*dependent*) (Siregar, 2019). The multiple linear regression equation is known as follows:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 0.995 + 0.418 X_1 + 0.312 X_2$$

The regression equation above can be explained as follows:

A = constant (a) of 0.995, meaning that morale variable (X₁) and internal locus of control (X₂) are 0 (zero), then the organizational commitment variable (Y) is worth 0.995.

B₁ = the regression coefficient value of morale variable (b₁) is 0.418. This means that if morale variable increases by one unit, the value of the organizational commitment variable will increase by 0.418 units. This means that morale (X₁) shows a positive relationship to organizational commitment (Y).

B₂ = the regression coefficient value of the internal locus of control variable (b₂) is 0.312. This means that if the internal locus of control (X₂) increases by one unit, the value of the organizational commitment variable (Y) will increase by 0.331. This means that internal locus of control (X₂) shows a positive relationship to organizational commitment (Y).

Multiple Correlation Coefficient Results (R) and Coefficient of Determination (R²)

Table 5. Multiple Correlation Coefficient (R) and Coefficient of determination (R²) Test Results
Model Summary^b

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.581 ^a	.337	.315	.31044

Based on the results of the spss output, the multiple correlation coefficient (R) value is 0.581, meaning that morale variable (X1) and internal locus of control (X2) have a sufficient correlation with the organizational commitment variable (Y) because the value is in the interval 0.40 - 0.599 (Siregar, 2019). The coefficient of determination (R²) value of 0.337 means that the contribution of morale (X1) and internal locus of control (X2) to organizational commitment (Y) is 33.7%, while the remaining 66.3% is influenced by other variables not examined in this study

Simultaneous Test (F Test)

The F test is conducted to compare the significance value of 0.05 and the calculated F value with the F table (dk numerator = k = 2; dk denominator = n-k1 = 62-3-1 = 58, F table value = 3.16). Based on the output results of the calculated F value of 15.007 > F table 3.16, it can be concluded that there is a significant influence between morale and internal locus of control on organizational commitment.

Table 6. F test results ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.893	2	1.446	15.007	.000 ^b
	Residual	5.686	59	.096		
	Total	8.579	61			

Partial Test (t Test)

Table 7. t test results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.995	.584		1.703	.094
Morale	.418	.170	.341	2.454	.017
Internal Locus of Control	.312	.146	.298	2.141	.036

According to Siregar (2019) the purpose of partially testing the significance of two independent variables on the dependent variable is to measure separately the impact caused by each independent variable on the dependent variable. Based on the output results on the morale (X1), the t value is 2.454 > t table 2.000 and a significant value of 0.017 < 0.05, it can be concluded that H₀ is rejected and H_a is accepted. this research is in line with research (Santanu & Hamsa, 2020) showing that morale has a very strong and unidirectional influence on organizational commitment.

Based on the output results on the internal locus of control (X2), the t value is 2.141 > t table 2.000 and a significant value of 0.036 < 0.05, it can be concluded that H₀ is rejected and H_a is accepted. This research is in line with research (Dali, *et al*, 2022) shows that locus of control has a positive and significant effect on organizational commitment.

4. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of study of 62 respondent regarding the influence of morale and internal locus of control toward organizational commitment on civil servants at transportation department of Pontianak city, the following conclusions can be drawn:

1. Morale has a positive and significant effect on organizational commitment on civil servants at transportation department of Pontianak city.
2. Internal locus of control has positive and significant effect on organizational commitment on civil servants at transportation department of Pontianak city.
3. There is a simultaneous significant between morale and internal locus of control on organizational commitment on civil servants at transportation department of Pontianak city.

Suggestions

Based on the results of the research, the authors provide several suggestions for the transportation department of pontianak city:

1. Morale
in the morale variable is in the dimension of strength to fight frustration, where not all Civil Servants can follow all the rules in the agency. To increase employee awareness of the rules in the agency, it is recommended that the agency give strict warnings and sanctions to employees who do not follow the rules that apply in the agency.
2. Internal Locus of control
on the internal locus of control variable is in the work ability dimension, where there are still Civil Servants who feel unsure of themselves to be able to carry out a task. In an effort to increase confidence in the abilities of civil servants, it is hoped that the department will provide an appreciation in the form of intrinsic rewards such as involving civil servants in a task to increase the confidence of civil servants.
3. Organizational Commitment
The lowest average value of the questionnaire results on the organizational commitment variable is in the normative commitment dimension, there are civil servants who do not spend the rest of their working life in the department. it is recommended that the department create a conducive work environment and create a dynamic atmosphere so as not to create a boring work environment, and can make employees want to be in the department.

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