

The Impact of Affective and Normative Commitments on Work Discipline of Education Services in Labuhan Batu District

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Abstract

Human resources (HR) is the backbone in running the operational activities of a company. Efforts to develop this goal can be done through affective and normative commitments so that employee work discipline continues to increase. This type of research is quantitative, and the place of this research is the Education Office of Labuhan Batu Regency. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The population in this study were 95 employees of the Labuhan Batu District Education Office. The sampling technique used is saturated sampling. Since the number of employees of the Labuhan Batu Regency Education Office is 95 people (less than 100 people), all employees are taken as objects of research. The analysis used in this research is multiple linear regression. The results of the regression analysis obtained the t arithmetic value of $2.089 > t$ table 1.6615. This means that the affective commitment variable (X1) has a positive effect on the work discipline variable (Y). Then the significant value is $0.040 < 0.05$, which means that the affective commitment variable (X1) has a significant effect on the work discipline variable (Y). Based on the results of the regression analysis, the t -count value of $11.074 > t$ table 1.6615 means that the normative commitment variable (X2) has a positive effect on the work discipline variable (Y). Then the significant value is $0.000 < 0.05$, which means that the normative commitment variable (X2) has a significant effect on the work discipline variable (Y). The value of F count is $97.252 > F$ table 3.09 with a significance value of $0.000 < 0.05$ affective commitment (X1) and normative commitment (X2) simultaneously has a positive and significant effect on work discipline (Y).

Keywords

affective commitment;
normative commitment;
work discipline



I. Introduction

Human resources (HR) is the backbone in running the operational activities of a company. Human resource issues are still the main focus for every company to survive in the global era. HR has a major role in every company activity, for that it must be prepared optimally. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020). The capabilities of human resources that have been owned by the company must continue to be honed

through a commitment, both in terms of affective and normative commitments and discipline so that the company has a commitment to continuously improve its performance and is able to create quality.

An employee of the Labuhan Batu Regency Education Office is an agency that specializes in the world of education. Employees at the Labuhan Batu District Education Office still often do things that can result in poor affective commitment for employees such as frequently arriving not on time during working hours, doing absenteeism during working hours, there are still employees who do not do additional work time if they work. asked for overtime by the leadership of the company in order to complete the work in accordance with the time specified. Of course, the problems that have been described previously have made employee commitment not getting better between employees and company leaders.

Affective commitment plays an important role in developing the emotional attachment of a relationship between employees and the company to achieve a goal (Koo et al., 2020). Opinion of Tabrani et al. (2018) defines affective commitment as a relationship between leaders and employees and even customers who have a mystical, psychosomatic connection to the company that causes them to stay in an attachment. Affective commitment can be measured by several indicators (Busro, 2018), including: 1. Strong belief and acceptance of organizational values and goals 2. Loyalty to the organization 3. Willingness to use efforts for the benefit of the organization. Normative commitment shows the assessment of individuals who feel there is a need to remain a member of the organization. Normative commitment arises from the self-values of employees who persist as members of the company because of the awareness that commitment to the company is a must or obligation. Normative commitment is defined as an obligation to stay in a relationship because they feel they should already be in a relationship to be together to achieve the goals that have been discussed in accordance with the agreement (Chai et al., 2015; Shukla et al., 2016; Yao et al., 2019). Normative commitment can be measured by several indicators (Busro, 2018) including: 1. Willingness to work 2. Responsibility for developing the organization 3. Loyalty to the company.

In addition to the problem of commitment that occurs to employees, it cannot be separated from the discipline possessed by employees Labuhan Batu District Education Office. The problem of discipline has also been explained in the phenomena that occur in Labuhan Batu Regency Education Office employees such as still frequently absent during working hours, being late at work hours, unable to complete their work on time. It is necessary to pay attention to the leadership given to employees to improve the discipline possessed by the Labuhan Batu Regency Education Office Employees.

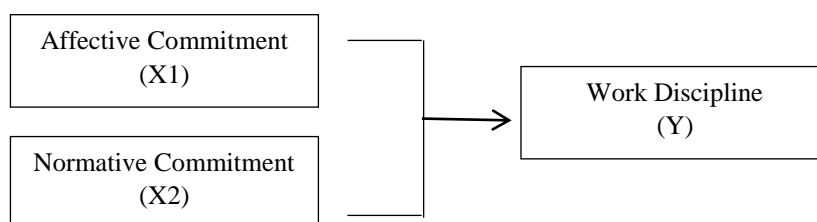
Discipline is essentially the ability to control oneself in the form of not doing inappropriate actions and supporting something that has been created. Some experts argue that the notion of work discipline is a management action to enforce organizational standards (Octorend, 2015; Lemon & Palenchar, 2018;). According to Kempa & Chaterine (2016), employee work discipline can affect employee productivity because they have high work discipline. Octorend (2015), discipline is an attempt to move employees to comply with and follow the rules and responsibilities imposed by the company on the individual himself. Discipline is the knowledge and readiness of a person to obey and follow the provisions of a company or organization with applicable social values, such as employees who always come and go home on time according to working hours and do all their tasks well (Liyas & Primadi, 2017: 21). An employee will carry out his duties and work effectively and efficiently so that work discipline in employees can be further improved and will have an impact on achieving organizational goals. The discipline indicators in this

study were taken according to Fadillah's view (2017: 3) are (1). Punctuality, (2). Using office equipment properly, (3). High responsibility, (4). Compliance with office rules. An employee will carry out his duties and work effectively and efficiently so that work discipline in employees can be further improved and will have an impact on achieving organizational goals. The discipline indicators in this study were taken according to Fadillah's view (2017: 3) are (1). Punctuality, (2). Using office equipment properly, (3). High responsibility, (4). Compliance with office rules. An employee will carry out his duties and work effectively and efficiently so that work discipline in employees can be further improved and will have an impact on achieving organizational goals. The discipline indicators in this study were taken according to Fadillah's view (2017: 3) are (1). Punctuality, (2). Using office equipment properly, (3). High responsibility, (4). Compliance with office rules.

II. Research Method

This type of research is quantitative, and the place of this research is the Education Office of Labuhan Batu Regency. Data collection techniques used in the study were observation, documentation and questionnaires using a Likert scale. The population in this study were 95 employees of the Labuhan Batu Regency Education Office. The sampling technique used is saturated sampling. Saturated sampling technique is a sampling technique if all members of the population are used as samples (Sugiyono, 2017). Since the number of employees of the Labuhan Batu Regency Education Office is 95 people (less than 100 people), all employees are taken as objects of research. The analytical method used in this research is validity and reliability test, classical assumption test which includes: data normality test, heteroscedasticity test, and multicollinearity test. Multiple linear regression analysis was tested using partial (t), simultaneous (F) testing, and the coefficient of determination.

The Conceptual Framework is a conceptual model of how theory relates to various factors that have been identified as important problems (Sugiyono, 2017). Based on the description of the theoretical basis above, the conceptual framework in this study can be described as follows:



III. Result and Discussion

Ghazali (2018) states that the validity test is used as a measure of whether a questionnaire is valid or not. Valid data is data that does not differ between data reported by researchers and data that actually occurs in the object of research. The validity test of the research variables has significant criteria > 0.5 . The validity test in this study was carried out on 30 samples which were carried out outside the characteristics of the respondents, namely the Babubara Regency Education Office. The results of the validity of this study can be contained in Table 1:

Table 1. Validity Test Results

| Variable | Total Correlation | Sig Criteria | Information |
|----------|-------------------|--------------|-------------|
| X1.1 | ,890 | 0.5 | Valid |
| X1.2 | ,780 | 0.5 | Valid |
| X1.3 | ,947 | 0.5 | Valid |
| X2.1 | ,786 | 0.5 | Valid |
| X2.2 | ,861 | 0.5 | Valid |
| X2.3 | ,854 | 0.5 | Valid |
| Y.1 | ,819 | 0.5 | Valid |
| Y.2 | ,892 | 0.5 | Valid |
| Y.3 | ,796 | 0.5 | Valid |
| Y.4 | ,900 | 0.5 | Valid |

Information: *Sig Criteria < 0.5

Source: *Research Results, 2022*

Sugiyono (2017) suggests that the reliability test is carried out to find out the results of the measurement are consistent if the same measuring instrument is measured, an indicator in the questionnaire can be accepted if the alpha coefficient has a value > 0.6. The results of the reliability test of this study can be contained in Table 2:

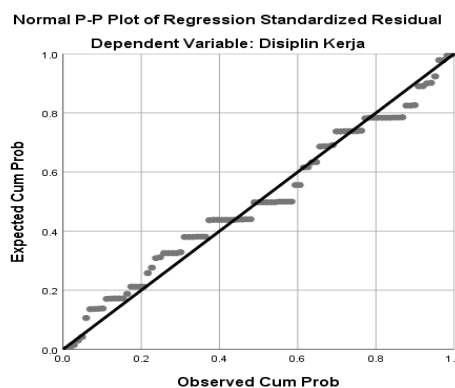
Table 2. Reliability Test Results

| Variable | Croanbach Alpha (CA) | Information |
|----------------------|----------------------|-------------|
| Affective Commitment | ,854 | Reliable |
| Normative Commitment | ,840 | Reliable |
| Work Discipline | ,830 | Reliable |

Information: *Criteria CA > 0.6.

Source: *Research Results, 2022*

Table 1 and Table 2 show that all valid and reliable statement items for each indicator in the validity test have a value > 0.5 and each value contained in the variable for the reliability test is > 0.6. The next test can be analyzed with a normality test. The normality test of this study can be loaded withp-plot graph loaded in Figure 1:



Source: *Research Results, 2022*

Figure 1. P-plot graph

In the P-Plot graph, the data spreads around the diagonal line and follows the direction of the diagonal line, so the regression model fulfills the assumption of normality. The graph shows that the distribution pattern tends to be normal, the data shows the points spread around the diagonal line and follow the direction of the diagonal line, then the regression model fulfills the assumption of normality. The next normality test can be seen through the table One-Sample Kolmogorov-Smirnov Test:

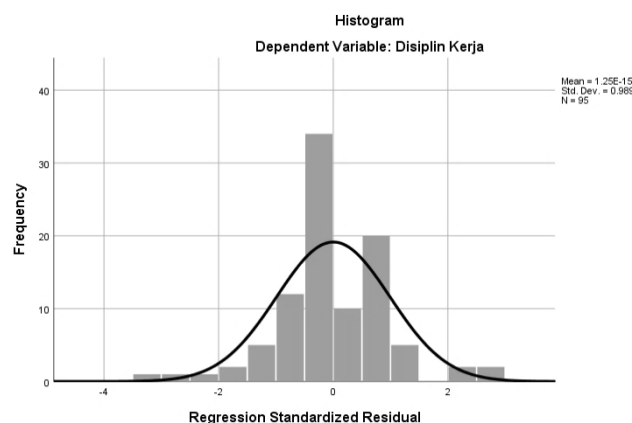
Table 3. One-Sample Kolmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

| | | Unstandardized Residual |
|--------------------------|----------------|-------------------------|
| N | | 95 |
| Normal Parameters, b | mean | .0000000 |
| | Std. Deviation | 1.05228969 |
| Most Extreme Differences | Absolute | .090 |
| | Positive | .090 |
| | negative | -.075 |
| Test Statistics | | .090 |
| asymp. Sig. (2-tailed) | | .057c |

- a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 Information: *p > 0.05.

Source: Research Results, 2022

The normality test in Table 3 uses the Kolmogorov-Smirnov method with a significance value of 0.057 with a significance level of > 0.05. The results of this test indicate that the normality test in this study is normally distributed. The normality test of this study can be loaded with histogram loaded in Figure 2:



Source: Research Results, 2022

Figure 2. Histogram Graph

Based on the histogram graph, the data has shown a normal curve that forms a perfect concave. It can be said to be normal if the line has formed a concave upward like the picture. The results of the multicollinearity test in the study are listed in Table 4:

Table 4. Test results Multicollinearity

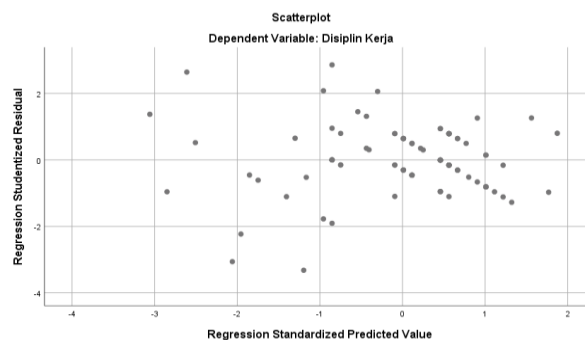
| Model | Unstandardized Coefficients | | Standardized Coefficients | Collinearity Statistics | |
|----------------------|-----------------------------|------------|---------------------------|-------------------------|-------|
| | B | Std. Error | Beta | Tolerance | VIF |
| 1 (Constant) | 4.128 | .947 | | | |
| Affective Commitment | .159 | .076 | .141 | .768 | 1.303 |
| Normative Commitment | .844 | .076 | .747 | .768 | 1.303 |

a. Dependent Variable: Work Discipline

Information: * $p < 0.05$.

Source: Research Results, 2022

Table 4 shows that the affective commitment variable has a VIF value < 10 ($1.303 < 10$) and a value of tolerance > 0.1 ($0.768 > 0.1$) and the normative commitment variable has a VIF value < 10 ($1.303 < 10$) and a tolerance value > 0.1 ($0.768 > 0.1$), so it can be concluded that there is no multicollinearity. The results of heteroscedasticity testing in this study can be seen in the scatterplot graph in the image below:



Source: Research Results, 2022.

Figure 2. Chartscatterplot

It can be seen that the data spreads randomly around the Y axis and does not form a certain pattern, so this regression model is free from heteroscedasticity symptoms. The results of the research analysis by testing multiple linear analysis can be contained in Table 5:

Table 5. Results Multiple Linear Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | Collinearity Statistics | |
|----------------------|-----------------------------|------------|---------------------------|-------------------------|-------|
| | B | Std. Error | Beta | Tolerance | VIF |
| 1 (Constant) | 4.128 | .947 | | | |
| Affective Commitment | .159 | .076 | .141 | .768 | 1.303 |
| Normative Commitment | .844 | .076 | .747 | .768 | 1.303 |

a. Dependent Variable: Work Discipline

Information: * $p < 0.05$

Source: Research Results, 2022

Based on this value, the following multiple linear regression equation was obtained: $Y=4.128+0.159X_1+0.844X_2$. Table 5 explains that the value of B ineffective commitment(B1) is 0.159 and the value of normative commitment (B2) is 0.844 and the constant value (a) is 4.128. The description of the multiple linear regression equation shows that the variable affective commitment (X1) and normative commitment(X2) has a positive direction coefficient on work discipline.

To test the research hypothesis can be used t test. This test was conducted to analyze the effect of the independent variables, namely affective commitment (X1) and normative commitment(X2) partially to the dependent variable, namely work discipline (Y). As for determining the value of ttable, the following equation can be used: $df = nk-1 = 95-2-1 = 92$. After calculating using this equation, the value of ttable is 1.6615. The results of the t test can be loaded in Table 6:

Table 6. Result test (Partial)

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 4.128 | .947 | | 4.358 | .000 |
| Affective Commitment | .159 | .076 | .141 | 2,089 | .040 |
| Normative Commitment | .844 | .076 | .747 | 11,074 | .000 |

a. Dependent Variable: Work Discipline

Information: * $p < 0.05$

Source: *Research Results, 2022*

Based on the table, it can be seen that the results of the regression analysis obtained a t-count value of $2.089 > t\text{-table } 1.6615$. This means that the affective commitment variable (X1) has a positive effect on the work discipline variable (Y). Then the significant value is $0.040 < 0.05$, which means that the affective commitment variable (X1) has a significant effect on the work discipline variable (Y). Based on the results of the regression analysis, the t-count value of $11.074 > t\text{ table } 1.6615$ means that the normative commitment variable (X2) has a positive effect on the work discipline variable (Y). Then the significant value is $0.000 < 0.05$, which means that the normative commitment variable (X2) has a significant effect on the work discipline variable (Y).

The F test was carried out to test the independent variables, namely affective commitment (X1) and normative commitment(X2) simultaneously have a significant relationship or not to the dependent variable, namely work discipline (Y). As for determining the value of Ftable, the following equation can be used: $df = k; n - k = 2; 95-2 = 3; 93$. After calculating using this equation, $F\text{table} = (2; 95 - 2)$, the value of Ftable is 3.09. The results of the F test in this study can be contained in Table 7:

Table 7. F. Test Results
ANOVAa

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------|
| 1 | Regression | 220,060 | 2 | 110.030 | 97.252 | .000b |
| | Residual | 104,087 | 92 | 1,131 | | |
| | Total | 324,147 | 94 | | | |

a. Dependent Variable: Work Discipline

b. Predictors: (Constant), Normative Commitment, Affective Commitment

Information: * $p < 0.05$

Source: *Research Results, 2022*

Table 7 shows the Fcount value of $97.252 > F_{table} 3.09$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded affective commitment (X1) and normative commitment (X2) simultaneously has a positive and significant effect on work discipline (Y).

The coefficient of determination is carried out to analyze the contribution of the influence of the independent variables, namely affective commitment (X1) and normative commitment (X2) to the dependent variable, namely work discipline (Y). The results of the coefficient of determination test can be contained in Table 9:

Table 9. Coefficient of Determination Test Results

| Model Summary^b | | | | |
|----------------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .824 ^a | .679 | .672 | 1.064 |

a. Predictors: (Constant), Normative Commitment, Affective Commitment

b. Dependent Variable: Work Discipline

Information: * $p < 0.05$

Source: *Research Results, 2022.*

The value of R Square from the analysis of the coefficient of determination is 0.679, meaning that work discipline (Y) can be explained by the variable affective commitment (X1) and normative commitment (X2) of 67.9%, while the remaining 28.1% can be explained by other variables not examined in this study.

Discussion

The results of the regression analysis obtained the t arithmetic value of $2.089 > t_{table} 1.6615$. This means that the affective commitment variable (X1) has a positive effect on the work discipline variable (Y). Then the significant value is $0.040 < 0.05$, which means that the affective commitment variable (X1) has a significant effect on the work discipline variable (Y).

Based on the results of the regression analysis, the t-count value was $11.074 > t_{table} 1.6615$. This means that the normative commitment variable (X2) has a positive effect on the work discipline variable (Y). Then the significant value is $0.000 < 0.05$, which means that the normative commitment variable (X2) has a significant effect on the work discipline variable (Y).

The value of Fcount is $97.252 > F_{table} 3.09$ with a significance value of $0.000 < 0.05$. From these results, it can be concluded affective commitment (X1) and normative commitment (X2) simultaneously has a positive and significant effect on work discipline (Y).

The value of R Square from the analysis of the coefficient of determination is 0.679, meaning that work discipline (Y) can be explained by the variable affective commitment (X1) and normative commitment (X2) of 67.9%, while the remaining 28.1% can be explained by other variables not examined in this study.

IV. Conclusion

1. Affective Commitment has a positive and significant effect on the Work Discipline of the Labuhan Batu Regency Education Office Employees
2. Normative Commitment has a positive and significant effect on the Work Discipline of the Labuhan Batu Regency Education Office Employees
3. Affective Commitment and Normative Commitment simultaneously have a positive and significant effect on Work Discipline of the Labuhan Batu Regency Education Office Employees

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