

The Mediation of Motivation on Organisational Commitment of Government Officials

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Organisational commitment is an important factor in achieving the vision, mission, and goals of the organisation because employees who are highly committed to the organisation will be more effective and efficient at work and will have a close relationship with the organisation. Adequate and specific compensation is a factor that helps employees have a high commitment, but their effectiveness will apply employee motivation. To date, no research has been conducted to explore and evaluate the relationship between compensation and organisational commitment, with motivation as a mediating variable. This research uses a quantitative approach. Methods of data processing through multivariate analysis and to test the effects of meditation using the Sobel test. From the results of this study, we found the mediating effect of motivation in the relationship between compensation and organisational commitment. This study found support factors for the commitment of government officials' organisations' so that they can provide better services to the community.

Key words: *Compensation, Motivation, Organizational Commitment, Government Officials.*

Introduction

The role of human resources as one of the most important organisational assets and it is very central to support the strategic steps to achieve its objectives. The importance of the role of human resources is increasingly important, especially in the era of technological development that increases from time to time, where the linkage of human resources with their organisations' has transformed into mutually beneficial and strengthening relationships. Commit to each other to improve the effectiveness and efficiency of the organization to achieve its objectives.



The commitment of the organisation/company with its employees explains in the form of formulation and implementation of written rules and procedures, the selection of good and appropriate managers, clarifying the vision and mission of the organization and the formation of an organisational tradition and culture that support (Matinaro and Liu, 2017). Also, organisations/companies provide opportunities for employees to realise themselves, job opportunities, and can also lead to very challenging promotions, respect, appreciation, and appreciation. All of these factors are reasonable and appropriate for the purpose. Whereas the employees' commitment to work and organization manifests in the form of a) a shared sense of interest and a strong connection with the organization; b) confidence to accept the rules and regulations of the organization; c) meet the objectives of the organization; and d) remain faithful to the organization (Khan *et al.*, 2014).

Several factors influence organisational commitment (including job satisfaction), trust in organisational compensation, work motivation, work environment, work stress), internal organisational conflict, employee welfare, senior leadership, relationships between superiors and subordinates, organisational culture, employee empowerment, quality of decision making, organisational policies, job promotions, challenging work, peer support, fair treatment and communication, from the employee's perspective on implementation of the same things by the organisation/company. Concerning the compensation received by employees, it suspects that there is a connection between compensation and the commitment of the organisation, especially in the case of perceptions of injustice in determining and providing compensation in the company's management policies. They will have an impact on the effective organisational commitment, which is different from the organisational continuity commitment in which employees choose to continue working in an organisation/company even though there are alternative jobs in other organisations/companies with greater compensation. (Koskialho, Einolander, and Vanharanta, 2017).

Civil Servers (PNS) or commonly known as State Civil Appliances (ASN), are the most valuable asset in government organisations and act as an element of the state apparatus in charge of carrying out government and development to achieve national objectives. (Rahman and Solikhah, 2016). Public officials and employees, in general, will continue to work within their organization if they have a high organisational commitment and become employees who are competitively functional and able to contribute optimally to increase the effectiveness and efficiency of achieving the objectives.

Although the city government has launched a program to improve community services, both to respond to community aspirations and expectations. Furthermore, these programs also serve as part of a proactive effort to improve the quality of its services, the success of the program. It will largely determine by competence, organisational commitment and high motivation for



officials in the work environment. It expected that by providing monetary incentives, the quality of the civil service services of government officials would improve and eliminate deficiencies that occur, such as slow, irreverent commitment, and lack of work in providing services to the community. In the long run, public officials are expected to be more motivated to improve the quality of their work in the form of recognition of their achievements, responsibilities, and contribution to roles within the organisation rather than simply expecting an increase in compensation. (Mowday and Sutton, 1993).

The authors have not found an investigation that thoroughly examines the interrelationship between compensation, motivation, and organisational commitment that places as an intervening variable, especially for PNS researchers in the City Government environment. This theoretical gap is backed by the results of the research, which encourages researchers to examine the links between compensation, motivation and organisational commitment, which encourages researchers to examine the links between compensation, motivation and the organisation's commissions on city government officials in a study entitled " The motivation of mediation on the organisational commitment to government officials.

Literature review

Organizational Commitment

The commitment of the organisation is an important factor in efforts to increase the productivity and efficiency of the organisation, which will facilitate the achievement of the objectives of the organisation. (Deepa and Palaniswamy, R., Kuppusamy, 2014) in addition to reflecting the level of identification of employees with the organisation that shows the willingness of employees to continue working in related organisations; or more motivated to realise the objectives and decisions of the organisation (Kinicki, A., & Kreitner, 2018).

The reflections on the high organisational commitment are employees willing to continue working in related organizations; or more motivated to achieve organisational goals and design (Kinicki, A., & Kreitner, 2018). That fact is in line with Porter's opinion that the components that support the realisation of the organisational commitment are a) a strong belief and acceptance of the goals and values of the s organisation; b) willingness to work hard as part of an organisation; and c) a strong desire to remember the organisation. (Porter, 2011).

Meanwhile, according to Allen and Meyer and McShane, there are three dimensions of organisational commitment, namely: a) affective commitment in the form of someone's emotional involvement with the organisation that increases the willingness to stay and foster social relationships and appreciate the value of relationships with the organisation because it has become a member of the organisation; b) commitment to continuity in the form of someone's perception, either due to personal sacrifice to set aside or the absence of alternative

work alternatives; and c) normative commitment in the form of a sense of obligation or moral responsibility with the organisation based on the consideration of norms, values and beliefs. (Meyer and Allen, 1984) (McShane, S. L., Von Glinow, M. A. Y., & Von Glinow, 2018).

Employee Compensation

Employee compensation, all forms of salary, salaries or rewards paid by the company based on the achievements of the relevant employees, in the form of a) direct financial payments such as salaries, salaries, incentives, commissions and bonuses; and b) financial payments such as insurance and vacations paid by the company. (Dessler, G., & Tan, 2013).

According to Byars and Rue, the compensation can also be in the form of a) intrinsic rewards as a form of psychological and social rewards for being able to complete the assigned project or meet certain performance objectives or reinforcements; and b) extrinsic rewards as a form of monetary and non-monetary rewards. (Byars and Rue, 2011). Meanwhile, according to Gupta, M., intrinsic compensation/reward consists of completing tasks, achievements, autonomy, and personal growth. Moreover, extrinsic compensation includes financial compensation, additional benefit, profit sharing, recognition, promotion, and friendship. (Gupta, 2014).

Work motivation

The motivation to work together with the competences of all levels of the company, especially in conditions of global economic instability and various business backgrounds, is effective in increasing the organisational commitment of employees. The key elements in work motivation are a) the intensity that reflects the strength of a person to try to represent the amount of effort invested in a particular activity, business or type of work; b) the direction of the effort to determine the intensity and related to what individuals do at a given time, in order to achieve good performance and benefit the organisation; and c) persistence to measure the duration of an individual in maintaining or focusing on his business (Robbins and Judge, 2013) and (Kinicki, A., & Kreitner, 2018).

According to Maslow, as quoted by Healy, K., the motivation levels are as follows: a) physiological or physical needs, in the form of giving adequate salaries to employees, giving bonuses, food allowances, money for transportation, housing, etc. b) occupational safety and security, such as social security at work, pension funds, health benefits, medical insurance and work safety equipment; c) socially related interactions with others, including harmonious labour relations, the need to be accepted in groups and the need to love and be loved; d) awards and recognition of work performance, both of other employees and leaders; and e) self-realisation in the form of interesting and challenging job traits, as well as other job

opportunities that will encourage employees to mobilise their skills, abilities, abilities and potential (Healy, 2016).

Relationship between Compensation and Organizational Commitment

The provision of compensation, in particular, financial compensation will affect the organisational commitment of employees so that they are willing to continue working and work optimally for the organisation/company. It refers to the results of the research by Kee et al. That there is a significant relationship between (financial) compensation and the organisational commitment of bank employees. It is that the relationship between the two variables applies to all other companies/organisations, including Cirebon city officials (Kee, L. B. Ahmad, and Abdullah, 2016).

Hypothesis 1: Compensation has a direct and positive effect on the organisational commitment in the government officials

Relationship Compensation and Motivation

Providing compensation, especially financial compensation, which is carried out objectively based on well-measured performance evaluations, will increase employee motivation because they see an appreciation of the performance that can be achieved and also as a form of organisational seriousness. The company to improve the welfare of its employees. It refers to the results of the statement by Willis et al. This compensation can affect work performance, motivation, and job satisfaction. If compensation granted adequately and correctly, the employees of the company will obtain satisfaction in the work and will be motivated to achieve the objectives of the organisation (Willis *et al.*, 2018).

Hypothesis 2: compensation has a direct and positive effect on motivation in government officials.

The Relationship between Motivation and Organizational Commitment

Motivation is an internal condition that encourages a person to act, encourages people to reach certain goals, and keeps people interested in certain activities, will supposedly affect the organisation's commitment, among others because related organisations may reflect the desire of employees contribute positively, which will have an indirect impact. It refers to the research of Zhang that there is a significant relationship between motivation and organisational commitment among the company's technical employees. It is suspected that the relationship between the two variables applies to all other companies/organisations (Zhang, J. *et al.*, 2019). Also, Kenan et al., of the results of their research, concluded that compensation, satisfaction, and motivation significantly influence the commitment (organisation) of public officials in the Regional Office of Karawang Regency (Kenan *et al.*, 2014).



Hypothesis 3: motivation has a direct and positive effect on the organisational commitment in the government officials

Relationship between Compensation with Organizational Commitment and Motivation as a Mediating Variable

Rizal et al. of the results of their study concluded that motivation is an intervening variable between compensation for organisational commitment (Rizal, Syafie Idrus and Mintarti, 2014).

Hypothesis 4: compensation has an indirect and positive effect on organisational commitment through the motivation of government officials

Research Method

In this research, use a framework for data preparation and analysis procedures to avoid difficulties and problems that may arise when to perform the analysis and to provide optimal analysis results. Researchers should prepare the data taking into account the objectives, models, and analytical framework that will be used in business research to respond to some research problems. This research is also classified as explanatory research or also known as verification research, to determine the causality relationship between the variables through hypothesis tests). While the test hypotheses are intended to obtain evidence that the hypothesis can be justified and scientifically proven, it is also commonly known as analytical research to analyse data units that analyse data units that arise from phenomena, with the test approach model of hypothesis

The unit of analysis in this study is government officials, with a total of 63 people. The sampling method uses a sample size based on the estimate of the proportion of the population with a confidence level of 90 percent and a simple random sampling technique.

The complete data collection, both for the secondary data together with the phenomena, as the primary data on the perceptions of the respondents, is carried out through the activities of the survey. The measurement methods in this study, namely: use a Likert scale with a scale of 5 (five-point Likert scale) to obtain a more specific description of the response given by respondents in the study. In this case, the measurement scale used is as follows: Strongly agree (SS), Agree (S), Neutral (N) Disagree (TS), Strongly disagree (STS)

Results and discussion

Results

The data of the PNS Organizational Commitment variables questionnaire consist of 15 (fifteen) questions; the test results show that all independent variables Organizational Commitment are valid because for accuracy of 0.01 (1%) $r_{table} = 0.244$ while Pearson's correlation values calculated are all greater than r_{table} . The data of the compensation variables questionnaire (X1) consisted of 15 (fifteen) questions; the test results showed that all independent variables The compensation were valid because for accuracy of 0.01 (1%) $r_{table} = 0.244$ while Pearson's correlation values calculated were all greater than r_{table} . The data of the motivational variable questionnaire (X2) consisted of 15 (fifteen) questions. The test results show that all independent variables The motivation is valid because for accuracy of 0.01 (1%) $r_{table} = 0.244$ Based on Pearson's correlation, values are greater than r_{table} . The results of the acquisition of Cronbach Alpha, the independent variable is Compensation, Motivation and the dependent variable is Organisational Commitment of Government officials

Table 4: Calculation results of Cronbach's Alpha for Compensation

Reliability Statistics

Cronbach's Alpha	N of Items
.903	15

Table 5: Calculation results of Cronbach's Alpha for Motivation

Reliability Statistics

Cronbach's Alpha	N of Items
.942	15

Table 6: Calculation results of Cronbach's Alpha for Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.929	15

The three previous variables are said to be reliable because Cronbach's Alpha shows numbers greater than 0.600.

Based on the statistical analysis of the three variables, Compensation, Motivation, and Organizational Commitment, all showed a normal distribution. Therefore, the analysis with parametric statistics can continue to look for simple regression equations and multiple

regression equations.

Hypothesis test and discussion

To find the influencing between compensation and motivation simultaneously in the organisational commitment using multiple regression analysis is used. Data analysis was performed using SPSS for Windows version 22.0, and the following values were obtained: $a = 14,011$, $b_1 = 0.535$, $b_2 = 0.238$

As seen in the SPSS output, in the table below:

Table 7: Multivariate Regression (X1, and X2 on Y)
Coefficients(a)

	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	14.011	3.285		4.265	.000
Compensation	.535	.107	.582	5.008	.000
Motivation	.238	.094	.295	2.541	.014

a Dependent Variable: Organizational Commitment

The effect of Compensation and Motivation together in the Organizational Commitment can be established as follows:

$$Y = 14,011 + 0.535X_1 + 0.238 X_2$$

To test the compensation regression coefficient and the motivation regression coefficient are significant enough or not, the significance test performs through the t-test at the 1% level. If $t_{count} > t_{table}$, then there is a significant effect, and if $t_{count} < t_{table}$, then there is no significant effect. The value of the table at a significant level of 5% with $db = 60$ is 1,671. According to the previous table, t_{count} value for the compensation regression coefficient is 5.008. Also, the price of the account compared with the value of the table. It turns out that the value t is greater than the value of the table ($5.008 > 1.671$), which means that H_0 rejected and H_1 is accepted. Therefore, the compensation regression coefficient significantly influences the commitment of the organisation with 95% accuracy. T_{count} for the motivation regression coefficient is 2,541. Also, the price of t_{count} compared with the value of t_{table} . It turned out that the value of the count t was greater than the value of the table ($2,541 > 1,671$), which means that H_0 rejected and H_1 was accepted. Therefore, the Motivation regression coefficient significantly towards the Organizational Commitment with 95% accuracy.

After finding the regression equation, the next step is to find the determinant coefficient value for the multiple regression R^2 . The determining coefficient shows to what extent the variable Compensation and the Motivation variable can explain the variable Organizational Commitment as a percentage. However, for multiple regression, it is better to use adjusted R^2 or written adjusted R squared, because it has adjusted to the number of independent variables used in the study. According to the SPSS result, the adjusted coefficient value adjusted (squared R adjusted) is 0.687, as shown in the following table:

Table 8: R Square adjusted X1 and X2 on Y
Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.835(a)	.697	.687	4.617

a Predictors: (Constant), Motivation, Compensation

This value proves that together (simultaneously), the compensation variable and the motivation variable can explain the Organizational Commitment variable in 68.7%, while the remaining 31.3% determined by other factors not included in this research model.

To test this effect is significant or not, a hypothesis test (significance test) is carried out through the F test at the 5% level, provided that if $F_{count} > F_{table}$, H_0 rejected and H_1 is accepted, otherwise if $F_{count} < F_{table}$, then H_0 is accepted and H_1 rejected. The value of table F at the 5% level of significance with the numerator db 2 and the denominator db 60 is 3,150. The amount of F_{count} can see in the following ANOVA table:

Table 9: Anova multiple regression table
ANOVA(b)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	2948.152	2	1474.076	69.160	.000(a)
Residual	1278.832	60	21.314		
Total	4226.984	62			

a Predictors: (Constant), Motivation, compensation

b Dependent Variable: Organizational Commitment

It turns out that the F value is greater than the F_{table} ($69,160 > 3,150$), or $p = .000$ (a), which means that H_0 rejected and H_1 is accepted. Therefore, the variable Compensation and

Motivation together (simultaneously) have a significant (real) effect on the Organizational Commitment variable.

To test the effect of Compensation (X1), the Sobel Test Analysis used in the Organizational Commitment (Y) through Motivation (X2). In statistics, the Sobel test is a method to test the importance of mediating effects. This test is based on the work of Michael E. Sobel, a professor of statistics at Columbia University in New York, NY, and is an application of the delta method. In mediation, it assumed that the relationship between the independent variable and the dependent variable is an indirect effect that exists due to the influence of a third variable (mediator). As a result, when mediators included in the regression analysis model with independent variables, the effects of independent variables are reduced, and the effect of the mediator remains significant. The Sobel test is a special t-test that provides a method to determine whether the reduction in the effect of independent variables include the mediator in the model, is a significant reduction and, therefore, if the mediating effect is statistically significant (Sobel, 1986).

Table 10: Summary of the results of the hypothesis tests Effects of compensation through organisational commitment

Path	Trajectory coefficient	t _{count}	t _{table}	Description
			0,05	
X1 on Y trough X2	p _{y21} =0,023	2.258	1,671	Significant

The model findings and the detailed findings of the research findings presented, which later become the basis for the dissemination of the novelty of the research, which subsequently becomes an alternative solution for the City Government, increases organisational commitment to public officials in their work environment. It is also an enrichment of several references that only examine the effect of each variable (partially)

Conclusions

Based on the analysis of the analysis in this study, it can conclude as follows;

1. There is a direct positive effect of compensation in Organisational Commitment. The results of this study illustrate that an increase in good compensation will lead to an increase in the commitment of Government officials
2. There is a direct positive effect of motivation in Organisational Commitment. The results of this study illustrate that an increase in good motivation will lead to an increase in the commitment of Government officials



3. There is a direct positive effect of compensation and motivation in Organisational Commitment. The results of this study illustrate that an increase in compensation and good motivation will lead to an increase in the commitment of Government officials
4. There is a direct positive effect of compensation in the Organisational Commitment through motivation. The results of this study illustrate that an increase in good compensation will lead to an increase in the Organisations commitment of Government officials and the motivation of employees to influence the relationship between compensation and commitment.



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