

# Contribution Organizational Commitment and Job Satisfaction on Employee Achievement Motivation at Social Office Banjar District of South Kalimantan

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**Abstract:** Organizational commitment is very important for an employee because with a good commitment will be able to create achievement motivation and will ultimately be able to provide motivation achievers. However, what happened during this time employees are not committed well in the work so that ultimately their motivation in working at the Social Office Banjar District of South Kalimantan is less well created. The purpose of this study is to determine the contribution of Organizational Commitment and Job Satisfaction to the Achievement Motivation of employees at the Social Service of Banjar District of South Kalimantan. This research uses quantitative approach that is related to the numbers by using statistical formula. Then the method used in this research is explanatory research method. The population of this study was 42 with sampling technique of total sampling or sample saturation and the number of samples was 42 respondents. Technique of collecting data using questioner with data analysis using multiple regression analysis with test of significant level and test of determination. The results showed that work commitment had an effect on achievement motivation with significant level  $0.000 < 0.005$ . The effect of job satisfaction on achievement motivation is  $0.000 < 0.005$ . Result of contribution from work commitment and employee job satisfaction equal to 44,3% to achievement motivation. This means that there are still other variables that give effect to the variable achievement motivation employees. These variables can not be determined because there has not been in-depth research. It is therefore advisable that the head of social services should be more motivated to the employee by always instilling a high commitment to the task carried.

**Keywords:** organizational commitment, job satisfaction, achievement motivation]

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## I. Introduction

The essence of development is to build human beings as the subject and object to be addressed in the development process. This means that the goal of development is to improve the quality of human resources and empower people as administrators and dynamists of the development itself, but also Indonesian society as a whole. The employee structuring process is one of the supporting factors to achieve the balance of available resources with the tasks and functions needed to achieve work productivity. Managers as leaders or as supervisors of their employees can determine the needs of subordinates by observing the actions of employees can determine the needs of subordinates by observing the actions of their employees and also can predict the actions of their staff by knowing their needs (Domi Matutina, 2003). Employees will increasingly be able to increase their active role in carrying out their duties properly if they are supported by the employee's own awareness of his position in the organization and appreciate his rights and obligations.

Motivation is a reason or encouragement for someone to act. Motivation is an activity that results in, distributes, and maintains employee behavior. Work motivation is an important subject for leaders, because according to the definition the leader must work with other people. Therefore, a leader needs to know and understand how employees behave in certain ways so that they can influence them according to what the organization wants. Motivation is also a confusing subject because the motive cannot be observed or measured directly, but must be inferred from the behavior of the person that appears (Hasibun, 2008). Siagian (2006) argues that motivation is a driving force that causes a member of the organization to be willing and willing to move their abilities (in the form of expertise or skills) of their time and energy to carry out various activities that are their responsibility and fulfill their obligations, in order to achieve goals and various predetermined organizational goals. Motivation is also an effort that can cause a person or group of people to move to do something because they want to achieve the goals they want or get satisfaction with their actions.

In relation to this research, the term used is motivation, which is defined as a personal condition in a person that encourages the individual's desire to carry out certain activities in order to achieve the goal. David

Mc Clelland in his book "The Achieving Society" explains there are three types of motivation, namely: 1) Motivation for achievement 2) Motivation for power and 3) Motivation for affiliation/friendship. Motivation to achieve encourages employees to strive to achieve the highest achievement that is realistic but challenging and progress in work. Employees need to get feedback from their environment as a form of recognition of their achievements. Characteristics and attitudes Motivational style achievement motivation includes: 1) Achievement is more important than material 2) Achieving goals or tasks gives greater personal satisfaction than receiving praise or recognition 3) Feedback is very important because it is a measure of success Meyer and Allen formulated three dimensions of commitment in organization: Affective, continuance and normative. Work commitment is a sense of identification, involvement, and loyalty/loyalty or degree, or the nature of a person's relationship to the organization about being shown in favor of organizational goals, interested in maintaining membership in the organization, and trust and strong acceptance of values and organization goals. According to Porter (Mowday, 2002) employee commitment is a relative strength of individuals in identifying their involvement in the organization. This can be marked by three things, namely (1) acceptance of the values and goals of the organization, (2) readiness and readiness to try seriously in the name of the organization, (3) the desire to maintain membership in the organization. In addition, employee commitment implies understanding as something more than passive loyalty, but implies an active relationship between employees and the company. Because employees who demonstrate high commitment have the desire to provide more energy and responsibility in cultivating the welfare and success of the organization.

Job satisfaction according to Gibson in Winardi (2010) is part of the motivation process. Employees can feel satisfied or not, always linked to the performance and results of their work. Therefore, the level of job satisfaction within the organization can usually be demonstrated by results such as the attitudes of employees, employee turnover, absenteeism or absenteeism, delays and complaints that commonly occur in an organization. Job Satisfaction according to Susilo Martoyo (1992) is basically a psychological aspect that reflects a person's feelings towards his work, he will feel satisfied with the suitability between his abilities, skills and expectations with the work he faces. Satisfaction is actually a subjective situation which is the result of conclusions based on a comparison of what employees receive from their work compared to what is expected and thought of as appropriate or entitled to it. While employees/employees subjectively determine how the job is satisfying.

According to Tiffin (1958) in Moch. As'ad (1995) Job satisfaction is closely related to the attitude of employees towards their own work, work situation, collaboration between leaders and employees. Meanwhile, according to Blum (1956) in Moch. As'ad (1995) argues that Job Satisfaction is a general attitude which is the result of some specific attitudes towards work factors, self-adjustment and individual social relations outside work.

From the limitations regarding job satisfaction, it can be concluded simply that job satisfaction is a person's feeling towards his job. This means that the concept of job satisfaction sees it as a result of human interaction with the work environment. Besides that, someone's feeling of work is certainly a reflection of his attitude towards work.

Basically, job satisfaction is an individual thing. Each individual will have a different level of satisfaction in accordance with the prevailing value system in him. This is due to differences in each individual. The more aspects of work that are in accordance with individual desires, the higher the level of perceived satisfaction and vice versa.

The Banjar Regency Social Service stands alone as a service starting in 2009. Before that social affairs were carried out by the Social Welfare sector at the Agency for Community Empowerment, Social Welfare and Village Governance. Because social affairs are a compulsory affair for each district, the Banjar Regency government forms the Social Service as an agency that carries out social affairs. Initially the number of Social Service employees was only 19 people but as more and more social affairs were handled, the number of employees also increased until in 2014 there were 45 people. Although initially the social field was less attractive to most employees in Banjar Regency, there was an assumption that being placed in the Office of Social Affairs was "discharged", but over time this assumption was not proven because there are now more employees from other agencies asking for transfers to social services and feeling happy working in social services.

It can be assumed that, if an organization has a strong organizational commitment and its members feel maximum job satisfaction, it can be said that they will be able to carry out their duties and functions as executors of staffing administration services effectively. To find out more about whether organizational commitment factors and employee job satisfaction will affect the achievement motivation of employees, it is necessary to do research on this matter.

Based on several assumptions above, the researcher wants to examine the extent to which the contribution of organizational commitment and job satisfaction to employee achievement motivation. Based on the background above, then in this study has a problem formulation which includes:

1. How far is the contribution of the Organizational Commitment to the Achievement Motivation of employees at the Social Service of the Banjar Regency of South Kalimantan?
2. How far is the contribution of Job Satisfaction to the Achievement Motivation of employees at the Social Service of Banjar Regency of South Kalimantan?
3. How far is the contribution of Organizational Commitment and Job Satisfaction to the Achievement Motivation of employees at the Social Service of Banjar Regency, South Kalimantan?

Based on the background and problems mentioned above, this study was conducted with the aim of:

1. To describe the contribution of the Organizational Commitment to the Achievement Motivation of employees of the Social Service of the Banjar Regency of South Kalimantan.
2. To describe the contribution of Job Satisfaction to Achievement Motivation of employees of the Social Service of Banjar Regency, South Kalimantan.
3. To describe the contribution of organizational commitment and job satisfaction to the outstanding innovation of employees of the Social Service of Banjar Regency, South Kalimantan.

## II. Methods

This research is a quantitative research with the aim of describing the contributions between variables through testing hypotheses and at the same time explaining some variables, the nature of this research is explanatory research. Population is a generalization consisting of objects/subjects that have quality and certain characteristics applied by researchers to be studied and then drawn conclusions (Singarimbun, 2010).

The population in this study were employees of the Social Service of Banjar Regency, South Kalimantan. The sample in this study was determined by total sampling technique. According to Malhotra (2005) the number of samples is at least 4 or 5 times the number of variables used in the analysis. In this study three variables were used, namely organizational commitment and job satisfaction and achievement motivation. The sample taken in this study amounted to 45 respondents, namely all employees of the Social Service of Banjar Regency, South Kalimantan. This study uses a questionnaire or attitude scale as an instrument to collect data. Questionnaires were distributed to all employees at the Banjar Regency Social Service with several choices of questions in the form of an attitude scale. Questionnaires are arranged based on variables that have been established and developed into indicators. Before the multiple linear regression analysis was used, the classical requirements were tested as follows: Multicollonierity Test, Heteroskedastistas Test and Normality Test. The analysis used is Linear Regression Analysis statistical analysis tool to test the proposed hypothesis. This model is used to find out how much variables affect the job satisfaction of employees of the Social Service of Banjar Regency, South Kalimantan.

## III. Results And Discussion

### 1. Descriptive results

The results of the research on organizational commitment show that from the highest indicator is the readiness and willingness to earnestly work on behalf of the organization and the desire to prepare membership in each organization for 25 people (56%). This means that with the readiness and desire of employees to work because of the good work they will be able to carry out the work itself. The results of the highest achievement motivation answered agree that there were 24 people (53.8%) on the individual factor indicators. This relates to the age of a person at work, the character of a person at work and also the expectations he desires at work so that he can carry out his daily work. The results of the answers from the highest respondent motivation variables are employee affiliated motivation, it is known that 25 people agreed (54%). The results show that with a power that provides stimulation and encouragement as well as work morale for employees who can change the behavior of these employees to relate to a person who is friendly and close to others in working well.

### 2. Hypothesis Test Results

#### a. The Results of The Work Commitment Test on Achievement Motivation

Based on the results of the hypothesis test of the effect of work commitment on the achievement motivation of the Social Service of the Banjar Regency of South Kalimantan as follows:

**Table 3.1** Results of work commitment test on achievement motivation of employees of the Social Service of Banjar Regency of South Kalimantan

| ANOVA <sup>b</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1                  | Regression | 195.134        | 1  | 195.134     | 20.186 | .000 <sup>a</sup> |
|                    | Residual   | 415.666        | 43 | 9.667       |        |                   |

|       |         |    |  |  |  |
|-------|---------|----|--|--|--|
| Total | 610.800 | 44 |  |  |  |
|-------|---------|----|--|--|--|

a. Predictors: (Constant), work commitment  
 b. Dependent Variable: achievement motivation

The test results show that the significant level of influence of work commitment on achievement motivation is  $0.000 < 0.05$ . This means that there is an effect of work commitment to the achievement motivation of the Social Service of the Banjar Regency of South Kalimantan. meanwhile the presentation of the contribution level can be seen from the results of the percentage determination test as follows:

**Table 3.2** Determination of work commitment to achievement motivation of the Social Service of the Banjar Regency of South Kalimantan

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .565 <sup>a</sup> | .319     | .304              | 3.10912                    |

a. Predictors: (Constant), work commitment

The results of contributions from employee work commitments amounted to 0.319 or equal to 31.9% to achievement motivation. This means that there are still other variables that influence employee achievement motivation variables. This variable cannot be determined because in-depth research has not been carried out.

**b. Job Satisfaction Test Results on Achievement Motivation**

Based on the results of the hypothesis test of the effect of job satisfaction on the achievement motivation of employees of the Social Service of Banjar Regency, South Kalimantan as follows:

**Table 3.3** Results of job satisfaction tests on achievement motivation of employees of the Social Service of Banjar Regency of South Kalimantan

**ANOVA<sup>b</sup>**

| Model        | Sum of Squares | df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 155.928        | 1  | 155.928     | 14.740 | .000 <sup>a</sup> |
| Residual     | 454.872        | 43 | 10.578      |        |                   |
| Total        | 610.800        | 44 |             |        |                   |

a. Predictors: (Constant), job satisfaction  
 b. Dependent Variable: achievement motivation

The test results show that the significant level of influence of job satisfaction on achievement motivation is  $0.000 < 0.05$ . This means that there is an effect of job satisfaction on the achievement motivation of the Social Service of the Banjar Regency of South Kalimantan. Meanwhile the presentation of the contribution level can be seen from the results of the percentage determination test as follows:

**Table 3.4** Determination of job satisfaction on achievement motivation of the Social Service of the Banjar Regency of South Kalimantan

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .505 <sup>a</sup> | .255     | .238              | 3.25245                    |

a. Predictors: (Constant), job satisfaction

The results of contributions from employee job satisfaction amounted to 0.255 or equal to 25.5% to achievement motivation. This means that there are still other variables that influence employee achievement motivation variables. This variable cannot be determined because in-depth research has not been carried out.

**c. The Results of The Organiasias Commitment Test and Job Satisfaction Towards Achievement Motivation**

This study uses linear regression analysis, namely statistical analysis tools to test the proposed hypothesis. This model is used to find out how much variables affect the job satisfaction of employees of the Social Service of Banjar Regency, South Kalimantan. multiple linear regression test results.

**Table 3.5** Determination of job satisfaction on achievement motivation of the Social Service of the Banjar Regency of South Kalimantan

**Coefficients<sup>a</sup>**

| Model |                  | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                  | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)       | 10.733                      | 10.339     |                           | 1.038 | .305 |
|       | Work commitment  | .586                        | .156       | .454                      | 3.763 | .001 |
|       | Job satisfaction | .357                        | .117       | .369                      | 3.053 | .004 |

a. Dependent Variable: achievement motivation

The results of multiple linear regression are:

$$Y = \beta_0 (10.733) + \beta_1 X_1 (0.586) + \beta_2 X_2 (0.357) + \beta_3 (10.339)$$

The test results of the three variables, namely from the equation can be explained that:

Organizational commitment variables and work headaches have a direction of the coefficient (constant) which is positive for achievement motivation with a value of 10.733. The organizational commitment coefficient gives a positive value which means that if the organizational commitment is higher with the assumption that other variables remain, the achievement motivation will increase with a ratio of 1: 0.586. The job satisfaction coefficient gives a positive value which means that if the satisfaction is better with the assumption that other variables remain then the achievement motivation will experience an increase in the ratio of 1: 0.357. The F test results from the influence of work commitment and job satisfaction on achievement motivation of employees of the Social Service of Banjar Regency of South Kalimantan were seen from the following Anova test:

**Table 3.6** Anova test results the effect of work commitment and employee job satisfaction

**ANOVA<sup>b</sup>**

| Model |            | Sum of Squares | Df | Mean Square | F      | Sig.              |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1     | Regression | 270.626        | 2  | 135.313     | 16.707 | .000 <sup>a</sup> |
|       | Residual   | 340.174        | 42 | 8.099       |        |                   |
|       | Total      | 610.800        | 44 |             |        |                   |

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

The results of the test F influence the independent variable on the dependent variable together. The level of confidence used is 95% or a significant level ( $\alpha$ ) of 5% while the degree of freedom is  $(df) = (k-2)$ . The results of the F test are then interpreted, if  $F_{count}$  is greater than the smaller table F table ( $F_h < F_t$ ) then the proof of the hypothesis (H2) is rejected. The results show that from table  $F = 3.22$  from the results of F, it is known that 16.707. This means that there is an influence of work commitment and satisfaction with achievement motivation of employees of the Social Social Service of Banjar Kalimantan Regency

Meanwhile the results of the determination coefficient percentage of the contribution of work commitment and job satisfaction to achievement motivation of employees of the Social Service of Banjar Regency of South Kalimantan can be seen in the following table:

**Table 3.7** Determination of work commitment and job satisfaction on achievement motivation of the Social Service of the Banjar Regency of South Kalimantan

**Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .666 <sup>a</sup> | .443     | .417              | 2.84594                    |

a. Predictors: (Constant), job satisfaction, work commitment

The results of the contribution of work commitment and employee job satisfaction amounted to 0.443 or equal to 44.3% to achievement motivation. This means that there are still other variables that influence employee achievement motivation variables. This variable cannot be determined because in-depth research has not been carried out.

#### **IV. Conclusion**

1. Work commitment contributes to achievement motivation with a significant level of  $0.000 < 0.05$ . This means that there is an influence of work commitment on achievement motivation of employees of the Social Service of Banjar Regency of South Kalimantan. The contribution of employee work commitment is 31.9% to achievement motivation. This means that there are still other variables that influence employee achievement motivation variables. This variable cannot be determined because in-depth research has not been carried out.
2. Job satisfaction contributes to motivation by achieving a significant level of  $0.000 < 0.05$ . This means that there is an effect of job satisfaction on the achievement motivation of the Social Service of the Banjar Regency of South Kalimantan. The contribution of employee job satisfaction is 0.255 or equal to 25.5% to achievement motivation. This means that there are still other variables that influence employee achievement motivation variables. This variable cannot be determined because in-depth research has not been carried out.
3. Organizational commitment and job satisfaction contribute together to achievement motivation. This means that there is an influence of work commitment and satisfaction with achievement motivation of employees of the Social Social Service of Banjar Kalimantan Regency. The results of contributions from work commitment and employee job satisfaction amounted to 44.3% to achievement motivation. This means that there are still other variables that influence employee achievement motivation variables. This variable cannot be determined because in-depth research has not been carried out.

#### **V. Suggestion**

Based on the conclusion, it is suggested that

1. For the Social Service of the Banjar Regency of South Kalimantan to manage human resources according to effective and efficient management functions so as to generate motivation and realize work commitments that can increase employee job satisfaction.
2. For employees can further improve achievement motivation by doing a good job in accordance with the prosuder in order to achieve maximum results in work.
3. For further researchers should be able to examine further about the problem of job satisfaction and work commitment to employees in order to understand about the problem of achievement motivation connecting with other variables.

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