Analysis of the Relation between Organizational Commitment to Work Motivation and Job Satisfaction of the Regional Development Planning Agency's Employee, Makassar City

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Abstract

The study aims to analyze the relation between organizational commitment to work motivation and job satisfaction of employee of regional development planning agency or BAPPEDA, the government of Makassar City. It applies human resource management and organizational behavior approaches. It takes descriptive and verification methods. Data collecting technique through questionnaire supplied with observation is processed by analysis of multiple linear regression, coefficient of multiple correlation and coefficient of determination. The findings depict relationship between variables of motivation and job satisfaction to organizational commitment. Partially, relation between work motivation and organizational commitment is 0.791 and relation between job satisfaction and organizational commitment is 0.713. Simultaneously, variables of work motivation and job satisfaction are collectively having strong relationship by 0.741 to organizational commitment. Based on the analysis of coefficient of multiple correlation, it is found that the influence of work motivation and job satisfaction on organizational commitment is 18.1% and 37.1% respectively. Also, collective influence of work motivation and job satisfaction on organizational commitment are 55% and 45%, while the remaining percentage is affected by other variables.

Keywords: *Organizational commitment, Work motivation, Job satisfaction*

INTRODUCTION

Expansion of democratization into the life of the people and of the nation as well as the presence of national commitment to realize good governance encourage the government to grant broader authority to local government. The government grants authority through implementation of decentralization and regional autonomy. Decentralization and regional autonomy are required to grow regional initiative and also to facilitate regional aspiration based on diversity of each regional condition. Consequence of the implementation of decentralization and regional autonomy is that the local government shall improve their performance in operating government.

One of important aspects in improving performance of the local government is by means of quality and sustainable regional development planning policy. Act No. 2 of 2004 designates that national or regional development planning consists of long-term development planning, medium-term development planning and annual development planning. Comprehension on an effective governance is by the time the government is able to quickly and properly meet the expected target. Bappeda of Makassar City is technical agency in scope of the local government of Makassar City. As technical agency of the government, it is demanded to perform optimally in implementing regional development planning. To achieve effectiveness in performing the duty, employee has to have high commitment to the duty and the organization. Commitment of employee to the organization will raise responsibility and seriousness in performing the duty. Employee possessing great commitment will work whole-heartedly and will fight for organization progress, since they are aware of being a part of the organization.

To achieve the expected performance, Bappeda of Makassar City has to own competitive advantage in which it will only be achieved by productive, innovative, creative and loyal human resources. Human resources in the organization or employee who meets such criteria will be only possessed through commitment improvement of the employee to the organization. Degree of organizational commitment of fellow employee is different, then, human resource building and development and how to maintain commitment of employee become the duty of organization.

RESEARCH METHOD

The study applies descriptive and verification methods. Descriptive method is applied to describe and explain condition of object of the study based on the collected data; then, the data will be arranged systematically and analyzed to draw a conclusion. Verification method will deliver conclusion if a hypothesis is accepted or rejected (Sugiyono, 2010).

Research variables consist of independent and dependent variables. Independent variable is variable that affect or become arising motive of dependent variable symbolizing by (X), while dependent variable is variable that is affected by or become the outcome

due to the presence of independent variable symbolizing by (Y). In this study, there are two independent variables, i.e. Work Motivation (X1) and Job Satisfaction (X2), while Organizational Commitment (Y) becomes dependent variable (Gibson, 2007).

Validity test

Validity test is degree of precision between the data which happens in reality and the data collected by researcher (Sugiyono, 2010). Validity of instrument has to consider two factors, i.e. factor of precision and factor of accuracy (Suliyanto, 2006). Validity is one of degrees of precision or reliability of instrument measurement on the content of questions. Applied test technique is correlation technique through product-moment correlation coefficient. Ordinal score of every question item to test the validity is correlated to ordinal score of all items; if correlation coefficient is positive, the item is considered as valid, conversely if it indicates negative correlation, the item is invalid and it will be taken out from questionnaire or be changed by statement repair. The following is how to find value of correlation:

$$\mathbf{n(XY) - (X)\,(Y)}$$
$$\mathbf{[n(X^2) = (X^2)]\,[n(X^2) = (X^2)]}$$

Information:
r   = correlation coefficient
n   = amount of sample
X   = score of each question item
Y   = total score

Minimum requirement to consider that an instrument is valid is by value of validity index ≥ 0.3 (Sugiyono, 2010) and if product-moment correlation coefficient is higher than r table. *Product Moment* > r tabel. Therefore, all statements having correlation degree of under 0.3 have to be corrected due to its invalid value.

Reliability Test

Reliability test is given to find out to what extent the outcome of calculation by using the same object will produce same data (Sugiyono, 2010). Reliability test applies *split half* method, in which the observed items are divided into two groups of test item, i.e. group of odd item and even item. Then, score of each item from each group is summed up to find total score. If correlation value is ≥ 0.6, the item indicates sufficient reliable, conversely, if correlation value is under 0.6, the item is less reliable. Before reliability test is taken, correlation coefficient is solved by the following equation:

$$\mathbf{r(XY} \quad \frac{\mathbf{n(AB) - (\sum A)(\sum B)}}{\mathbf{(\sum A^2) - (\sum A)^2]\,[n(\sum A^2) - (\sum A)^2]}}$$

Information:
rXY   = *Pearson product moment* correlation
ΣA = Sum of odd partition total score
ΣB = Sum of even partition score
ΣA_2 = Sum of odd partition total score
ΣB_2 = Sum of odd partition total score

Further, this correlation coefficient is put to the following *Spearman Brown:*

$$R = \frac{\mathbf{2 \cdot rb}}{\mathbf{1 + rb}}$$

Information:
r   = Value of reliability
rb   = Korelasi *Pearson Product Moment* correlation between first and second partition

When reliability value of the instrument (r_{count}), is found, this value is compared to r_{table} of amount of respondent and level of significance. If rcount > r_{table}, the instrument is reliable, conversely, if r_{count} < r_{table} the instrument is unreliable.

When all of the data is collected, then, it is analyzed by using the following statistical analysis:

Analysis of Multiple Linear Regression, The study applies analysis of multiple linear regression to find out the influence of Work Motivation (X_1) and Job Satisfaction (X_2) on Organizational Commitment of employee (Y). Equation of multiple linear regression in this study applies equation as follows:

$$\mathbf{Y = a + b1X_1 + b2X_2}$$

Information:
Y   = Dependent variable (Organizational Commitment of the employee)
a   = constant number
b1b2   = coefficient of line course
X1   = Independent variable (Work motivation)
X2   = Independent variable (Job satisfaction)

To obtain value of a, b1 and b2, here is the equation:
ΣY = an+b1$\Sigma X1$+b2$\Sigma X2$
$\Sigma X1Y$ = a$\Sigma X1$+b1$\Sigma X1$+ b2$\Sigma X1X2$
$\Sigma X2Y$ = a$\Sigma X2$+ b1$\Sigma X1X2$+ b2$\Sigma X2$

When value of a, b1 and b2 is obtained, equation of Y will be found.

Analysis of Multiple Correlation, Analysis of multiple correlation is an analysis applied to find out degree or strength of relations between X1, X2 and Y variables by following equation:

$$R = \frac{\mathbf{SS_{regression}}}{\sum \mathbf{Y2}}$$

Information:
R   = Coefficient of Multiple Correlation
SSregression   = Sum of Squares
$\Sigma Y2$ = Sum of Total Correlation Squares

The following is equation to calculate SSregression:

$$SSregression = b_1\, X_1Y + b_2\, X_2Y$$

Information:
$$X_1Y = X_1Y - \frac{(X_1)(Y)}{n}$$
$$X_1Y = X_1Y - \frac{(X_1)(Y)}{N}$$

To seek $\Sigma Y2$, this equation is applied:
$$Y^2 = Y^2 - \frac{Y^2}{n}$$

Founded on the calculated r value, relation between $-1 < r < 1$ are found as follows:

a. If r = 1, there is positive correlation of inter-variable
b. If r = -1, there is negative correlation of inter-variable
c. If r = 0, there is no correlation of inter-variable

Interpretation on correlation or to what extent the influence of dependent variables, the study applies guideline proposed by Sugiyono (2010) as embodied in table below:

Coefficient of Determination Based on calculation of correlation coefficient, coefficient of determination may be calculated. Correlation coefficient is used to find percentage of influence among X_1, X_2 and Y variables. Coefficient of determination is calculated by equation below:

$$Cd = R2 \times 100\%$$

Information:
Cd   = Coefficient of determination
R2   = Square of coefficient of multiple correlation

FINDINGS

1.1. Validity Test Result

Data processing outcome by using SPSS 17 indicates that all research items on work motivation, organizational commitment and organizational commitment variables are valid since each of the item have higher rcount than rtable by 0.235 for 75 respondents at significance level of 5%. Below is table of rcount outcome for each of indicator:

Table 1: Rcount outcome for each of indicator

Variable	R count	Information
(X_1) Work Motivation	0.429143	valid
(X_2) Job Satisfaction	0.4566	valid
(Y) Organizational Commitment	0.477846	valid

Table 1 shows test result of research instrument for validity test of Work Motivation (X1) variable indicating that all indicators are valid. Each rcount value of work motivation indicator is higher than r_{table} by 0.235. Validity test to organizational commitment (X2) variable shows that obtained rcount value for all indicators are greater than rtabel by 0.235. It indicates that indicators of organizational commitment are considered as valid. Indicators for organizational commitment variable (Y) in a whole are valid. The result is taken since rcount of all organizational commitment indicators are higher than rtable.

Reliability Test Result Data processing outcome by using SPSS 17 indicates that the three research variables are reliable. Value of instrument reliability or r_{count} by using *Split Half* method is higher than r_{table} value by 0.235 and more than 0.6.

Table 2: Recapitulation of Reliability Test Result

Variable	r count	Information
Work Motivation	0.664	Realible
Organizational commitment	0.632	Reliable
Organizational Commitment	0.625	Reliable

Statistical Analysis Test Result Statistical analysis test result outlines the finding explaining about research instrument and proposed hypothesis. Testing on research instrument is used to measure validity and reliability of research questionnaire. Statistical test in this study applies analysis of multiple linear regression, analysis of multiple correlation and coefficient of determination. Analysis of multiple linear regression is applied to find out influence of work motivation and organizational commitment on organizational commitment. Analysis of multiple correlation indicates that degree or strength of relations among variables of work motivation, organizational commitment and organizational commitment. Coefficient of determination will explain percentage of influence of research variable.

Analysis of Multiple Linear Regression Data processing outcome by using SPSS 17 indicates that each variable has significant influence. Each significance test result for work motivation is 0.009 < 0.050 or t-test result by t_{count} is 2.680 or higher than t_{table} of 1.980; it indicates that there is positive influence between work motivation and organizational commitment. The extent of work motivation influence on organizational commitment is 17.6% in which this is product of multiplication between value of Beta *Beta* and *Zero-order* based on Table 4.61, where 0.284 multiplies by 0.618 equals 0.175512 (17.6%). Significance test result for organizational commitment to organizational commitment is 0.000 < 0.050, and t-test result shows that t_{count} 4,904 > t_{table} 1,980 it indicates that there is positive relation between organizational commitment and organizational

commitment. The extent of job satisfaction influence on organizational commitment is 36.4% in which this is product of multiplication between value of *Beta* and *Zero-order* based on Table 4.50, where 0.519 multiplies by 0.702 equals 0.364338 (36.4%).

Table 3. Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1. (Constant)	7,006	4,175	.284	1,678	.098	.618	.305	.217
Work Motivation	257	0.96	.519	2,680	.009	.702	.506	.398
Job Satisfaction	469	0.96		4,904	.000			

a =. Dependent Variable: Organizational Commitment
Source: Processed Data (2014)

Y equation in the study can be seen in Unstandardized Coefficient B. column based on data processing result by using SPSS 17 indicating that:

$$Y = 7006 + 0.257 X1 + 0.469 X2$$

Equation above depicts that the extent of organizational commitment; if this variable is not affected by work motivation and organizational commitment, the value is 7006 units. It also shows that if work motivation and job satisfaction are increased by one unit, it will increase organizational commitment by 25.7% (0.257) to work motivation and 46.9% (0.469) to job satisfaction.

Analysis of Multiple Correlation Analysis of correlation is applied to find out degree of relation between independent and dependent variables. Presented below is data processing result by using SPSS 17 in Table Correlations:

Table 4. Correlations

		Work Motivation	Organizational Commitment
Work Motivation	Pearson Correlation	1	.618**
	Sig. (2-tailed)		.000
	N	73	73
Organizational Commitment	Pearson Correlation	.618**	1
	Sig. (2-tailed)	.000	
	N	73	73

** Correlation is significant at the 0.01 level (2-tailed)
Source: Processed Data (2014)

Based on data analysis result by using SPSS 17, it indicates strong relation between Work Motivation and Organizational Commitment by correlation value of 0.618 where amount of sample is 73 and significance value is 0.000 < 0.050. It means that the relation is significant. Partially, relation between variable X1 or work motivation to Y variable of organizational commitment is strong, significant and positive as seen in Table 4.63 by indicating that correlation between X1 and Y is close to 1, i.e. 0.681.

Relation between job satisfaction and organizational commitment based on the data analysis result is strong at correlation value of 0.702 by having 73 samples, significance value is 0.000 < 0.050; it means that the relation is significant. Data processing result indicates the presence of strong, significant and positive relation by 0.702 between job satisfaction and organizational commitment as seen in Table 5.

Table 5. Correlations

		Work Motivation	Organizational Commitment
Job Satisfaction	Pearson Correlation	1	.618**
	Sig. (2-tailed)		.000
	N	73	73
Organizational Commitment	Pearson Correlation	.618**	1
	Sig. (2-tailed)	.000	
	N	73	73

**. Correlation is significant at the 0.01 level (2- tailed)
Source: Processed Data (2014)

Correlation coefficient value may be seen in table of data processing result by using SPSS 17 in Table of Model Summary in column R as follows:

Table 6. Summary Model

Model	R	RSquare	Adjusted Square	Std. Error of the Estimate
1	.735a	.540	.527	3.96991

a = Predictors: (Constant), Job Satisfaction, Work Motivation
Source: Processed Data (2014)

Based on the analysis above, R value or multiple correlation by 0.735 means that relation between the independent and dependent variable in this study has strong relation or close relation by getting close by 1. The number indicates positive relation among variables of work motivation, job satisfaction and organizational commitment.

Coefficient of Determination The extent of independent variable contribution to dependent variable may be found out by value of coefficient of determination. Value of coefficient of determination or R2 can be seen in the data processing result by using SPSS 17 in Model Summary table in column R Square as follows:

$$Cd = R2 \ x \ 100\%$$

Information:
Cd   = (0.735)2 x 100%
Cd   = 0.540225 x 100%
Cd   = **54%**

Data processing result indicating that R2 value by 0.540 or 54% depicts that contribution of work motivation and organizational commitment to up and down level of organizational commitment by 54% and remaining 46% is contribution of other variables which were not put into the proposed model in the study.

RESEARCH HYPOTHESIS TEST
The study proposes two kinds of research hypothesis, i.e. simultaneous and partial. Proposed simultaneous hypothesis is the influence presence of work motivation and organizational commitment on organizational commitment. Partially, proposed hypothesis in the study is the influence presence of work motivation on organizational commitment and the influence of organizational commitment on organizational commitment. Presented below is description of the data processing result for research hypothesis test simultaneously and partially.

Simultaneous Hypothesis Test multaneous hypothesis test is conducted to find out if variables of work motivation and organizational commitment has influence or not. Simultaneous hypothesis test result may be found by comparing value of F count and value of F table under provision as follows:
1. Reject H0 if F count > F table – Ha is accepted (significant)
2. Accept H0 if F count < F table – Ha is rejected (insignificant)

Proposed simultaneous hypothesis is as follows:
1. H0: there is no influence of Work Motivation and Organizational Commitment on Organizational Commitment of the employee
2. Ha: there is an influence of Work Motivation and Organizational Commitment on Organizational Commitment of the employee

Value of F count can be seen from the data processing result by using SPSS17 in Table ANOVA in column F as follows:

Table 7: ANOVAb

Model	Sum of Squares	Df	Mean Square	F	Sig.
1. Regression	1294.953	2	647,477	41,083	.000a
Residual	1103.211	70	15,760		
Total	2398.164	72			

a = Predictors: (Constant), Job Satisfaction, Work Motivation
b = Dependent Variable: Organizational Commitment
Source: Processed Research Data (2012)

Value of F table at significance level of 5% and degrees of freedom (df) at numerator df of 2 and denominator df of 70 reaches 3.13. Based on the data processing result, it is known that value of F count is 41.083 and it is higher than F table. By the hypothesis test result, conclusion may be made to reject H0 and to accept Ha (the research hypothesis); it indicates that, collectively, work motivation and organizational commitment in a whole gives significant influence on organizational commitment variable.

Partial Hypothesis Test This test is taken by comparing value of t count and value of t table. Value of t count can be seen in the data processing result in Coefficient section. To see the value of t table, Table 4.61 in column T Student presents degrees of freedom (df) by 70 (sum of the data minus sum of variable) and at significance level of 5% (two way test: 10% is divided by 2), then value of t table is 1.980. By comparing value of t count and t table, conclusion can be made as follows:

a. Work motivation variable in which the t count is higher than t table by 2.680 > 1.980, then H0 is rejected and Ha (research hypothesis) is accepted. It indicates that work motivation affects significantly organizational commitment.

b. For organizational commitment variable where the t count is higher than t table (4.904 > 1.980), H0 is rejected and Ha (research hypothesis) is accepted, then organizational commitment has significant influence on organizational commitment.

DISCUSSION

Respondent's Perception of Work Motivation Interviews with employee of Activity Administration Department in Sub Department of Public and Personnel, he declares that lack of appreciation to those who work beyond the standard makes some of employees are less responsible to their works. In principle, Bappeda of Makassar City is technical agency having role and function to assist the Mayor, so the duty and work are directly at the Mayor's reins. Lack of availing the opportunity to learning while working is triggered by work which tends to be monotonous where there is no space for creativity for the employees to show off their competence.

Occupying functional position becomes career alternative for employee of Bappeda in Makassar City to have power over the others in the organization either in form of authority to order or to govern other employees. Functional position in Bappeda are planner and researchers; they are different from functional position and instructor. Functional position is demanded to meet the assigned credit points; different from instructor, a researcher or planner needs to arrange time-limited regional development planning which makes it difficult for them to get a promotion.

Functional position difficulties in Bappeda to be promoted make employee's motivation in achieving power down.

Respondent's Perception of Job Satisfaction In perception dimension relating to job, indicator having the lowest score is sense of justice in working. The finding indicates perception that Bappeda's employees do not experience fairness between what they have given to the organization and what they have got from it. Indicator of enthusiasm in working discloses the highest score from perception dimension of the employee. It indicates that Bappeda's employees have stable enthusiasm to work, even if they are treated unfairly.

Indicator having the highest score acquisition in this dimension is satisfaction to other's admission to the work performed by Bappeda's employee. The highest score acquisition in satisfaction indicator to other's admission strengthen pre-survey result on job satisfaction which represents that employee are contented to the work. Yet, the lowest score acquisition is in satisfaction indicator to opportunity to be promoted.
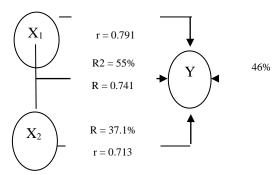
Employee's dissatisfaction to the opportunity is caused by promotion which does not in compliance with Article 12 paragraph 2 in Act No. 43 of 1999. Act No. 43 of 1999 asserts that career system shall be emphasized on performance system. Promotion which automatically based on four-years length of service suppresses will of employee to endeavor and to perform beyond the standard, since height and depth of performance does not affect promotion.

Indicator at the lowest acquisition for job satisfaction dimension is between allowance suitability and employee's will and also between salary suitability and employee's competence. Based on the details above, it depicts that satisfaction of employee in Bappeda, Makassar City to the given salary is low. Questionnaire data acquisition above indicates that basically, the employees are satisfy to their job, but according to perception of the employee on sense of justice, opportunity to be promoted as well as salary and allowance suitability given by the organization relating to their competence and willingness have not been fulfilled well to satisfy them.

Respondent's Perception of Organizational Commitment Affective commitment dimension describes opinion of the employee to the organization. It depicts perception of the employees who believe in their relation to organization emotionally to spend their year of service therein. Continual commitment dimension to organizational commitment in Bappeda, Makassar City gets the lowest score. The indicators are willingness to sacrifice personal affairs if he suspends the work, willingness to stick to his position and also employee's love to the organization since rationally, the organization will be beneficial for him either psychologically or economically.

Suspension of work will have bad consequences to communication and job handling and also to the working process of organization. Continuous commitment emphasizes on perception of employee that organization where he works has guaranteed his needs in order to make him keep working in the organization. Further indicator of employee's love to organization getting low score explains that based on perception of employee to Bappeda Service Office, rationally, the organization have not optimally been beneficial to them either psychologically or economically. The finding strengthens problem which had been detailed in the background of the study where employee of Bappeda Office does not perform behavior where organization is part of his life. In normative commitment dimension, the lowest score is seen in loyalty indicator to the organization.

Statistical Analysis Test Result Statistical analysis in the study explains data processing result in analysis of multiple linear regression, analysis of multiple correlation and coefficient of determination. Result of multiple linear regression indicates presence or absence of independent variable influence on dependent variable and the extent of this influence. Multiple correlation is applied to show degree of relation between independent variable and dependent variable, while coefficient of determination is applied to find out percentage of contribution of variable X to variable Y.

Source: Research finding (2014)

Figure 1: Relation of X_1 and X_2 variables to Y

Work motivation has significant positive relation to organizational commitment by strong value of 0.791 or it is close by 1. The extent of work motivation influence on organizational commitment is 18.1%. The finding complies with an opinion proposed by Mangkunegara (2005); he states that employee's necessities to achievement, power and relation will upgrade employee's commitment to organization, and it is proved by their great responsibility and work discipline. The conclusion strengthens the finding of Nuraeni (2011) stating that there is significant positive

relation between work motivation and organizational commitment.

Relation of research variable in partial, further, is job satisfaction (X_2) to organizational commitment (Y). Figure above depicts that job satisfaction has significant positive relation by achieving strong value of 0.713. The extent of job satisfaction influence on organizational commitment is 37.1%. The finding complies with an opinion of Robbins and Judge (2008) that employee having high job satisfaction will feel comfortable and happy in performing the duty. This condition will build organizational commitment.

The study also depicts relation and simultaneous influence. Relation between independent and dependent variables are collectively having value by 0.714 at high criteria. Based on the conducted data processing on collective relation and influence of X_1 (work motivation) and X_2 (job satisfaction) variables on Y (organizational commitment) variable, the study formulates the following equation:

$$Y = 7019 + 0.264X_1 + 0.471 X_2$$

Based on equation above, the extent of organizational commitment with no influence of work motivation and job satisfaction variables is 7019. This equation also depicts that if work motivation and job satisfaction is increased by one unit, it will affect organizational commitment escalation by 26.4% to work motivation and 47.1% to job satisfaction.

Influence of work motivation and job satisfaction variables on organizational commitment can be simultaneously seen by calculation of coefficient of determination by 55%. The extent of influence is obtained from summation of product of multiplication of squared R value, i.e. $0.735^2 = 0.540225$ (55%). The coefficient of determination explains that independent variable affects dependent variable by 55%, and remaining percentage of 45% is affected by other variables which were not proposed in the study. The finding strengthens conclusion in the study of Devi (2009) that work motivation and job satisfaction are collectively affect organizational commitment.

CONCLUSION

1. There is relation between variables of motivation and job satisfaction and organizational commitment. Partially, relation between work motivation and organizational commitment is 0.791, while relation between work satisfaction and organizational commitment is 0.713. Simultaneously, variables of work motivation and job satisfaction are collectively having strong relationship by 0.741 to organizational commitment.
2. Based on the analysis of multiple correlation coefficient, it is found that the influence of work motivation and job satisfaction on

organizational commitment is 18.1% and 37.1% respectively. Collectively the influence of work motivation and job satisfaction on organizational commitment are 55% and 45%, while the remaining influence is affected by other variables.

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