THE EFFECT OF JOB DESCRIPTION, WORK SUPERVISION AND INITIATIVES ON EMPLOYEE WORK COMMITMENTS IN PIDIE DISTRICT EDUCATION OFFICE

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ABSTRACT

This study aims to determine "The Influence of Job Description, Work Supervision and Initiatives on Employee Work Commitment at the Pidie District Education Office". Where the independent variables are Job Description (X1), Work Supervision (X2) and Initiatives (X3), and Work Commitment (Y) as the dependent variable. The population in this study were employees who worked at the Pidie District Education Office, which amounted to 98 employees. The entire population in this study was taken as a sample using the Convinience Sampling Technique. Data were collected using a survey method through questionnaires filled out by respondents. Then the data obtained were analyzed using multiple regression analysis. This analysis includes Validity Test, Reliability Test, Multiple Regression Analysis, Classical Assumption Test, Hypothesis Testing through F Test and t Test, and Coefficient of Determination (R²) analysis. Based on the results of the study, the regression equation was obtained: Y = 1,980 + 0, 307 X1 + 0,242 X2 + 0,417 X3. Based on the results of the analysis above, it can be concluded that of the three variables studied, it turns out that the Initiative variable (X3) has the most dominant influence of 41.7% on work commitment (Y) at the Pidie District Education Office. The influence between the dependent and independent variables is each variable Job description (X1), work supervision (X2) and Initiative (X3) on work commitment (Y) at the Education Office of Pidie Regency with a correlation index of 92.2% This means that the relationship is very strong. Then the index of determination for each Job description (X1), Work Supervision (X2) and Initiative (X3) is 85%, this means that it has a significant effect on work commitment (Y) at the Pidie District Education Office, which is 15% which is influenced by the variable others that were not investigated in this study.

INTRODUCTION

Good resource management can help the Government to find the right employees as needed. Employees in a government are employees who have the ability according to the existing job vacancies. However, there are not enough employees so there is a need for a division of work so that each employee gets their respective tasks to be carried out in accordance with the objectives and functions (tupoksi).

For that at each section or level the position should be completed with a clear employee job description that relates to organizational/institutional standards. A job description is a written statement of what the incumbent actually does, how to do it, and under what conditions the position is carried out. Supervision is an important thing in carrying out a plan. With supervision, the planning expected by management can be fulfilled and run well. Supervision is basically fully directed to avoid the possibility of deviations or deviations from the goals that have been set as supervision effectively and efficiently.

Initiative is the ability to decide and do something right without having to be told, able to find what should be done with something around, trying to keep moving to do some things even though the situation is getting more difficult. Work commitment is one of the keys that determines the success or failure of an organization to achieve its goals. Employees who are committed to the organization usually show a work attitude that is attentive to their duties, they are very responsible for carrying out their duties and are very loyal to the organization.

Based on the results of initial observations, the efforts made by the Pidie Regency Education Office to determine the process of mentioning tasks, responsibilities of a job need to be clearly known what type, then what responsibilities must be held by employees who carry out these tasks, so that employees do not make mistakes with their description of the work to be done by the employee.

Furthermore, an effort made by the Pidie District Education Office to set performance standards on plans to design an information feedback system to determine whether a deviation has occurred and measure the significance of the deviation is still irregular, as well as to take the necessary corrective action yet does not guarantee that all resources that have been used as effectively and efficiently as possible to achieve organizational goals.

Initiative is also very much needed in an organization, but what happened at the Pidie . District Education Office, employees had no sense of responsibility to develop the organization to be better, employees only waited for directions from superiors, even if there was an initiative from one employee then developed no any awards would be given to the employee Therefore, employees only wait for directions from their superiors. Based on this, the authors are interested in conducting research with the title: "The Influence of Job Description, Work Supervision and Initiatives on Employee Work Commitment at the Pidie District Education Office. The objectives to be achieved in this study are:

1. To find out the effect of the job description on the work commitment of employees at the Pidie District Education Office.
2. To determine the effect of work supervision on the work commitment of employees at the Pidie District Education Office.
3. To determine the effect of the initiative on the work commitment of employees at the Pidie District Education Office.
4. To find out the most dominant variable in increasing employee work commitment at the Pidie District Education Office.

Theoretical basis
Job Description

According to Suwandi (2014), "job description is an attempt to explain the role of a person from outside that person, namely the organization, while from within, namely from everyone who is in a predetermined role, it is also required the ability and willingness to understand the role he occupies. The ability to understand means the ability to understand or know the job description that has been set by the organization, while the willingness to understand means that a person mentally accepts his role, namely there is a match between his personal expectations and the role assigned to him.

According to Ardana, (2012), states that a job description is a written statement that includes duties, authorities, responsibilities, and line relationships both up and down. A job description is a factual statement regarding the duties and responsibilities of a particular job.

Meanwhile, according to Hasibuan (2011) states that there is an effect of job descriptions on work, namely if the description is not clear, it will result in an employee not knowing his duties and responsibilities on the job, resulting in the work not being achieved properly.

Sofyandi (2013) a job description is defined as a brief description that is written carefully about the duties, obligations, responsibilities and authorities in a certain position. While Dessler (2011) that a job description is a written statement about what the worker must do, how the person does it, and what the working conditions are. According to Stone, (2011) the benefits of job descriptions include:

1. Help superiors and subordinates understand Why is a position held and what is its main purpose.
2. As a management tool to integrate function: Performance Management, Staffing & Selection, Organization Design, Reward System, Career Development & Training
3. As a material to make comparisons between tasks and jobs in a company with duties and jobs in other companies (including the applicable compensation system).
4. As a basis for determining the compensation system within the company through the job evaluation process.
5. As the basis for the establishment of a performance appraisal system for the preparation of human resource development programs, promotions, recruitment, and so on.
6. Help someone to be able to better understand the duties, authorities and responsibilities of his position. In this case, it will also help in terms of providing job orientation materials for new positions.
7. Explain and clarify the scope of positions in an organization so that the possibility of misinterpretation, overlapping, and so on can be avoided.
8. Assist in organizational planning and development programs including training programs, rearrangement of work systems and procedures and others.

The job description indicators according to Hasibuan (2012) are:
1. What to do
   After occupying the assigned position, what do you do with the
   duties, authorities, and responsibilities carried out by an employee to carry out the company's organizational activities.
2. Skills
   The ability of an employee to carry out the tasks assigned to him and the ability to build relationships with colleagues or superiors.
3. Required education

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Each existing position requires what education is needed to occupy that position.

4. Condition

   Where the position is carried out, an employee sitting in a position must be able to see the situation, information about the materials used, and be able to understand what must be done internally and externally.

5. The type and quality of people required for the position. In the information above, a person who will hold a position must meet the criteria determined by the company.

Work Supervision

According to Manullang (2012), supervision is a process to determine what work has been carried out, evaluate it and correct it if necessary with the intention that the implementation of the work is in accordance with the original plan. According to Handoko (2012), supervision is a process to ensure that organizational and management goals are achieved. According to Harahap (2011), supervision is the whole system, technique, method that may be used by a superior to ensure that all activities carried out by and within the organization actually apply the principle of efficiency and lead to efforts to achieve the overall goals of the organization. According to Ernie and Saefullah (2011), supervision is a process in determining performance measures and taking actions that can support the achievement of the expected results in accordance with the predetermined performance. According to Juhir (2014) the purpose of supervision is to:

  a. Knowing the course of work, whether smooth or not;
  b. Correcting mistakes made by employees and taking precautions so as not to repeat the same mistakes or the emergence of new mistakes;
  c. Knowing whether the use of the budget that has been set in the plan is directed to the target and in accordance with what has been planned;
  d. Knowing the implementation of work in accordance with the program (implementation level phase) as specified in the planning or not;
  e. Knowing the results of the work compared with what has been set in the planning, namely the standard.

According to Winardi (2016), there are four factors that influence the upper limits of various existing situations as follows:

  a. The similarity of functions to be supervised is supervised. The scope of supervision must follow and the number of different functions that need to be supervised increases in number.
  b. The complexity of the supervised function. The scope of supervision should be smaller for subordinates who carry out more complex tasks, compared to simpler tasks.
  c. Necessary coordination between supervised functions. The scope of supervision should be smaller, when the tasks to be supervised are getting more difficult.
  d. Planning required for the function being supervised. The more time it takes a manager to carry out the planning for the functions to be supervised, the smaller the scope of proper supervision will be.

According to Siswand (2012), the supervisory indicators are:

1. Inspection, the process of checking with the method of observation or observation using the five senses to detect health problems of patients who are sick, for example, Rangga Sunda Empirer.
2. Observation, activity of a process or object with the intention of feeling and then understanding the knowledge of a phenomenon based on previously known knowledge and ideas, to obtain the information needed to continue a research

3. Supervise by correcting if there are errors
4. Provide strict sanctions for violations
5. Reporting work results verbally

Initiative

According to Mardiyanto (2013) "Initiative is an ability to find opportunities, find ideas, develop ideas and new ways to solve a problem (thinking new things)".

According to Munandar (2012) "The meaning of initiative is the ability to find several possible answers to a problem based on available information and data, where the emphasis lies on the effectiveness, quality, and variety of answers. The definition of initiative is the ability to recognize problems and opportunities and can take action to solve problems or capture these opportunities. People who have the initiative can immediately see problems that arise and find solutions to these problems. The solution is immediately carried out so that the problem can be solved. According to Desmita (2012) the indicators of initiative at work are as follows:

1. There is a strong desire or desire to work.
2. Taking decisions and initiatives to deal with problems.
3. Provide new ideas
4. Take responsibility for what he does.
5. Confident and carry out tasks independently.

Commitment

Organizational commitment is one aspect that affects employee behavior in the organization. Allen and Mayer (2013) state that organic commitment is a psychological construct that is characteristic of the relationship between organizational members and their organization and has implications for individual decisions to continue membership in the organization. Members who are committed to the organization will be more able to survive as part of the organization. According to Glinow (2011) commitment is the strongest influence, where people identify with requests and are highly motivated to carry them out, even when the source of motivation is no longer present.

According to Minner (2011), organizational commitment is influenced by the following factors.

1. Personal factors such as age, gender, education level, work experience and personality.
2. Job characteristics such as job scope, challenges in work, role conflict, level of difficulty in work
3. Structural characteristics such as the size of the organization, the form of the organization, the presence of a work union, and the level of control exercised by the organization on employees.
4. Work experience, experience someone influences the level of employee commitment to the organization. New employees and long-time employees have different levels of commitment.

According to Sopiah, (2012) organizational commitment has five indicators, namely:

1) Willingness of employees, where there is a desire of employees to strive to achieve the interests of the organization.
2) Employee loyalty, where employees want to maintain their membership to continue to be a part of the organization.
3) Employee pride, characterized by employees feeling proud to have been part of the organization they follow and feeling that the organization has become a part of their lives
4) Have a new family, feel the organization as his home.
5) It is difficult to get a job, it will be difficult to get another job if you leave the organization.

2.6 Framework

After the research problem is formulated, the second step in the research process is to find theories, concepts and generalizations of research results that can be used as a theoretical basis for conducting research. The variables in this study are Job Description (X1), work supervision (X2), Initiative (X3) and work commitment (X2).

2.7 Hypothesis

The population of this study are employees

It is suspected that the job description, supervision and initiative played a role in increasing the work commitment of employees at the Pidie District Education Office.

RESEARCH METHODS

Research Location and Object

The location of this research is the Education Office of Pidie Regency which is located at Jl. Mr. Chik Ditiro No. 8 Tel. 21576 Sigli.

Population and Sample

There are 98 people working for the Pidie District Education Office. The entire population is used as a sample.

Data collection technique

1. Primary Data

    Primary data collection was done by distributing questionnaires to the research object.
2. Secondary Data

    Data were obtained from organizational/institutional archives, literature studies, previous research, and published journals

    related to the problem to be studied.

RESULTS AND DISCUSSION

Validity and Reliability Test

1. Validity Test

Testing the validity of the items from this questionnaire is carried out statistically, using the product moment correlation method, with the criteria for determining if the correlation coefficient (r) obtained is greater than the coefficient from the table of critical values r, which is at a significant level of 5%, the test instrument that was tested was declared valid. The value of r table for this study is 0.329. If rcount is greater than rtable then the questionnaire is said to be valid and vice versa if rcount is smaller than rtable then the questionnaire is said to be invalid as a research instrument. The test results are as follows:

Validity Test Result

Variabel	Pertanyaan	Koefisien Korelasi	Nilai Kritis=5%(98)	Ket
X1	X1.1	0.690	0.197	Valid
	X1.2	0.623	0.197	Valid
	X1.3	0.623	0.197	Valid
	X1.4	0.648	0.197	Valid
	X1.5	0.616	0.197	Valid
X2	X2.1	0.604	0.197	Valid
	X2.2	0.739	0.197	Valid
	X2.3	0.609	0.197	Valid
	X2.4	0.686	0.197	Valid
	X2.5	0.763	0.197	Valid
X3	X3.1	0.638	0.197	Valid
	X3.2	0.734	0.197	Valid
	X3.3	0.534	0.197	Valid
	X3.4	0.602	0.197	Valid
	X3.5	0.622	0.197	Valid
Y	Y1	0.622	0.197	Valid
	Y2	0.701	0.197	Valid
	Y3	0.657	0.197	Valid
	Y4	0.630	0.197	Valid
	Y5	0.606	0.197	Valid

The results above indicate that the questionnaire items in this study are valid, this is indicated by the calculated r value for each item that is greater than r table (0.197), meaning that all questions can be used as research instruments.

2. Reliability Test

In reliability testing, an internal consistency test is used, namely a testing system for a certain group, then the score is calculated and the consistency is tested against various items in the group.

The alpha coefficient value varies from 0 (zero) to 1 (one) and the alpha value = 0.60 or less indicates that the measuring instrument lacks reliability.

No	Variabel	Item Variabel	Nilai Alpha	Kehandalan
1	*Job description*(X1)	5	0,638	Handal
2	Pengawasan kerja(X2)	5	0,713	Handal
3	Inisiatif (X3)	5	0,618	Handal
4	Komitmen kerja (Y)	5	0,643	Handal

Sumber : Data Primer Diolah, (2020)

Based on the table above, it can be seen that the alpha for each variable, namely the Job description Variable (X1) obtained an alpha value of 0.638, and the Work Supervision Variable (X2) obtained an alpha value of 0.713, the Initiative Variable (X3) obtained an alpha value of 0.618 and the variable Work commitment (Y) obtained an alpha value of 0.643. Thus, the measurement of the reliability of the research variables shows that the measurement of reliability meets the requirements of reliability or in other words that this questionnaire is reliable as a research instrument.

Classical Assumption Testing Analysis
1. Normality Test
The normality test is used to test whether the data from the samples taken are normal or not. Residual variables are normally distributed which will lie around the horizontal line (not far apart from the diagonal line). Based on the P-Plot in the appendix, it shows that the distribution of standardized residuals is within the range of the diagonal line.

2. Multicollinearity Test
Multicollinearity was tested by looking at the VIF of each independent variable on the dependent variable. If VIF <10, there is no multilinearity or non-multilinearity, meaning that the data being studied does not have the influence of external variables that can damage the quality of the data obtained. The test results are shown in the following table:

Table 4.8
VIF Value of Independent Variable

| Variabel Bebas	VIF	Keterangan
Variabel *Job description*(X1)	2,266	NonMultikolinearitas
Variabel Pengawasan kerja(X2)	2,138	Non Multikolinearitas
Variabel Inisiatif(X3)	2,276	Non Multikolinearitas

Sumber :Data Primer Diolah, (2020)

Based on the table above, it can be explained that all indicators in this study are free of confounding variables that can reduce the validity of the research results, because the multicollinearity value obtained based on the VIF (Variance Inflating Factor) value is smaller than the value 10.
Heteroscedasticity Test
Detection of the presence or absence of heteroscedasticity can be done by looking at the presence or absence of certain patterns on the scatter plot graph. The results of data processing show a scatterplot graph as shown below:

Figure 4.2 Heteroscedasticity Test Graph
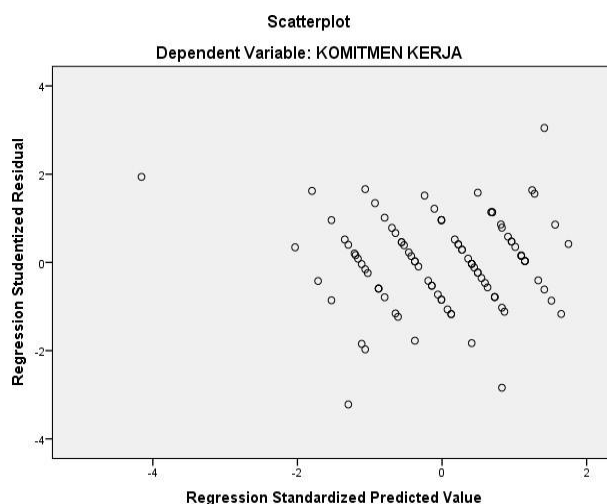
From the picture above, it can be seen that the scatterplot graph does not have a certain regular pattern (wavy, widen and then narrows), thus it can be interpreted that there are no symptoms of heteroscedasticity.

Discussion
To determine the effect of Job description variables, work supervision and initiatives on work commitment at the Pidie District Education Office, data analysis was carried out through linear regression. where the results can be seen in the following table:

Table 4.9
The Effect of Each Independent Variable on the Dependent Variable

Nama Variabel	B	Standar Error	Beta	thitung	t tabel	Sign
Konstanta	1,980	,894		2,216	1,290	.000
Job description (X1)	,307	,049	,379	6,297	1,290	.000
Pengawasan kerja (X2)	,242	,055	,256	4,385	1,290	.000
Inisiatif (X3)	,417	,063	,400	6,633	1,290	.000

Koefisien Korelasi (R)	=922[a]
Koefisien Determinasi (R^2)	=0.850
Adjusted R Squares	=0.845
F hitung	=176,912
F tabel	= 3.09
Sign F	= 0,000

From the SPSS output above, using the multiple regression model, it can be used in the form of the following equation:

$Y = 1.980 + 0,307X1 + 0.242X2 + 0.417X3$

From the multiple linear regression equation above, it can be explained as follows:

1. The constant value of 1.980 means that if the Job description (X1), Work Supervision (X2) and Initiative (X3) are considered constant, then the work commitment at the Pidie District Education Office is 1.980 on a Likert scale unit, which indicates that the work commitment (Y) at the Pidie District Education Office is Pidie Regency education can be said to be very good.
2. Job description regression coefficient value of 0.307 can be interpreted that every 1% increase in Job description (X1), will increase work commitment by 30.7%. This means that there is an increase in work commitment (Y) at the Pidie District Education Office.
3. The regression coefficient value of work supervision of 0.242 can be interpreted that every 1% increase in work supervision (X2), will increase work commitment by 24.2%. This means that there is an increase in work commitment (Y) at the Pidie District Education Office.
4. Initiative regression coefficient value of 0.417 can be interpreted that every 1% increase in Initiative (X3), will increase work commitment by 41.7%. This means that there is an increase in work commitment (Y) at the Pidie District Education Office.

Based on the results of the analysis above, it can be concluded that of the three variables studied, it turns out that the Initiative variable (X3) has the most dominant influence of 41.7% on work commitment (Y) at the Pidie District Education Office. The influence between the dependent and independent variables, namely Job description (X1), Work Supervision (X2) and Initiative (X3) variables on work commitment (Y) at the Pidie District Education Office with a correlation index of 92.2% This means that the relationship is very strong

Then the determination index of each Job description (X1), Work Supervision (X2) and Initiative (X3) is 85%, this means that it has a significant effect on work commitment (Y) at the Pidie District Education Office, which is 15% which is influenced by other variables not examined. in this research.

Hypothesis Testing Results

1. F test

The F test was conducted to see the effect of the independent variables on the dependent variable simultaneously (simultaneously). The proof can be explained as follows:

Table 4.10 Results of F . Test Analysis

Model		Sum of Squares	Df	Mean Square	F	Ftabel	Sig.
1	Regression	166,899	3	55,633	176,912	3,09	0,000
	Residual	29,560	94	,314			
	Total	196,459	97				

Data Primer of this research , (2020)

Simultaneous test results obtained Fcount 176.912> Ftable 3.09. Thus the results of this calculation can be taken a decision that accepts the alternative hypothesis (Ha) and rejects the null hypothesis (Ho), meaning that the variables Job description (X1), Work Supervision (X2) and Initiative (X3) together have a significant effect. to work commitment (Y) at the Pidie District Education Office.

2. t test

The t-test was conducted to see the significance of the influence of the independent variables individually on the dependent variable (partially). Partial proof of the hypothesis can be explained as follows:

Table 4.11 Results of t test analysis

Nama Variabel	B	Standar Error	Beta	thitung	t tabel	Sign
Konstanta	1,980	,894		2,216	1,290	.000
Job description (X1)	,307	,049	,379	6,297	1,290	.000
Pengawasan kerja (X2)	,242	,055	,256	4,385	1,290	.000
Inisiatif (X3)	,417	,063	,400	6,633	1,290	.000

Sumber: Data Primer Penelitian Diolah, (2020)

1. Job description variable (X1) is obtained tcount 6,297> t table 1,290, so that the Zero Hypothesis (Ho) is rejected and the Alternative Hypothesis (Ha) is accepted. From the results of this t test, it can be concluded that the Job description variable (X1) has a significant effect on commitment work (Y) at the Pidie District Education Office.
2. Work Supervision Variable (X2) obtained tcount 4,385> t table 1,290, so that the Zero Hypothesis (Ho) is rejected and the Alternative Hypothesis (Ha) is accepted. Pidie District Education Office.
3. The Initiative Variable (X3) is obtained tcount 6,633> t table 1,290, so that the Hypothesis

Zero (Ho) is rejected and the Alternative Hypothesis (Ha) is accepted. (X2) obtained tcount 4,385> t table 1,290, that the work supervision variable has a significant effect on work commitment (Y) at the Pidie District Education Office.

CONCLUSIONS AND SUGGESTIONS
1. Simultaneous test results obtained Fcount176.912>Ftable 3.09, meaning that the variable Job description (X1), work supervision (X2) and initiative (X3) together have a significant effect on work commitment (Y) at the Pidie District Education Office.
2. Job description variable (X1) obtained tcount 6,297 > t table 1,290, or Job description variable (X1) has a significant effect on work commitment (Y) at the Pidie District Education Office.
3. Work Supervision Variable (X2) obtained tcount 4,385> ttable 1,290, that the work Supervision variable has a significant effect on Work Commitment (Y) at the Pidie District Education Office
4. Variable Initiative(X3) is obtaine tcount 6,633> t table 1,290, meaning that the Initiative variable has a significant effect on work commitment (Y) at the Pidie District Education Office

The suggestions that can be submitted are as follows:

1. To increase employee commitment at the Pidie District Education Office, superiors must pay more attention to the variables that can make their employees able to demonstrate their quality by paying attention to factors that can increase their commitment through job descriptions, work supervision and initiatives.

2. The progress
The Pidie District Education Office, the employees should think about and carry out a series of ways to increase commitment so that the Pidie District Education Office can become a quality organization.

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