Building Organizational Commitment through Strengthening Training, Competence, and Motivation in the Directorate of Air Police

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Abstract

This study aims to analyze the influence of training, competence, and motivation on organizational commitment in the Directorate of Air Police. This study uses a type of quantitative research with a causal associative approach that aims to identify cause-andeffect relationships between variables. The research population is all pilots of the Air Police Directorate who are actively on duty at the time of the study amounting to 179 employees. The sample was determined using the Arikunto technique by taking 20% of the population so that a sample of 44 respondents was selected by random sampling to provide equal opportunities for each member of the population. Data collection was carried out through the distribution of questionnaires with a Likert scale that had been tested for validity and reliability, while data analysis used multiple linear regression with the help of SPSS software. The results showed that only partially competency had a significant effect on organizational commitment, while training and motivation had no significant effect despite having a positive relationship direction. Simultaneously, the three variables of training, competence, and motivation have a significant effect on organizational commitment. The determination coefficient value (Adjusted R Square) of 49.7% showed that the variables of training, competence, and motivation together were able to explain the variability of the pilot organization's commitment of 49.7%, while the remaining 50.3% was influenced by other variables outside the research model such as leadership, organizational culture, compensation, and work environment.

Keywords: Organizational Commitment, Training, Competence, Motivation.

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2nd International Conference on Islamic Community Studies (ICICS)

Theme: History of Malay Civilisation and Islamic Human Capacity and Halal Hub in the Globalization Era

https://proceeding.pancabudi.ac.id/index.php/ICIE/index

Introduction

The Directorate of the Air Police (Ditpoludara) is one of the main implementing elements of the Marine and Air Police Corps (Korpolairud) which is under the Security Maintenance Agency (Baharkam) of the National Police, with the main task of carrying out aviation support to all ranks of the National Police throughout Indonesia. As a unit that carries out a strategic mission in the security of airspace and operational support to the police, it requires human resources who have a high organizational commitment to be able to carry out their duties with discipline, integrity, and loyalty. Organizational commitment is a psychological condition that describes an employee's attachment to the organization, which is characterized by the desire to survive, be involved, and strive to achieve the organization's goals (Meyer & Allen, 1997). Employee commitment is formed as a response to the commitment given by the organization to its employees. If the organization shows its commitment to the employees, then the employees are more motivated to continue working in the organization (Margono & Sutianingsih, 2025).

However, building a strong organizational commitment requires a systematic strategy through the strengthening of various supporting factors. One of the fundamental factors is training. According to Law Number 13 of 2003 concerning Manpower, job training is a total of activities to give, acquire, improve, and develop work competencies, productivity, discipline, attitudes, and work ethic at certain levels of skills and expertise in accordance with the level and qualifications of the position or job. When training is provided in a targeted manner, employees not only gain the competencies needed to complete the work, but also feel valued and supported by the organization (Nurdin & Dewi, 2025; Yudhistira et al., 2025). According to (Rahmadani et al., 2022), training has a current orientation and helps employees to achieve certain skills and abilities to succeed in carrying out their work. Training is a narrow concept of human resource management that involves activities such as the provision of planned specific instruction (such as training on specific training operation procedures) or skills training (such as task-related training, job introduction programs). Employees who feel supported in their development tend to be more attached and committed to the organization (Pratama & Budiono, 2024). Directorate of Air Traffic Directorate which has the characteristics of special tasks in the field of aviation, quality training is a vital need to ensure that personnel have adequate technical and non-technical skills. Training is defined as a systematic process to improve the knowledge, skills, and abilities of employees so that they can carry out work more effectively (Noe, 2010).

The second variable that follows to influence the decision is competence. According to Law Number 13 of 2003 concerning Manpowerarticle 1 paragraph 10, competence is the work ability of each individual who covers the prospect of knowledge, skills, and work attitudes in accordance with the set standards. Competence is a set of knowledge, skills, and behaviors that are necessary to carry out tasks effectively (Spencer & Spencer, 1993). (Wibowo, 2018) added that competence includes three main aspects, namely knowledge, skills, and attitude. Competence aims to achieve adequate minimum quality standards and ideally achieve excellent or superior quality (Soetrisno and Gilang, 2018).

In addition, motivation plays a role as an internal driver to complete work optimally. Motivation is a process that explains an individual's intensity, direction, and perseverance in achieving goals (Robbins & Judge, 2017). (Mangkunegara, 2017) states that work motivation is the willingness to work which arises because there is a push in employees as a result of the overall integration of personal needs, environmental physical and social influences. Ernest J. McCormick defines work motivation as a condition that influences the arousal, directing, and

maintenance of behaviors related to the work environment. (M. S. P. Hasibuan, 2016) explained that motivation means giving or imparting motives, as well as the direction or circumstances that give rise to motives, where the strength or weakness of an employee's work motivation determines the magnitude of the achievement achieved. High motivation encourages employees to stay focused, persevere in facing challenges, and actively contribute to the success of the organization (Pratama & Budiono, 2024). As stated by (Manurung & Riani, 2016) in his research, the better and more work motivation that employees have, the more commitment to the organization increases.

Thus, strengthening training, competence, and motivation is an important factor in building organizational commitment in the Air Police Directorate. This research was conducted to analyze the extent to which these three aspects contribute to increasing the commitment of members, so that it can be the basis for managerial decision-making of the Directorate of Air Police.

Literature Review

1. Organizational Commitment

In terminology, the word commitment comes from Latin, which is commiter which means to unite, work, combine, and trust. So according to the origin of the word, the meaning of commitment is a person's attitude of loyalty and responsibility towards something, be it oneself, other people, organizations, or certain things (quoted from Maxmanroe) in (Rifatah, 2019). According to (Edison, 2016) commitment is the determination of decision-making in achieving the goals that have been set. Organizational commitment is a form of employees' psychological attachment to the organization that is shown through the desire to stay in the organization, contribute to the achievement of goals, and adhere to organizational values (Meyer & Allen, 1997). Commitment is formed by three dimensions, namely affective commitment, continuance commitment, and normative commitment. Yulk (Priansa, 2018) stated that organizational commitment is the agreement of employees to the organization's decisions and to make maximum efforts to carry out or implement these decisions in accordance with the interests of the organization. Meanwhile, for commitment, said Cooper, David Jhon (2003) in (Anwar, 2021) employee commitment is the key to obtaining quality and increasing productivity.

2. Training

Training is a systematic process to improve work skills through improving the knowledge, skills, and attitudes of employees so that they can carry out tasks effectively (Noe, 2010). Quality training can increase self-confidence, readiness, and attachment to the organization. According to (Kasmir, 2018) training is a process to form and equip employees by adding their skills, abilities, knowledge, and behavior. Job training is a process to improve employee competencies (Sutrisno, 2019). From the perspective of benefits, (Blanchard & Thacker, 2019) states that effective training can provide benefits for both individuals and organizations. Kaswandalam (Tsani & Prasetyo, 2020) describes that there are four types of training, as follows: induction training, job training, training for promotion, refresher training, and training for managerial development.

3. Competence

Competence is a fundamental characteristic that individuals possess in the form of knowledge, skills, and behaviors that allow the implementation of work effectively (Spencer &

Spencer, 1993). According to Sedarmayantidalam(Anwar, 2016) "Competence is a key factor in determining a person's ability to produce excellent performance. Competence plays a direct role in improving employee performance and loyalty because of the recognition and utilization of self-potential. According to (Wibowo, 2018) which states that competence is the ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude demanded by the job. According to (Sutrisno, 2019) defines competence as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the set work requirements.

4. Motivation

Motivation is an internal drive that determines the intensity, direction, and perseverance of individuals in achieving work goals (Robbins & Judge, 2017). High motivation encourages employees to work more optimally, stay in the organization, and show loyalty. Motivation is a motivation that makes a person enthusiastic about work, so that they want to cooperate, work effectively and be involved in all their efforts to achieve the goals that have been determined by the organization or company (M. S. Hasibuan, 2020). (Rivai, 2018) explained that work motivation is an encouragement for employees to take certain actions in a positive direction in accordance with the company's needs and desires (Siahaan et al., 2022)Motivation is a process of physiological or psychological deficiencies that encourage behavior and motivation towards goals and incentives. Williams and Burden (1997) in (Anwar et al., 2023) distinguish between two aspects of motivation: initial motivation, which relates to the reason for doing something and deciding to do it, and ongoing motivation, which refers to the effort to maintain or continue to do something.

Research Methodology

This research method uses a type of quantitative research with a descriptive-verifiable approach, aiming to test the influence of training, competence, and motivation on organizational commitment at the Directorate of Air Police. The population in this study is all pilots of the Directorate of Air Police who are actively on duty as many as 179 people, in accordance with the definition of population according to (Sugiyono, 2018) that population is a generalized area consisting of objects/subjects that have certain characteristics to be studied and drawn conclusions. Sample determinationAccording to Arikunto (2019), for research subjects of less than 100, it is better to take all so that the research is a population study, if the number of subjects is large, it can be taken between 10-15% or 20-25% or more so that the technique used is a total sampling technique. So that the sample in this study is 25 % x 179 = 44.75 rounded up to 45 respondents, selected using the proportional random sampling technique so that each member of the population has the same opportunity to be sampled. Research data consists of primary data obtained through analysis based on the Likert scale, as well as secondary data in the form of documents and internal reports related to organizational conditions. Data collection techniques are carried out through the dissemination of questionnaires, documentation studies, and supporting observations. The data analysis technique used is multiple linear regression to determine the magnitude of the influence of training variables, competence, and motivation on organizational commitment, which begins with an instrument quality test (validity and reliability), a classical assumption test, a coefficient determination test, a partial test (t), and a simultaneous test (F) to draw conclusions from the study.

Results

1. Overview of Research Objects

The Directorate of the Air Police (Ditpoludara) is the main implementing element of the Water and Air Police Corps (Korpolairud) under the Security Maintenance Agency (Baharkam) of the National Police, with the main task of carrying out flight support to all ranks of the National Police throughout Indonesia including general police duties, VIP/VVIP transportation, SAR (Search and Rescue) operations, air evacuation, cross-border surveillance, and the eradication of smuggling and transnational crime through the airline. Established based on the Decree of the Prime Minister of the Republic of Indonesia No. 510/PM/1956 dated December 5, 1956, the Directorate of Police plays a role in maintaining the sovereignty of Indonesia's airspace while supporting rapid and effective mobility and police operations in Indonesia's vast geographical area. With a fleet of aircraft and helicopters supported by professional pilot and aircrew personnel, the Directorate of Political Affairs is responsible for ensuring security, order, and law enforcement in national airspace, which requires a commitment to organize the high level of all its personnel to carry out their duties with maximum precision, safety, and dedication.

2. Quality TestInstruments

Validity Test

Validity tests are used to find out if the instrument is able to measure the variables that should be measured. The test is carried out by comparing the value of r calculated with the r-table, where the instrument is declared valid if r is calculated> r table.

Tabel Uji Validitas

Variable	Indicators	r-calculate	r-tabel	Conclusion
Training	X1.1	.881**	.2973	Valid
	X1.2	.907**	.2973	Valid
	X1.3	.730**	.2973	Valid
	X1.4	.858**	.2973	Valid
	X1.5	.673**	.2973	Valid
	X1.6	.494**	.2973	Valid
	X1.7	.296	.2973	Valid
Competence	X2.1	.805**	.2973	Valid
	X2.2	.823**	.2973	Valid
	X2.3	.781**	.2973	Valid
	X2.4	.806**	.2973	Valid
	X2.5	.736**	.2973	Valid
Motivation	X3.1	.968**	.2973	Valid
	X3.2	.952**	.2973	Valid
	X3.3	.971**	.2973	Valid
	X3.4	.881**	.2973	Valid

	X3.5	.791**	.2973	Valid
Commitment	Y.1	.746**	.2973	Valid
	Y.2	.771**	.2973	Valid
	Y.3	.839**	.2973	Valid

The results of the validity test showed that all indicators in the variables of training, competence, motivation, and organizational commitment had an r-count value greater than the r-table (0.2973), so that all of them were declared valid. Thus, this research instrument is able to measure the determined variables accurately and is suitable for use for further testing.

Reliability Test

Reliability tests are used to see the consistency of measurement results if repeated occurring. The instrument was declared reliable in Cronbach Alpha ≥ 0.70.

Reliability Test Table

Variables	Cronbach's Alpha	N of Items	Conclusion
Training	.820	7	Reliable
Competence	.843	5	Reliable
Motivation	.949	5	Reliable
Commitment	.886	3	Reliable

The results of the reliability test showed that all of the research variables had a ronbach's Alpha value above 0.70, namely training (0.820), competence (0.843), otivation (0.949), and commitment (0.886), so that all instruments were declared liable. Thus, the questionnaire used in this study proved to be consistent and reliable measure the variables studied.

1. Descriptive Statistical Analysis

Descriptive statistical analysis is a technique to describe the characteristics of research data through average, minimum, maximum, and standard deviation values so as to provide a general picture of the variables being studied.

TablesAnalysisStatisticsDescriptive

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Training	44	21	34	28.66	3.852
Competence	44	15	25	20.95	2.770
Motivation	44	15	25	20.82	3.446
Commitment	44	8	14	12.25	1.601
Valid N (listwise)	44				

Based on the results of descriptive statistical analysis, the training variables had a minimum value of 21, a maximum of 34, and an average of 28.66 with a standard deviation of

3.852 which showed that respondents' perceptions of training were in the high category and quite varied. The competency variable had an average of 20.95 with a standard deviation of 2.770, while motivation had an average of 20.82 and a standard deviation of 3.446 which indicated that the respondents' competency condition and motivation were relatively good. Meanwhile, the organizational commitment variable had an average value of 12.25 with a standard deviation of 1.601, indicating a high level of respondent commitment and a relatively low variation in answers. These results show that training, competence, motivation, and commitment are in the positive and consistent category.

1. Classic Assumption Test

Normality Test

Used to find out whether the data is normally distributed so that it can be analyzed with regression. The test was carried out using the P-P Plot graph or the KolmogorovSmirnov test with the sig > 0.05 condition indicating normal data.

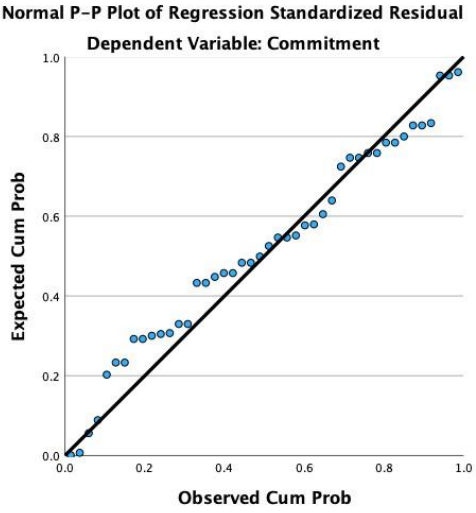

Figure 1. Normal P-Plot

The results of the normality test through the Normal P-Plot graph show that the data points are scattered along a diagonal line, so it can be concluded that the data is distributed normally. Thus, the assumption of normality is fulfilled and the data is suitable for further regression analysis.

The results of the Kolmogorov–Smirnov test showed that the value of Asymp. Sig. (2-tailed) is 0.076, which is greater than 0.05, so that residual data is declared to be normally distributed.

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		44
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.09549633
Most Extreme Differences	Absolute	.126
	Positive	.090

	Negative	-.126
Test Statistic		.126
Asymp. Sig. (2-tailed)[c]		.076
Monte Carlo Sig. (2-tailed)[d]	Sig.	.071
	99% Confidence Interval Lower Bound	.065
	Upper Bound	.078

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

The results of the Kolmogorov–Smirnov test showed that the value of Asymp. Sig. (2tailed) is 0.076, which is greater than 0.05, so that residual data is declared to be normally distributed.

Multicollinearity Test

It is done to ensure that independent variables do not influence each other excessively. The test was carried out using a VIF value of < 10 and a tolerance value of > 0.10.

The results of the multicollinearity test showed that all independent variables had a tolerance value above 0.10 and a VIF value below 10, namely training (Tolerance 0.692; VIF 1.445), competence (Tolerance 0.630; VIF 1.588), and motivation (Tolerance 0.812; CIR: 1,232). Thus, it can be concluded that there is no multicollinearity between variables, so that the regression model meets the assumptions of the analysis.

Heteroscedasticity Test

Used to find out if there is an inequality of residual variance between observations. The test was carried out through a scatterplot graph or Glejser test, and there was no heteroscedasticity if the sig > 0.05.

Multicollinearity Test Table

Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	Training	.692	1.445
	Competence	.630	1.588
	Motivation	.812	1.232

a. Dependent Variable: Commitment

The results of the multicollinearity test showed that all independent variables had a tolerance value above 0.10 and a VIF value below 10, namely training (Tolerance 0.692; VIF 1.445), competence (Tolerance 0.630; VIF 1.588), and motivation (Tolerance 0.812; CIR:

1,232). Thus, it can be concluded that there is no multicollinearity between variables, so that the regression model meets the assumptions of the analysis.

Heteroscedasticity Test

Used to find out if there is an inequality of residual variance between observations. The test is carried out through a scatterplot graph or Glejser test, and does not occur heteroscedasticity if the sig > 0.05.

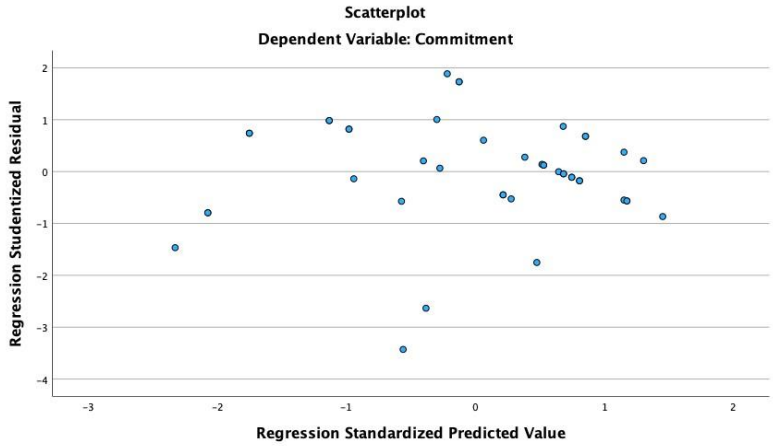

Figure 2. Scatterplot Graphics

Based on the scatterplot graph, the residual points are scattered randomly above and below the line of a certain noltanpapola, so that it can be concluded that there are no symptoms of heteroscedasticity. Thus, the regression model meets the assumption of homogeneitycedasticity and is suitable to proceed to the next stage of analysis.

1. AnalysisMultiple Linear Regression

Regression analysis is used to measure the simultaneous or partial effects of independent variables on dependent variables. The test was carried out by compiling regression equations and interpreting the coefficients of each variable.

Analysis TableMultiple Linear Regression

Coefficients[a]

Model		Standardized Unstandardized Coefficients B	Std. Error	Coefficients Beta	t	Sig.
1	(Constant)	2.282	1.561		1.462	.151
	Training	.074	.054	.178	1.368	.179
	Competence	.325	.079	.563	4.127	<.001
	Motivation	.050	.056	.107	.890	.379

a. Dependent Variable: Commitment

Based on the output of multiple linear regression analysis, the regression equation is obtained as follows:

The value of the regression coefficient for the training variable of 0.074 indicates that an increase in one unit in the training leads to an increase in commitment by 0.074 units assuming that the other variable is constant. The competency regression coefficient of 0.325 indicates that

competency contributes to the greatest increase in commitment in the model, indicating a positive and stronger relationship than other variables. Meanwhile, the motivation regression coefficient of 0.050 showed that the increase in motivation was followed by an increase in commitment of 0.050 units, but the increase was relatively small compared to the contribution of competence.

$$\text{Commitment} = 2.282 + 0.074(\text{Training}) + 0.325(\text{Competence}) + 0.050(\text{Motivation})$$

The value of the regression coefficient for the training variable of 0.074 indicates that an increase in one unit in the training leads to an increase in commitment by 0.074 units assuming that the other variable is constant. The competency regression coefficient of 0.325 indicates that competency contributes to the greatest increase in commitment in the model, indicating a positive and stronger relationship than other variables. Meanwhile, the motivation regression coefficient of 0.050 showed that the increase in motivation was followed by an increase in commitment of 0.050 units, but the increase was relatively small compared to the contribution of competence. **1. Uji Hypothesis**

T test (Partial)

The t-test is used to see the influence of each independent variable individually on the dependent variable. The test was carried out by looking at the sig value < 0.05 as evidence of a significant influence.

Test Table t (Partial)

Coefficients[a]

Model		Standardized Unstandardized Coefficients B	Std. Error	Coefficients Beta	t	Sig.
1	(Constant)	2.282	1.561		1.462	.151
	Training	.074	.054	.178	1.368	.179
	Competence	.325	.079	.563	4.127	<.001
	Motivation	.050	.056	.107	.890	.379

a. Dependent Variable: Commitment

Based on the results of the t-test (partial) with a significance level of $\alpha = 0.05$ and degrees of freedom (df) = n - k - 1 = 44 - 3 - 1 = 40, a t-table value of 2.021 (two-tailed test was obtained). The test results showed that the training variable (X_1) had a t-count value of 1.368 with a significance value of 0.179, where the t-count value (1.368) < t-table (2.021) and a significance value (0.179) > 0.05, so it can be concluded that the training variable was partial and did not have a significant effect on the commitment of the pilot organization of the Directorate of Police.

The competency variable (X_2) shows a t-calculated value of 4.127 with a significance value of 0.001, where the t-calculation value (4.127) > t-table (2.021) and significance value (0.001) < 0.05, so it can be concluded that the partial competency variable has a positive and significant effect on the commitment of the pilot organization of the Ditpoludara.

The motivational variable (X_3) has a t-count value of 0.890 with a significance value of 0.379, where the t-calculation value (0.890) < t-table (2.021) and significance value (0.379) > 0.05, so it can be concluded that the partial motivational variable does not have a significant effect on the commitment of the pilot organization of the Ditpoludara.

F Test (Simultaneous)

The F test aims to find out the effect of all independent variables together on the dependent variables. The test was carried out with a sig value of < 0.05 as an indication of the simultaneous effect.

Tabel F Test (simultaneous)

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	58.645	3	19.548	15.152	<.001[b]
	Residual	51.605	40	1.290		
	Total	110.250	43			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Motivation , Training, Competence

Based on the results of the F test (simultaneous) with the significance level of $\alpha = 0.05$ and the degree of freedom of the numerator (df_1) = k = 3 and the degree of freedom of the denominator (df_2) = n - k - 1 = 44 - 3 - 1 = 40, the value of F-table was obtained of 2.839. The test results showed that the F-calculated value was 15.152 with a significance value of <0.001, where the F-calculated value (15.152) > F-table (2.839) and significance value (<0.001) < 0.05, so it can be concluded that the variables of training (X_1), competence (X_2), and motivation (X_3) simultaneously or together have a significant effect on the organizational commitment (Y) of the pilot of the Air Police Directorate.

1. CoefficientDetermination (R^2)

The coefficient of determination is used to see how much an independent variable is able to explain the dependent variable. The value of R^2 getting closer to 1 indicates the model's increasingly strong ability to explain the variation of dependent variables.

Based on the results of the coefficient determination test presented in the table, the Adjusted R Square value of 0.497 or 49.7% was obtained showing that the variables of training, competence, and motivation were together able to explain the variability of the pilot's organizational commitment of the Air Police Directorate of the pilot by 49.7%, while the remaining 50.3% (100% - 49.7%) were influenced by other variables outside of this research model such as leadership, organizational culture, compensation, work environment, and other factors that is not researched.

Table of Coefficients of Determination (R^2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729[a]	.532	.497	1.136

a. Predictors: (Constant), Motivation , Training, Competence

b. Dependent Variable: Commitment

Based on the results of the coefficient determination test presented in the table, the Adjusted R Square value of 0.497 or 49.7% was obtained showing that the variables of training,

competence, and motivation were together able to explain the variability of the pilot's organizational commitment of the Air Police Directorate of the pilot by 49.7%, while the remaining 50.3% (100% - 49.7%) were influenced by other variables outside of this research model such as leadership, organizational culture, compensation, work environment, and other factors that is not researched.

Conclusion

The results of the study showed that the training had no significant effect on the pilot organizational commitment of the Air Police Directorate, although it had a positive relationship direction. Indications in the study are that the current training programs have not been able to effectively increase the commitment of the pilot's organization, possibly due to several factors, such as training materials that focus more on the technical aspects of aviation and do not touch on the dimensions of organizational behavior development, the frequency and duration of training that is not optimal, or training methods that are not fully adapted to the specific needs of pilots in the context of air police duties. This condition shows that training requires evaluation and improvement in order to not only improve technical skills but also to build the pilot's emotional and commitment to the organization through a more holistic and sustainable program.

The results of the study prove that competence has a positive and significant influence on the organizational commitment of the Air Police Directorate, in fact, it is the most dominant factor compared to other variables. Pilots who have high competence in terms of knowledge, skills, and work attitudes tend to have stronger organizational commitment because they feel they are able to make maximum contributions in carrying out complex and high-risk tasks in the field of police aviation. Qualified competence gives pilots selfconfidence to carry out their professional responsibilities, creates a sense of pride in their abilities, and builds confidence that the organization provides meaningful career development opportunities, so that pilots feel emotionally bound and have a strong desire to remain loyal and contribute to the advancement of the Air Traffic Control in the long term.

The results of the study showed that motivation did not have a significant effect on the commitment of the pilot organization of the Air Police Directorate, although it had a positive relationship direction. The work motivation of pilots who are generally already naturally high due to the characteristics of a prestigious, challenging, and highly responsible job is not enough to directly increase organizational commitment if it is not balanced by other more fundamental factors such as competence. This condition also indicates the possibility that existing extrinsic motivational systems such as rewards, recognition, and compensation are not yet fully effective in building long-term commitments, or that high pilot intrinsic motivation is more directed towards the achievement of individual professionalism than on loyalty and emotional attachment to the organization as a whole.

The Influence of Training, Competence, and Motivation Simultaneously on Organizational Commitment

The results of the study prove that training, competence, and motivation together have a significant influence on the commitment of the pilot organization of the Air Police Directorate. These findings show that there is a technological effectiveness where the three variables complement and reinforce each other in forming organizational commitments, even though individually only competencies have a significant effect. This indicates that training and motivation make an important contribution when combined with competencies in an integrated

human resource management system, where training functions as a vehicle for the development of competencies and motivation as a driver to apply competencies optimally. This condition emphasizes the importance of a holistic approach in building organizational commitment in the Directorate of Air Operations, where the three factors must be managed simultaneously and mutually supporting to create an organizational climate that is conducive to the growth of the long-term commitment of pilot personnel to the organization.

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