

The effect of competence, workload, and incentives on the interest of civil servants to become commitment-making officials in Malaka Regency

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Abstract

Purpose: This study aimed to determine the influence of individual competence, workload, and incentives on the interest of State Civil Servants for the positions of Commitment-Making Officials in Malaka Regency.

Research Methodology: The type of method in this research is quantitative research method. The sampling techniques used are Non-probability Sampling method and Saturated Sampling technique. The data analysis techniques are simple linear regression and multiple linear analyses.

Results: The results of this study are that partially, individual competence, workload, and incentives have a positive but not significant effect on the interest of civil servants in the Commitment-Making Official Positions in Malaka Regency. Individual competence, workload, and incentives simultaneously have a positive and significant effect on the interest of civil servants in commitment-making positions in Malaka Regency.

Conclusions: The study shows that while individual competence, workload, and incentives have a positive but insignificant effect on the interest of State Civil Servants in Commitment-Making Official positions, together they significantly influence their interest in these roles.

Limitations: Research variables are complex and research results may change in the future.

Contributions: The findings of this study can be used as the basis for evaluating the Malaka local government bureaucracy and can be scientific information for students of the public administration program.

Keywords: *Commitment-Making Officials, Incentives, Individual Competence, Interests, Workload*

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1. Introduction

Government agencies require various facilities and infrastructure to perform their public service duties, such as computers, stationery, operational cars, electricity, lighting, buildings, and other important operational needs (Rifani & Febriadi, 2021; Salam, Niswaty, Maulana, Jamaluddin, & Darwis, 2020). Without such equipment, office activities will be paralyzed, agency functions will not function, and the community will not be served (Salsabila & Apsari, 2021). To provide the equipment needed to support office activities, goods are procured. According to Arrowsmith (2004); Bahagia (2006); Schooner (2007), procurement of goods and services is the process of obtaining goods or services transparently, effectively, and efficiently according to the needs and desires of its users. In Presidential Decree Number 16 of 2018 Article 4 (a), the purpose of procuring goods/services is to produce the right

goods/services from every expenditure of money which is measured from the aspects of quality, amount, time, cost, location, and provider. A good procurement process will support the development of a country because the use of the correct budget will support development.

In the implementation of the procurement of goods/services, there are parties that are responsible as actors of the procurement. In accordance with Presidential Regulation Number 16 of 2018 concerning Guidelines for the Procurement of Goods/Services, the ones included as procurement actors are Budget Users (PA), Budget User Proxy (KPA), Commitment-Making Officials, Election Working Groups, Procurement Officials, Procurement Agents, Officials for Receiving Results of Work (PjPHP)/Committee for Receiving Results of Work (PPHP), administrators, and providers. Of these several procurement actors, the commitment-making official has a more important role in supporting the successful procurement of goods/services. Commitment-making official is responsible administratively, technically, and financially for the procurement of goods/services.

Given the large amount of responsibility that is carried out, to become a commitment-making official requires quality competencies. Competence is essentially a description of what a person can do in the workplace and what a job looks like. The competence of a commitment-making officer is not only assessed by having an expert certificate in the procurement of goods/services and fulfillment of managerial requirements, but also the ability to carry out his/her main duties and authority based on the principle of goods/services procurement which is the main performance indicator for every actor of government procurement of goods/services. This shows that the responsibility of KDP in the activities of procuring goods and services requires a great deal of understanding and expertise.

The need for competencies that must be met by commitment-making officials makes KDP a large workload. According to [Munandar \(2001\)](#); [Rambe and Suroyo \(2022\)](#), workload is a work condition with a description of the tasks that must be completed within a certain time limit. Workload is the amount of work that must be carried out by a position or organizational unit and is a product of the amount of work and time ([Mardiana & Asj'ari, 2022](#)). As the official responsible for realizing capital expenditures to finance government administration and development, a commitment-making official has a very heavy workload. State Civil Apparatus who serves as a commitment-making official is not exempted from the responsibility for the main duties and functions of State Civil Apparatus. commitment-making official is appointed from the State Civil Apparatus and is a non-structural position that is not related to career paths or ranks. Although KDP is at the forefront of managing the PBJ implementation process from planning, procurement, and contract execution to handover, this is only an additional task with additional incentives. This is of course very difficult, especially since commitment-making official is a civil servant holding a structural position. This task requires State Civil Apparatus to work outside the official working hours (overtime), plus KDP assignments that are a heavy burden.

With the high demand for competence and heavy workload, of course it is only natural for state civil servants who become commitment-making officials to expect incentives that are equivalent to the workload and competence they have. Unfortunately, the Malaka Regency government could not fulfill the hope of such a large incentive. KDP incentives based on standard prices for Malaka Regency from 2018 to 2020 are presented in Table 1.

Table 1. Honorarium standards for Commitment-Making Officials based on the price standards for the Malaka Regency Government

No.	Description	Unit	Unit Price (Rp)	
			Procurement of goods	Construction
1	Ceiling value up to 100 million	OB	800,000	1,010,000
2	Ceiling value from 100 million to 250 million	OB	900,000	1,210,000
3	Ceiling value from 250 million to 500 million	OB	1,000,000	1,410,000
4	The ceiling value is from 500 million to 1 billion	OB	1,100,000	1,610,000
5	Ceiling value from 1 billion to 2.5 billion	OB	1,200,000	1,910,000
6	Ceiling value from 2.5 billion to 5 billion	OB	1,300,000	2,210,000

7	Ceiling value from 5 billion to 10 billion	OB	1,400,000	2,520,000
8	Ceiling value from 10 billion to 25 billion	OB	1,500,000	2,920,000
9	Ceiling value from 25 billion to 50 billion	OB	1,600,0000	3,320,000
10	Ceiling value from 50 billion to 75 billion	OB	2,200,000	3,720,000
<i>*Note: OB = Person/Month</i>				

From the data, it is known that the incentives received by KDP are very small. High individual competence, heavy workload and small incentives affect state civil apparatus' interest in KDP positions. The interest of state civil apparatus Malaka Regency in the commitment to making official positions, especially the procurement of goods and services through suppliers, is still low. They believe that managing projects is complicated, they do not have individual competence in the field of procurement, are busy with the main tasks and functions of civil servants, and receive low incentives. This fact contradicts the expectation that the commitment-making apparatus must be in an attractive, pleasant, and attractive position because by serving as a commitment-making officer, a civil servant plays an active role in regional development activities to create community welfare.

2. Literature Review

2.1 Individual Competence

According to [Mardiani \(2022\)](#); [Wibowo \(2014\)](#), competence is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Competence also shows the characteristics of knowledge and skills possessed or needed by each individual, which enables them to perform their duties and responsibilities effectively and raise the standards of professional quality in their work ([Mulia & Saputra, 2021](#)). Individual competence is the work ability possessed by someone who integrates knowledge, skills, attitudes, and personal values based on experience and learning in an effort to carry out tasks in a professional, effective, and efficient manner ([Herlina, 2021](#)).

Commitment-making official competency standards in the procurement of goods and services are as follows:

1. A Commitment-making official must meet the following competency requirements:
 - A. Integrity;
 - B. High discipline;
 - C. Responsibility and technical and managerial qualifications to carry out tasks;
 - D. Being able to make decisions, act decisively, and have exemplary behavior and not being involved in corruption, collusion, and nepotism;
 - E. Signing the Integrity Pact;
 - F. Not serving as a financial manager; and
 - G. Starting from January 1, 2021, commitment-making officials are required to have a PBJ Competency Certificate and a PBJ Competency Certificate no later than December 31, 2023.
 - H. The managerial requirements as referred to in paragraph (2) point c are:
 - a. Having at least a Bachelor's Degree (S1) with a field of expertise that matches the demands of the job wherever possible;
 - b. Having at least 2 (two) years of experience being actively involved in activities related to the procurement of goods/services; and
 - c. Having the ability to work in groups in carrying out each task/job.
2. The duties and responsibilities to be carried out by the commitment-making officials in the procurement of goods/services based on Presidential Decree Number 16 of 2018 Article 11 are as follows:
 - A. Compiling procurement planning;
 - B. Establishing technical specifications/Terms of Reference (TOR);
 - C. Establishing a draft contract;
 - D. Setting the HPS;
 - E. Determining the amount of down payment to be paid to the provider;
 - F. Proposing changes to the schedule of activities;
 - G. Establishing a support team;

- H. Assigning a team or experts;
- I. Carrying out E-purchasing for a value of at least above IDR 200,000,000.00 (two hundred million rupiahs);
- J. Determining the Letter of Appointment of Goods/Services Provider;
- K. Controlling Contracts;
- L. Reporting the implementation and completion of activities to Pa/KPa;
- M. Submitting work results to Pa/KPa with an official report of submission;
- N. Keeping and maintaining the integrity of all documents on the implementation of activities; and
- O. Assessing the performance of the Provider.

In addition to carrying out the tasks referred to in point (3), commitment-making officials delegate authority from the Pa/KPa, which includes the following:

1. Taking actions resulting in expenditure budget expenditures; and
2. Entering into and stipulating agreements with other parties within the stipulated budget limits.

In addition to the above duties, commitment-making officials are responsible for the following:

1. Proposing to Pa/KPa;
2. Applying changes to work packages, and / or;
3. Applying changes in the schedule of procurement activities;
4. Establishing a support team;
5. Establishing a team or experts providing technical explanations (*aanwijzer*) to assist in the implementation of UKPBJ tasks;
6. Determining the amount of down payment to be paid to providers of goods/services.

2.1 Workload

According to [Hannani, Muzakkir, and Ilyas \(2016\)](#); [Safitri \(2020\)](#), workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a co-worker, skills, behavior, and perceptions of workers. Commitment-making officials' workload or job descriptions and responsibilities from commitment-making officials include:

1. Planning for the implementation of the procurement of goods/services (Article 11 paragraph (1) point a of the Presidential Decree Number 16 of 2018.
2. Arranging a timetable for the implementation of activities and announcement of the RUP.
3. Prepare a withdrawal plan.
4. Commitment-Making Officials Determine a Letter of Appointment of Goods/Services Provider (SPPBJ).
5. Going through Contract Signing Process.
6. Implementing Contracts and Controlling Contracts.
7. Managing Budget Disbursement.
8. Reporting the implementation/completion of the procurement of goods/services.
9. Carrying out the Handover of Work Results.

2.2 Incentive

Incentives are special compensation provided by the company to employees outside of their main salary to help motivate or encourage them to be more active in working and strive to continue to improve work performance in the company ([Lite & Sunarmie, 2016](#)). According to [Hasibuan \(2008\)](#), incentives are remuneration paid to workers whose performance is above standard performance. According to [Ichsan \(2009\)](#), in general, incentives can be classified into 3 parts, namely:

1. Material/financial incentives
Material/financial incentives are incentives given to employees based on their work performance in the form of money or goods.
2. Non-material/non-financial incentives
Non-material/non-financial incentives are incentives given to employees in the form of awards or affirmations based on their work performance, such as certificates, trophies, medals, and so on whose value is immeasurable.

3. Social incentives

Social incentives are incentives given to employees based on their work performance in the form of facilities and opportunities to develop their abilities, such as promotions, education, and so on.

2.3 Theories of individual behavior and Interests

Interest is an individual's interest in a particular object that makes the individual feel happy with that object. According to [Crow and Crow \(1973\)](#), several factors influence interest, including the following:

1. The factor of inner urge: Stimulation that comes from the environment or scope in accordance with someone's wants or needs will easily generate interest.
2. The factor of social motive: Someone's interest in an object or something. Besides, it is also influenced by factors from within humans and by social motives.
3. Emotional factor: These feelings and emotions have an influence on objects, for example, the successful journey that an individual uses in a certain activity can also generate feelings of pleasure and can increase enthusiasm or strength of interest in these activities. Conversely, the failure experienced will cause someone's interest to develop.

2.4 Research Paradigm

Interest is an intrinsic motivation as a learning force that encourages a person to carry out activities with full persistence and tends to remain, where this activity is a process of experience carried out with full awareness and brings feelings of joy. Interest in executing a certain job title in an institution by the institution is due to many factors, such as competence, workload, and incentives received. Competence is the ability to carry out a job or task, which is based on skills and knowledge supported by the work attitude demanded by the job. Workload arises from the interaction between tasks, the work environment used as co-workers, skills, behavior, and workers' perceptions. The large competency requirements that must be met and the heavy workload make workers expect incentives that are commensurate with their sacrifices. Incentives are special compensation provided by the company to employees beyond their basic salary to help motivate or encourage these employees to be more active in working and strive to continue to improve work performance in the company. Large or small competence, workload, and incentives that are verified will affect the interest of workers in carrying out tasks, whether they are the main tasks or not. The relationship between competencies, workload, incentives, and interests can be described in Figure 1.

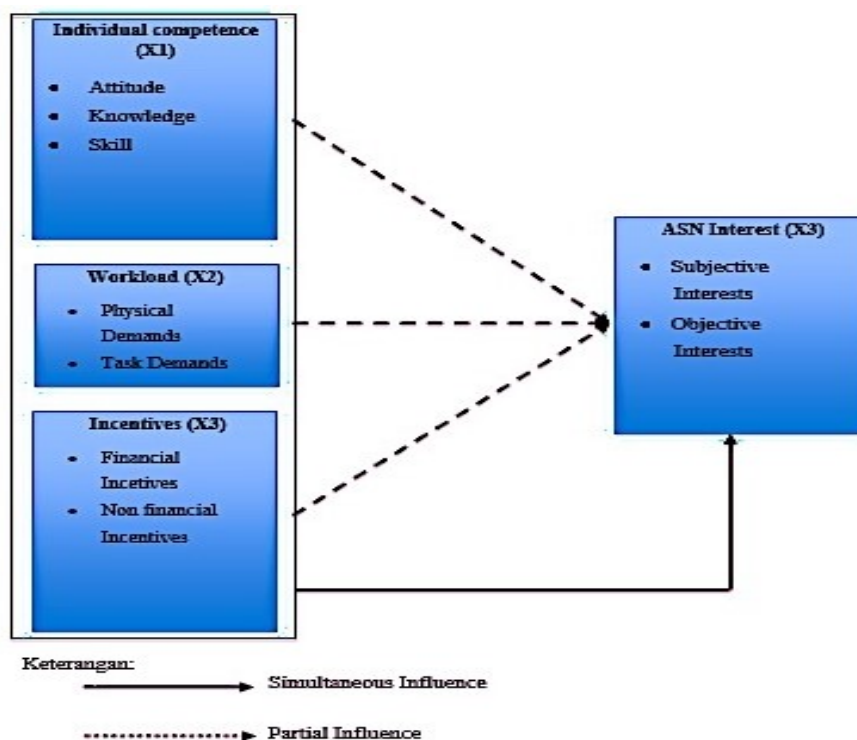


Figure 1. Research framework

Accordingly, the following hypotheses were formulated:

- H_1 : H_0 : Individual competence does not partially affect state civil apparatus' interests
 H_a : Individual competence partially affects state civil apparatus' interests
 H_2 : H_0 : Workload does not partially affect state civil apparatus' interests
 H_a : Workload partially affects state civil apparatus' interest.
 H_3 : H_0 : Incentive does not partially affect state civil apparatus' interests
 H_a : Incentive partially affects state civil apparatus' interest

3. Research Methodology

The type of research method used in this research is quantitative research method, namely the type of research that basically uses a deductive-inductive approach. Collecting data in this study used a questionnaire with the aim of testing whether there was an effect of individual competence, workload, and incentives on the interest of state civil apparatus in commitment-making official positions. The population in this study was commitment-making officials at OPD (Regional Apparatus Organizations) and PA/KPA at OPD in the Malaka Regency Government. In this study, the researchers used the Non-probability Sampling method using the Saturated Sampling technique. In taking the sample, this study used the Slovin method ([Prasetyo, 2014](#)), namely:

$$n = \frac{N}{1+n(e)^2} \quad (1)$$

Explanation:

n = Number of samples

N = Number of population

e = Error tolerance limit

The instrument used in this study was intended to produce accurate data by using a Likert scale. [Sugiyono \(2017\)](#) stated that the Likert Scale was used to measure the attitudes, opinions, and perceptions of a person or group of people about a social phenomenon. Table 2 presents the operational definitions of the variables in this study.

Table 2. Operationalization of variables

No.	Variables	Dimensions	Indicator	Classification/ Scale	Item
1	X	Individual competence	Attitude	Ordinal	1, 2, 3, 4, 5, 6, 7
			Knowledge (knowledge)	Ordinal	8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20
			Skill (Skill)	Ordinal	21, 22, 23, 24
		Workload	Physical Demands	Ordinal	25, 26, 27, 28
			Task Demands	Ordinal	29, 30, 31, 32, 33
		Incentive	Material/Financial Incentives	Ordinal	34, 35, 36, 37, 38
			Non-Material/Non-Financial Incentives	Ordinal	39, 40, 41, 42
2	Y	Interest of State Civil Apparatus in the Commitment-Making Official Position	Subjective Interests	Ordinal	43, 44, 45, 46, 47, 48, 49
			Objective Interests	Ordinal	50. 51

3.1 Validity test

The instrument validity test was conducted to show the validity of the instruments that were used in the study. The calculation of this validity test used the help of the Statistical Package for the Social Science (SPSS) and Microsoft Office Excel. After R count was obtained, then it was compared with R table with a confidence level of R count = 90% or $\alpha = 0.1$ with $dk = n-2$ ($dk = 25-2 = 23$). When viewed in the Product Moment of r values, r table = 0.336. If R Count is $>$, then the item is declared valid, and if it is $<$, then the item is declared invalid.

3.2 Reliability Test

This test aimed to determine the level of reliability of a valid instrument statement. The tests were conducted using Cronbach's alpha. The acceptable value limit was 0.60. If the reliability value is less than 0.60 then the value is not good. The reliability value in this test can be observed in the Reliability Statistics column (Cronbach's alpha).

3.3 Classical Assumption Test

In conducting the regression analysis, it is necessary to test a prerequisite, namely, the classical assumption test. The classical assumption testing in this study includes the autocorrelation and multicollinearity tests.

3.4 Hypothesis test

To partially analyze individual competencies, incentives, and workloads on state civil apparatus' interest in commitment-making official positions, a simple regression analysis was conducted. Subsequently, multiple linear regression analysis tests were conducted to determine the effect of individual competence, incentives, and workload on state civil apparatus' interest in commitment-making official positions simultaneously. The criteria for testing the hypothesis in the partial regression coefficient test (t-test) are as follows:

1. H_o is accepted if $t \text{ count} < t \text{ table}$ or $\geq \alpha$, where $\alpha = 0.05$ means there is no significant effect
2. H_o is rejected if $t \text{ count} > t \text{ table}$ or $< \alpha$, where $\alpha = 0.05$ means that there is a significant effect

3.5 Coefficient of Determination

Coefficient of determination is used to analyze how much the percentage of independent variables contributes to the dependent variable ([Kasmadi & Sunariah, 2014](#)). The coefficient of determination is used for analyzing the variation of the dependent variable (interest) which can be explained by the independent variables (individual competence, workload and incentives).

4. Results and Discussions

4.1 Description of Research Objects

4.1.1 Administrative and Geographical Areas

Malaka Regency is designated as a definitive district by Law number 3 of 2013 concerning the Establishment of Malaka Regency in East Nusa Tenggara Province with Betun as its capital. Malaka Regency comprises 12 districts and 127 villages. The borders of Malaka Regency are as follows:

1. To the north, Malaka Regency is bordered by the Democratic Republic of Timor Leste;
2. To the east, Malaka Regency is bordered by the Timor Sea;
3. To the south, Malaka Regency is bordered by the Timor Sea;
4. To the west, Malaka Regency is bordered by the districts of North Central Timor (TTU) and South Central Timor (TTS).

4.1.2 Vision and Mission of Malaka Regency

The vision of Malaka Regency for the 2016–2021 period is "Building a Solid and Dynamic Foundation to Achieve a Prosperous Malaka Community." To realize the medium-term development vision of Malaka Regency for the 2016–2021 period, five missions are formulated as follows:

1. Improving human resources;
2. Optimizing regional potentials;
3. Improving infrastructure for improving community services;
4. Improving community welfare through improving the family-based community economy;
5. Spatial Planning.

4.2 Research Result

4.2.1 Standardization of Research Instrument

The data from the validity test results can be seen from the correlation between each item with the total scores of $n = 25$, significant level of $\alpha = 0.05$, and $r \text{ table}$ of 0.336, which were obtained. This means that if the correlation value is ≥ 0.336 , then the items are considered valid; in contrast, if the correlation value is ≤ 0.336 , then the items are considered invalid. A questionnaire instrument consisting of 51

items, namely 24 items of individual competence, 9 items of workload, 9 items of incentives, and 9 items of interests was used. The results were 10 items were not valid and 41 items were valid. The reliability test of the research instrument was calculated using Cronbach's alpha formula. The results of the reliability calculation are shown in Table 3.

Table 3. Instrument reliability test results

Variable	Cronbach's Alpha	Information
Interest	0.832	Reliable
Individual Competence	0.924	Reliable
Workload	0.769	Reliable
Incentive	0.615	Reliable

4.2.2 Classic Assumptions Test

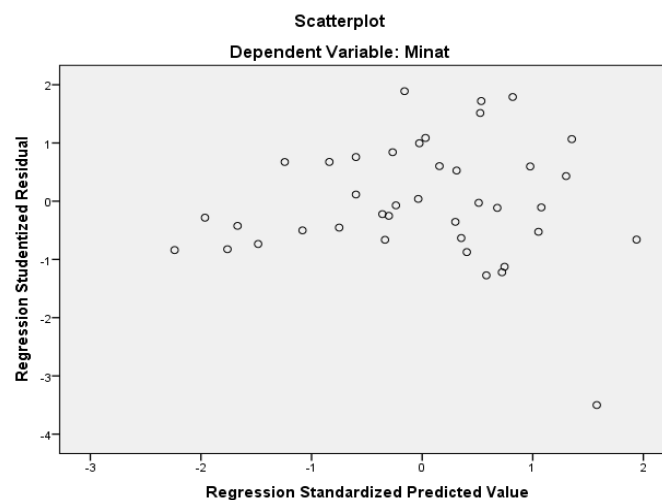


Figure 2. Heteroscedasticity test

Based on the output in Figure 2, the following can be inferred:

1. The scatter data points are above and below or around the 0
2. The dots don't cluster just above and below
3. The distribution of data points does not form a wavy pattern that widens then narrows and widens again.

Based on this result, we can conclude that there is no heteroscedasticity problem, and an ideal regression model can be achieved.

4.2.3 Simple Regression Analysis

This test aims to prove the effect of each independent variable on the dependent variable. The equation used in this study is as follows:

$$Y = a + bX \quad (2)$$

The results of the simple linear regression analysis are presented in Table 4.

1. Simple Analysis of X_1

Table 4. Simple regression analysis

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.133	3.789		3.466	0.001
	Individual Competence	0.203	0.064	0,457	3.165	0.003
a. Dependent Variable: Interests						

This result can be explained by the following formula:

$$Y = 13.133 + 0.203 X_1 \quad (3)$$

The results of the analysis are explained as follows:

- The constant value is 13.133, which shows that if the individual competence is zero (0), then the value of interest is 13.133
- The coefficient of individual competence is 0.203, which states that if the variable X_1 (Individual Competence) increases by 1 (one) point, then it will cause the value of the variable Y (Interest) to increase by 0.203.

2. Coefficient of Determination of X_1

Table 5. Coefficient determination test

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.457a	0.209	0.188	4.648	2.127
a. Predictors: (Constant), Individual Competence					
b. Dependent Variable: Interests					

Table 5 shows the coefficient of determination test shows that the value of R Square is 0.209, which means that individual competence variable affects the interests of state civil servants in commitment-making official position in Malaka Regency by 20.9%, while the remaining 79.1% is influenced by other variables.

3. Partial Test (t-test)

Table 6. T-test results

Coefficient								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.181	5.634		1.984	0.055		
	Individual Competence	0.171	0.085	0.384	2.017	0.051	0.602	1.662
	Workload	0.149	0.268	0.107	0.556	0.581	0.590	1.694
	Incentive	0.031	0.183	0.026	0.169	0.867	0.919	1.088
a. Dependent Variable: Interests								

H_1 : Individual Competence (X_1)

Table 6 shows the t-test results show that the t-value is 2.017 and the significance value of individual competence is 0.051, which is greater than 0.05. Therefore, individual competence has a positive but not significant effect on the interest of the state civil apparatus.

4. Simple Analysis of X_2

Table 7. Simple linear regression

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.781	4.398		3.361	0.002
	Workload	0.494	0.211	0.355	2.337	0.025
a. Dependent Variable: Interests						

The results of the simple linear regression analysis can be explained using the following formula:

$$Y = 14.781 + 0.494 X_2 \quad (4)$$

Table 7 shows the results of the analysis can be explained as follows:

- A constant value of 14.781 indicates that if the Workload is zero (0), then the Interest value is 0.494.
- The coefficient of Workload is 0.494, which states that if the variable X_2 (workload) increases by one point, then it will cause the value of the variable Y (Interest) to increase by 0.494.

5. The Coefficient of Determination of X_2

Table 8. Coefficient determination test

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,355a	,126	,103	4,886	1,871
a. Predictors: (Constant), Workload					
b. Dependent Variable: Interests					

The coefficient of determination test results shown in Table 8 that the value of R Square is 0.126, which means that the workload variable affects the interests of state civil servants in commitment-making official positions in Malaka Regency by 12.6%, while the remaining 87.4% is influenced by other variables.

- Workload Variable t-test (X_2)

The t-test result shows that the t-value is 0.556, with the significance of the workload being 0.581, greater than 0.05, which means that the workload has a positive but not significant effect on the interest of state civil apparatus.

6. Simple Analysis of X_3

Table 9. Simple linear regression

Coefficient						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.463	4.949		4.135	0.000
	Incentive	0.173	0.191	0.146	0.909	0.369
a. Dependent Variable: Interests						

The results of the simple linear regression analysis can be explained using the following formula:

$$Y = 20.463 + 0.173 X_3 \quad (5)$$

Table 9 shows the results of the analysis above can be explained as follows:

- A constant value of 20.463 indicates that if the incentive is zero (0), then the value of interest is 20.463.
- The coefficient of incentives is 0.173, which states that if the variable X_3 (Incentives) increases by 1 (one) point, then it will cause the value of the variable Y (Interest) to increase by 0.173.

7. Coefficient of Determination of X_3

Table 10. Coefficient of determination

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.146a	0.021	-0.004	5.170	2.009
a. Predictors: (Constant), Incentives					
b. Dependent Variable: Interests					

Table 10 shows the result of the coefficient of determination test shows that the value of R Square is 0.021, which means that the Incentive variable affects the interest of state civil servants in commitment-making official positions in Malaka Regency by 2.1%, while the remaining 97.9% is influenced by other variables.

• Incentive Variable t-test (X_3)

The results of the t-test show that the t-value is 0.169 with a significance of incentives of 0.867, which is greater than 0.05, indicating that incentives have a positive but not significant effect on the interest of the state civil apparatus.

4.2.4 Multiple Linear Regression Analysis

Multiple linear regression analysis predicts how the state (rise and fall) of the dependent variable occurs if two or more independent variables are manipulated (increase or decrease in value). The results of the multiple linear regression tests are presented in the following table:

Table 11. Linear regression

Coefficient								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.181	5.634		1.984	0.055		
	Individual Competence	0.171	0.085	0.384	2.017	0.051	0.602	1.662
	Workload	0.149	0.268	0.107	0.556	0.581	0.590	1.694
	Incentive	0.031	0.183	0.026	0.169	0.867	0.919	1.088
a. Dependent Variable: Interests								

The results of the above analysis can be formulated in the following equation:

$$Y = 11.181 + 0.171 \text{ KI} + 0.149 \text{ BK} + 0.031 \text{ I.} \quad (6)$$

Table 11 shows the linear regression results are explained as follows:

- The value of the constant is 11.181; this shows that if the individual competence, workload, and incentives are 0 (zero), then the state civil apparatus' Interest value is 11.181.
- The coefficient of Individual Competence is 0.171, which states that if the variable X_1 (Individual Competence) increases by 1 (one) point, it will result in the value of the variable Y (Interest) increase by 0.171.
- The coefficient of Workload is 0.149, which states that if the variable X_2 (Workload) increases by 1 (one) point, it will cause the value of variable Y to increase by 0.149.
- The coefficient of Incentives is 0.031, which states that if the variable X_3 (Incentives) increases by 1 (one) point, it will cause the value of variable Y to increase by 0.031.

4.2.5 Coefficient of Determination

Table 12. Coefficient of determination test

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.466a	0.217	0.152	4.751	2.074
a. Predictors: (Constant), Incentives, Individual Competence, Workload					
b. Dependent Variable: Interests					

Table 12 shows the result of the coefficient of determination test shows that the value of Adjusted R Square is 0.152, which means that the individual competence, workload, and incentive variables affect the interest of state civil apparatus in commitment-making official positions in Malaka Regency by 15.2%, while the remaining 84.8% is influenced by other variables which were not included in this research.

4.2.6 Hypothesis Test (F-Test)

Table 13. ANOVA

ANOVA						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	225.036	3	75.012	3.323	0.030b
	Residual	812.564	36	22.571		
	Total	1,037.600	39			
a. Dependent Variable: Interests						
b. Predictors: (Constant), Incentives, Individual Competence, Workload						

Table 13 shows the results of the F-test above can be seen that the F-test value is 3.323 and is at a significance level of 0.030, which is smaller than 0.05, which means that the individual competence, workload, and incentives variables have a positive and significant effect on the interest of state civil apparatus.

4.3 Discussion

4.3.1 Effect of Individual Competence (X_1) on Interests (Y)

Based on the results of the study, it was found that the effect of individual competence on the interests of commitment-making official positions in Malaka Regency was in good or adequate category. The test results found that there was a positive but not significant influence between the individual competence variable and the interest of state civil servants in the position of commitment making officials in Malaka Regency. This can be seen in the t-test results obtained by t-count of 2.017 with a probability level (sig.) of 0.051. These results indicate that H_a is accepted and H_0 is rejected.

Individual competence is a work ability possessed by someone who integrates knowledge, skills, attitudes, and personal values based on experience and learning in an effort to carry out tasks properly and correctly. This is in line with the theory put forward by [Spencer and Spencer \(1993\)](#) that competence is a characteristic that underlies a person and is related to the effectiveness of individual performance in his/her work. A person's interest can be seen from a statement of being happy or unhappy with a certain object and the findings of this writer are in line with a research conducted by [Wulandari and Tjahjono \(2011\)](#), which states that competence has a positive effect on the performance of auditors at BPKP DIY Representatives. This means that competent individuals must have knowledge and expertise to support their jobs.

The state civil apparatus in the position of commitment-making official is a reflection of the professionalism of the state civil apparatus in Malaka Regency, which will be maintained if there is fair treatment and attention. So, the competence of individual state civil apparatus in Malaka Regency in the field of procurement of goods and services will have an impact and have a positive influence in

changing, maintaining, and increasing the interest of state civil servants in the position of commitment-making official.

The results of the observation found that the majority of respondents wanted the increased interest in state civil apparatus in Malaka Regency to become commitment-making officials. In addition, the respondents expected the Malaka Regency Government through OPD to encourage state civil apparatus' interest in becoming commitment-making officials by organizing or providing a budget for state civil apparatus to take goods/services procurement training and goods/services procurement expertise certification exams. The higher the individual competence will encourage state civil apparatus' interest in commitment-making official positions.

4.3.1.1 Effect of Workload (X_2) on Interest (Y)

Based on the research results, it was found that the perception of the workload variable in Malaka Regency was in the good category. The result of the t-count is 0.056 with a probability (sig.) of 0.581. So, H_a is accepted while H_o is rejected. Workload is a set of tasks assigned to an employee/worker and must be completed by an organizational unit or an office holder within a certain period of time. This is in line with the theory put forward by [Hannani et al. \(2016\)](#); [Rachmawati and Rismawati \(2022\)](#), which states that workload is something that arises from the interaction between the demands of tasks, the work environment where it is used as a work partner, skills, behavior, and perceptions of workers.

The workload in commitment-making official position is a responsibility or obligation that must be completed by the state civil apparatus who holds the position as commitment-making official. In this regard, commitment-making officials must have attitudes in making the right decisions in accordance with the duties assigned to them. They are firm in the attitude of raising self-awareness of duties and responsibilities in carrying out professionalism. The interest of state civil apparatus in commitment-making official positions arises if they have positive attitudes and behavior, meaning that they realize that they are commitment-making officials who socialize and work in organizations. If this attitude is positive, then commitment-making officials will carry out their duties positively as well.

4.3.1.2 Effect of Incentives (X_3) on Interest (Y)

Providing incentives is one way or company effort to reward employee performance that can improve the quality of employee work. Providing incentives is a form of company attention to an employee's needs, so that employees are more active and enthusiastic in working in accordance with company expectations. H_a is accepted and H_o is rejected. This is evidenced by the results of the t-test. The results obtained from the t-count of the incentive variable on interest were 0.169 with a sig. of 0.867, which indicates that the incentive has a positive but insignificant effect on interest.

Based on the results of data processing on the results of respondents' answers, it was found that the perception of the incentive variable on interest in the commitment-making official position in Malaka Regency was in the good category. This means that the commitment-making officials feel that the standard incentives provided are adequate. Adequate incentives at commitment-making official positions will have a positive impact on the performance of OPD in Malaka Regency and discipline in carrying out their duties. Also, obeying the regulations will be seen in the results of commitment-making officials' performance and the program achievement targets that OPD wants to achieve will be achieved. This research is in line with a research conducted by [Zahara \(2014\)](#), which states that incentives affect employee performance. This means that if employees continue to increase their incentives by meeting their needs, both material and non-material needs, the employee's work performance will also be motivated, so that they can complete their duties and responsibilities ([Istiqomah & Damayanti, 2021](#)).

4.3.2 The Influence of Individual Competence (X_1), Workload (X_2), and Incentives (X_3) on Interests (Y)

Based on the results of the F-test calculation, the author's fourth hypothesis is accepted, which in the end, it is known that there is a real and significant influence between the influence of individual competence, workload, and incentives on the interest of state civil servants in becoming commitment making officials in Malaka Regency. The performance of the state civil apparatus in the position of

commitment making officials will be good if it is influenced by two factors, namely individual factors and organizational factors.

This is in line with the theory put forward by [Sendjaja \(2005\)](#), which states that whether an activity will be carried out or not is very dependent on one's interest in the activity. Here, it appears that interest is a strong motivator for carrying out an activity. In addition, he also stated that an activity would be carried out or not very much depending on one's interest in the activity. A person who has competence in a field is given a workload according to his/her field of competence and is rewarded with adequate incentives, and then he is interested in the job or position given ([Liu & Liu, 2022](#)). Conversely, if it is not balanced with adequate incentives, people will avoid occupying the position.

The result of the coefficient of determination of the influence given from the variables of individual competence, workload, and incentives on the interest of state civil servants in commitment-making official positions is 15.2%, while the remaining 84.8% Interest in state civil apparatus is influenced by other variables such as organizational culture, discipline, satisfaction, and so on which are not the focus of this research. Organizational culture is related to the system or values set in the organization and that bind all of its members. Discipline is an attitude of obeying existing values or norms that apply to the organization and job satisfaction which is a measure of something done, the type of work, and the nature of the task or responsibility being carried out.

A regional apparatus organization needs commitment-making officials that can provide changes to its regional apparatus organization, especially to achieve high service quality, and one of the main elements in a country's development and service activities is the activity of procuring goods/services. The increase in the APBN from year to year causes the greater funds allocated for the procurement of government goods/services. This requires serious attention and handling, because if the implementation is not good, then it will result in losses for the government, such as the acquisition of goods that are of poor quality, do not meet technical requirements, and delay in the delivery of goods, so that the use of goods/services needed is delayed. The existence of good commitment-making officials in acting, making decisions, and acting as well as setting an example for other civil servants will provide a good atmosphere in the organization of regional apparatus. So, it will inspire positive attitudes, actions, and behavior. This will be seen from how to comply with the rules and carry out duties according to their responsibilities.

5. Conclusions

5.1 Conclusion

The influence of individual competence, workload, and incentives on the interest of state civil servants in the positions of commitment-making officials in Malaka Regency has a positive but insignificant effect. This means that the more democratic the state civil apparatus in the commitment-making official positions, the higher their performance will be. The effect of workload on interest in OPD in Malaka Regency has a positive but insignificant effect. This means that the better the state civil apparatus in commitment-making official positions, the higher the performance of OPD in Malaka Regency will be. The influence of Incentives on interests of state civil servants in the positions of commitment-making officials in Malaka Regency has a positive but insignificant effect. This means that the better the incentive contribution, the higher the performance of the state civil apparatus in the positions of commitment-making officials in Malaka Regency will be. The effect between individual competence, workload, and incentives together has a positive and significant effect on the interest of state civil servants in the positions of commitment-making officials. This significance means that the three independent variables of individual competence, workload, and incentives together can be used to predict the increase in the interest variable of state civil servants in the positions of commitment-making officials in Malaka Regency.

5.2 Research Limitations

This study has several limitations that should be considered. First, the research focuses only on civil servants in Malaka Regency, which limits the generalizability of the findings to other regions or governmental settings. Second, the study uses a cross-sectional approach, which means the data only

captures a snapshot of the situation at a particular point in time and may not reflect long-term trends. Additionally, the research primarily relies on self-reported data from respondents, which could introduce bias or inaccuracies. Lastly, the study examines only three factors competence, workload, and incentives leaving out other potential influences such as organizational culture or job satisfaction, which could also affect the interest of civil servants in becoming commitment-making officials.

5.3 Suggestions and Direction for Future Research

The suggestions that can be given from this research are that the regional apparatus organization must know that each member has skills or competence in decision-making, as well as exploring existing resources, and must be able to provide a conducive and pleasant atmosphere for members of other regional apparatus organizations, so that communication and togetherness are created. Also, for future researchers, it is necessary to develop dimensions and indicators in depth, so that they can be studied deeper into related research.

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Author Contributions

ERS contributed the most to the study by leading the conceptualization, study design, data collection, data analysis, and writing of the manuscript. PK assisted with the data analysis, interpretation of results, and provided critical revisions to the manuscript. NN contributed to the literature review, discussion, and provided additional edits to improve the manuscript. All authors have read and approved the final version of the manuscript.

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