

The Influence of Motivation on Commitment of Employees at Fisheries Polytechnics of Tual

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ABSTRACT— *In attempts to achieve the organization's progress, Fisheries Polytechnic of Tual encounters several problems related to the behavior of employees in purpose of improving the employees and organizational performance. The existence of these problems has an impact on employment that cannot be resolved in line with expectations and the time specified, so it becomes very important research of organizational commitment through motivation of employees. Motivational factors have a significant influence on commitment of employees. The higher the motivation, the higher the commitment of employees will be. As for the organizational commitment, the highest correlation is affective commitment.*

Keywords— commitment, motivation, Fisheries Polytechnic of Tual.

1. INTRODUCTION

To build and maintain a business existence, it is necessary to develop the values or culture as a company's image which is capable of serving as a binder, pride as well as guidance for employees' behavior and act. According to Kotter and Heskett (1997), a company's culture constitutes a set of values, norms, perceptions and behaviours created and developed by an organization/company to overcome problems, both concerning internal integration and external adaptation. A Company's culture serves as a motivator for employees in performing their job. A poor or negative culture will certainly affect the employees' work motivation. Employees will be indolent to work since there are no positive values which can drive them to work better.

Work motivation is a drive emerged in someone to do or behave in a particular way in order to achieve an objective. Motivation that exists in him/her will embody a behavior which is directed to achieve satisfaction. Robbins (2006) said that organizational commitment was a level in which employees attach themselves to a certain organization and its targets, and expect to maintain their membership in that organization. In the event of a high organizational commitment, employees will tend to have a high dedication at work. This will help employees to show their best performance, hoping that by such performance they will have a chance to get a promotion in title. Therefore, the existence of an organizational commitment is highly strategic for organization's and employees' interest.

Employees of Tual Public fishery Polytechnic (POLIKANT) are civilian public servants (PNS) exist on a bureaucratic structural level. Changes of a flexible bureaucratic environment and transparency are dynamics that must be faced by an organization. In addition to management functions, there are other factors capable of affecting the continuity of an organizational transparency process up to this day. Two of the factors are among others, work motivation and commitment. Thus, this study is highly important to view an organization's commitment through the perspective of motivational attachment.

This study was focused on analyzing the characteristics of motivation at Tual Public Fishery Polytechnic as well as analyzing the influence of motivation on working commitment of Tual Public Fishery Polytechnic employees. The limitation of Research reviewed in this study was 'Influence of Motivation on Employees' Commitment' by referring to the concept of McClelland's motivational theory, as well as Mayer and Allen's commitment (1997).

2. BIBLIOGRAPHICAL REVIEW

Theoretical review

1 Concept of Motivation

Motivation is the employees' response to several statements on the entire business emerged from within the employees' themselves in order to grow a drive to work, and any objective wished by the employees is achieved. One of the theories applied in this study was McClelland's theory of need. This theory was focused on three needs, namely: 1) *Need for achievement*, 2) *Need for power*, and 3) *Need for affiliation*. Model of work motivation measurement had been widely developed. One of them was applied in this study, i.e. McClelland's theory. (Mangkunegara, 2005). It mentioned 6 (six) characteristics of people having a high motivation for achievement, namely 1) having a high personal responsibility, 2) being dare of taking and bearing the risks, 3) having a realistic objective, 4) having a comprehensive work plan and struggling to realize their objective, 5) utilizing concrete feedbacks in all activities he/she do, and 6) seeking for a chance to realize his/her programmed plan.

2 Concept of Organizational Commitment

According to Robbins (2006), an organizational commitment was a level on which the employees attached themselves to a certain organization and its targets, and expected to maintain their membership in that organization. Mayer and Allen (1997) stated three components of model to figure out employees' commitment to organization, namely *affective commitment*, *continuance commitment* and *normative commitment*.

1. *Affective commitment* was an emotional love, acquaintance and involvement to the organization in order to achieve the organization's objective. Employees with a strong affective commitment will continue their work with the organization because they want it.
2. *Continuance commitment* referred to the concern of keeping loyal to the organization and accomplishing the organization's objective.
3. *Normative commitment* reflected the feeling of moral obligation to organization. Employees with a high *normative commitment* feel to stay with the organization.

The factors influential to organizational commitment were among others, honesty in work, care, concern and trust in employees, difference of structural characteristics (formality and decentralization), work experience, trust and a full acceptance to the organization's values and objective, willingness to work hard for organization's interest and willingness to survive in order to stay being the organization's member. The framework of thinking in this study applied McClelland's motivational theory and Mayer and Allen's commitment (1997), as presented in Figure 1. Framework of Thinking and table 1. Definition of variable operation.

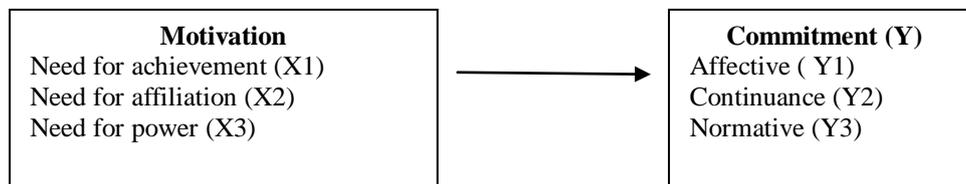


Figure 1. Framework of Thinking

Table 1. Definition of variable operation

No	Variabel	Definition of operation	Indicator	Scale
1	Motivation (X)	Response that emerges from the inside of employees themselves in order to grow a drive to work	1. Needs for achievement 2. Need for affiliation 3. Need for power	Ordinal
2	Employees' commitment (Y)	Individual process in identifying itself with values, rule, and objective of organization	1. Affective 2. Continuance 3. Normative	Ordinal

3. METHODS

This study was conducted at Tual Public Fishery Polytechnic located at Jalan Raya, Langgur Sathean Km 6, Regency of Southeast Maluku. The study data included primary and secondary data. Primary data was obtained from the study objects by using a questionnaire, covering Motivation and Commitment. Secondary data was obtained from Personnel department covering the demographical characteristics of Polikant employees. In this study, population was all employees of Tual Public Fishery Polytechnic, with population number of 66 employees. Number of samples in this

study was 40 respondents at X condition > 10% (Gay in Umar, 2008).

The data collection method used in this study was a questionnaire distributed to the respondents and conducted by an interviewer from employees of POLIKANT . Data of completed questionnaire were then followed-up by the validity test applying the moment product correlation (Purwanto, 2007). A reliability test was conducted by applying Cronbach's Alpha. (Arikunto, 2006).

The quantifying of data coming from qualitative data was conducted by applying SPSS (*Statistical Program for Social Science*) version 21.0 computer program and Excel. Data analysis method used Crosstabs analysis and multiple regression. Crosstabs analysis in this study was to find out the commitment level of Polikant employees attached to viewing the relationship between respondents' characteristics (demographic factor) and motivation with employees' commitment.

The equation of multiple regression can be formulated as follows: $\hat{Y} = b_0 + b_1X_1 + \dots + b_nX_n$

remarks : Y = employees' commitment

X = Motivation

b1, b2, bn = coefficient of each variable up to n free variable

This paper did not include a constant value (b_0), since it used *Standardized Coefficient Beta*. This is due to a difference in variable size units (by applying likert scale with an interval of 1-5). The benefit of using *Standardized Coefficient Beta* is it can eliminate the difference in size units of each variable (Ghozali 2005).

4. RESULTS AND DISCUSSION

4.1. Analysis of Validity and Reliability Questionnaire

Validity test is done to determine the extent of the questions posed to represent an object that is observed, and the reliability test was conducted to determine the extent to which reliable measurement results and can be used as a measuring tool, when the measurement is repeated. The processing of the data using IBM SPSS Statistics Software (Version 20.0, IBM SPSS Inc, Armonk, NY, USA) (SPSS 2000).

4.1.1. Validity of Test Results

Validity test is done to determine the extent of the questions posed to represent the object observed. Test validity is done by using Product Moment Correlation formula and the results will be compared with the correlation table r. The trial questionnaire aims to find out whether the questions in the questionnaire qualify as a valid or invalid content and the content of what you want to measure. Is the questionnaire content already represents the object to be observed , in this case whether the content in question grains is associated with motivation and satisfaction in accordance with the object to be observed as a basis to serve as the primary data research .

As initial data, a questionnaire was given to 20 respondents. Questionnaires distributed consists of questions relating to the characteristics of respondents and closed questions regarding aspects are observed, which consists of 42 questions. After the initial validity test, obtained 34 valid question and there are also 8 questions that are not valid because $r < 0.2$, that is the question numbers 15 , 17 , 26 , 31 , 37 , 38 , 41 , and 42 grains. 8 items are then repaired query content. Once the grains have a question repaired, then carried distributing questionnaires to - 2. Having tested the validity of data obtained is valid until the grains are content .

4.1.2. Reliability Test Results

Reliability test was conducted to determine the extent to which a measurement result is relatively consistent if the instruments used repeatedly, or a test that show the extent to which these measurements can give different results when performed relative measurement repeatability to the same subject. Reliability testing is done by using the formula of Cronbach 's Alpha or Alpha .

Table 2. Reliability results

Reliability results	Cronbach's Alfa
Motivation	0.833
Commitment	0.807

From the test results with Croncbach's Alpha reliability for all of the attributes that is $r > 0.8$, meaning that the questionnaire is reliable with high reliability values because it is in the range 0.8-1.0, which is the value of reliability motivations 0833, and 0807 commitments. This proves that the questionnaire distributed to be used as a reliable measuring instrument in this study.

4.2. Crosstabs Analysis

The spread of respondents based on gender was relatively almost balanced, so this study already represented the population from gender proportion. Based on age spread, respondents was included in active workforce, i.e. 31-35 years with a relatively high education, i.e. bachelor degree. It reflected that the respondents is a representation of human resources core, so the information provided was deemed as representing the real condition.

4.3. The relation of motivational indicators to employees' commitment

Motivation variable consisted of indicators such as need for achievement, need for affiliation and need for power. Based on table 2 it can be viewed that the motivational indicators which are influential and have a correlation to employees' commitment are need for achievement and need for power. The indicator in motivation having the strongest relationship to employees' commitment is need for power.

Table 2. Relation of motivational indicators to employees' commitment

Variable	Remark	Correlation	Sig.
Motivation	Need for achievement	0,322	0,043
	Need for affiliation	0,285	0,075
	Need for power	0,450	0,004

Based on table 3 results of gamma correlation test showing a positive and actual relationship at the level of $\alpha = 0.01$ (p value < 0.01) are the need for power, need for achievement and affective commitment. Whereas based on the results of gamma correlation rest, it is shown that there is no relationship between the variable and employees' commitment at level of $\alpha > 0.01$ ($p > 0.01$), i.e. need for affiliation, normative commitment, continuance commitment.

Table 3. Relationship of motivational indicators to employees' commitment

Variable	Remark	Correlation	Sig.
Motivation	Need for power	0,450	0,004
	Need for achievement	0,322	0,043
	Need for affiliation	0,285	0,075
Commitment	Affective	0,760	0,000
	Normative	0,201	0,215
	Continuance	-0,091	0,574

Based on the results it can be viewed that the variables influencing employees' commitment are need for power, need for achievement and affective commitment.

4.4. Results of multiple linear regression analysis

Based on table 4 above a multiple linear regression equation is acquired as follows: $Y = 0,263 X$. This equation shows that the employees' commitment is influenced by variables. Value 0,263 in motivation variable (X) is positive so it can be said that partially, the higher the motivation of Polikant employees the higher the employees' commitment is.

Table 4. Results of multiple linear regression analysis

Variable	Coefficient	Sig.
Motivation	0,263	0,022
F	35,796	
R ²	0,659	

Coefficient of motivation variable is 0.263, which is definitely real at the level of $\alpha = 0.022$, which means that the higher the employees' motivation, the higher the commitment is. Coefficient of determination (R^2) is measured to view whether or not there is a perfect relationship, which is shown in whether any change of organization's culture independent variable (X_1), motivation (X_2) will be followed by employees' commitment dependent variable (Y) in the same proportion. This test is done by viewing the value of R square (R^2). The value of determination coefficient is between 0 to 1. $R = 0.812$, near to 1, which means that the model has a strong relation and shows a linear relationship between independent and dependent variables. While $R^2 = 0.659$ or 65.9%, means that the independent variables collectively explain the behavior of dependent variables at 65.9%. This means that there is 34.1% of information which is explainable by other variables not included in the model which actually affect the dependent variables.

F_{cal} of 35.796 > F_{table} 3.252 which is definitely real at the level of $\alpha = 0.05$ shows that motivational independent variables (X) simultaneously or collectively have relationship that affects significantly the employees' commitment dependent variable (Y).

5. MANAGERIAL IMPLICATIONS

The motivational issue that needs to be improved is need for affiliation. In general, the attitude of mutual need and improving cooperation and good relationship among colleagues need to be enhanced. This area still requires the attention of Human Resources management since there are still some staffs preferring cooperating to working together in accomplishing objectives. The impact of this still less cooperative attitude might cause a frequent delays by employees in achieving the designated targets. A mutual cooperative attitude is expected to improve the employees' work motivation.

Based on the results, it can be concluded that the normative and continuance commitments have no positive influence in describing the application of POLIKANT employees' commitment. Important factors in normative commitment are a concern to keep loyal to organization and trying to accomplish the organization's objectives. Concern to institution and feel of having a moral obligation to institution still need to be upgraded by improving the organization's concern to its staffs. It is expected that the higher the institution's concern, the more difficult for employees to leave POLIKANT to find a job at another place so there will emerge an obligation for employees to stay at POLIKANT. Meanwhile the important factor in continuance commitment is to reflect the feeling of moral obligation to organization. It is expected that the enhancement of commitment continuance the employees' loyalty and dedication may also improve.

In general, the employees' perception of Polikant is still highly positive, which is proven from the high employees' commitment to keep enhancing employees' wish to spend their rest of career at POLIKANT and pride to POLIKANT. To maintain and upgrade the commitment of POLIKANT employees, the management's policy and act to enhance the application of organizational culture and work motivation are needed. Employees' commitment to the company is very important, since in general those individuals having a high organizational commitment will keep making maximum efforts for the organization's progress, so the company may achieve the formulated vision, mission and objective.

6. CONCLUSION

Based on the results of discussion above, in general it can be concluded that the level of employees' commitment shows that employees have an affirmative perception to the commitment presently built and the demographic factors have no relationship to the commitment of POLIKANT employees. Motivation has a significant influence to employees' commitment. The higher the motivation, the higher the employees' commitment will be. There is a real and positive relationship between the motivation and employees' commitment to the highest correlation in the need for power.

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