

The Impact of Organizational Commitment, Motivation and Job Satisfaction on Civil Servant Job Performance in State Plantation Denpasar

Ida Bagus Agung Dharmanegara¹, Ni Wayan Sitiari¹, Made Endra Adelina²

¹(Lecturer, Magister Management, Warmadewa University, Denpasar – Bali, Indonesia)

²(Magister Management, Post Graduate Program, Warmadewa University, Denpasar – Bali, Indonesia)

Abstract: *The purpose of this study was to examine the relationship between job competence, motivation, and job satisfaction toward job performance among civil servant at state plantation office of Bali Province in Denpasar Bali. As an explanatory study, a survey technique used in this study with data collected by distributing questionnaires to the respondents. Using non probability sampling, data were collected from 65 civil servant at state plantation office of Bali Province. The study used PLS (Partial Least Square) method as a data analysis method to find out the relationship and path coefficients among the variables. Only two of five hypotheses proposed are accepted in this study. The main implication for organization is the need of state plantation officer ensure to reframing the motivation they have to serve public effectively rather than searching for power. Results and findings of the study are discussed with suggestion for future research*

Keywords: *Organizational Commitment, Motivation, Job Satisfaction, Employee Performance*

I. Introduction

Human resource seen as power which stemming to human potency in organization. Besides that, human capital could boost organizational activities to reach its goal [1]. Human resource in organization has a strategic and important role in reaching organizational goals. Organization in which have clear mission, goal and objective, and good infrastructure still need human resources inside them to operate every activities in order gaining organizational mission. Organizations are demanded to manage human resources effectively and must continually train and develop them. Based on resource based view theory, human resources in organization often seen as an asset, not just capital only. Improving and sustaining high performance from employees is critical to organizational success as leaders and managers must thinking about [2]. Higher quality of workers, who could boost their performance, increasing their loyalty and commitment are important for organizational performance.

Organization is highly dependent on human behavior that working in it. Similarly, the existence of human resources in government organizations is important considering their role in determine success of the organization because of its contribution. Human resources in governmental organization called Civil Servant (PNS). Civil servant officer has a strategic role in order to contribute organizational governance. The goal of developing quality of public officer is to improve their performance in complete tasks given by government agencies. In addition, the quality of personnel will lead to a strong commitment to the completion of routine tasks and their respective functions more efficiently and effectively. The development of human resource becomes very urgent and needs to be well planned, targeted, and sustainable in order to improve the capability and professionalism among organization [3]. The goal of developing the quality of employees is to improve the performance of employees in carrying out the tasks of government. In addition, the quality of personnel will lead to a strong commitment to the completion of routine tasks and their respective functions more efficiently and effectively.

According to the theory, intentions to exert effort and to attain a certain performance level are determined by individual attitudes. Scholars and practitioners accord high explanatory power of work outcomes such performance including the concept of commitment, motivation and satisfaction. It is also experienced that various motivation types are having a positive impact on both employee satisfaction and the quality of performance in the organization [4]. So it would be argued that an officer's performance typically is influenced by commitment, motivation, and satisfaction.

In governmental organization, human service entities of the present and future will need to focus on the operational and organizational implications related to this dilemma. This is especially true concerning the so-called causal relationship between job satisfaction and job performance. Job satisfaction is a measurable representation of an affective reaction to a particular job [5]. That is, the individual's satisfaction with his job is measurable and defined as job satisfaction.

This study was in organizational behavior domain, and in general provide an interpretive framework by which conceptualize the functions of organizations. Employee performance often characterized as a joint

function of motivation and ability [6]. The general definition of motivation is about willingness to do something in order to satisfy some need for the individual. This need refers to a physiological or psychological deficiency in which makes certain outcomes appear so attractive [7]. As applied to officers, the concept of motivation assumes motivated officer are in a state of tension. In order to relieve this tension, the officer will engage in activity.

Considered to be the founder of humanistic psychology, Abraham Maslow [8] developed hierarchy of needs and his theory stressed on basic needs for human existence had to be met just before progressing upward to meeting emotional needs. Maslow has argued that human needs must be met in the following five areas in a row: physiological needs, safety needs, social needs, esteem needs, and self-actualization. This hierarchy is dependent on the needs of individuals being met at each stage before the next level of needs can be met.

Consequently, physiological needs must be satisfied before safety needs can be met; Safety needs must be satisfied before social needs can be met. This implies that hierarchies of need must be fulfilled one by one. But instead of that, Maslow has contributed a tremendous amount of theoretical and practical influence in the areas of motivation and job satisfaction. Following study such as Herzberg et al. [9] has stated that workers are not content with the satisfaction that comes from successful fulfillment of lower-order needs at work, such as safe and orderly working conditions or minimum salaries. However, officer tend to seek what was stemming from the fulfillment of higher-order psychological needs which are associated with achievement, recognition, responsibility, advancement, and the nature of the work itself.

At the Plantation Office of Bali Province, in direct observations that we have previously done, optimal performance is not yet achieved because some officer feel less attention from leaders, besides that leaders felt less able to influence, empower and motivate and nurture officer to work better so that employees do not have enough loyalty to leader and organization. Otherwise, there is growing attention about how officer feels commit to their organization. What they call these thing as organizational commitment, which is a "behavioral perspective is where the commitment is defined as behavior that is consistent with the activity (consistent lines of activity)". Higher employee commitment to organization can improve job performance. Mubbsher (2012) shown about role of commitment is always accepted as active catalyst for improving organizational satisfaction.

Dharmanegara et al. [10] stated that good human resources is basic foundation of organizational competitive advantage. A good basic foundation would enhance organizational performance and it is effect from quality of performance. Previous empirical research has supported the idea about importance of HR performance and its determinants. Robbins [2] believes in workers that could use their skill and knowledge effectively would be satisfied with their job output. What have been proved and given conclusion that motivation positive and significant impact on job satisfaction. This shows that higher the motivation factors are given, higher the job satisfaction will be felt by employees. Robbins [2] also argued motivation has a positive and significant impact on employee performance.

According to the background above, this research tries to providing a credible answer to the research problems requires in-depth research of an organization where the role of civil servant become crucial especially in state plantation. That is why we proposed about job performance determinant as we examine organizational commitment, motivation, and job satisfaction in this study.

II. Empirical Background And Hypothesis Development

This section of paper begins by providing the relevant background on this topic and then continues with a discussion of the problem that serves as the rationale for the current study. After this, the purpose of the study is addressed and the research hypotheses are presented. The section concludes by discussing the importance of the study.

Relationship of Organizational Commitment and Motivation toward Job Satisfaction

Organizational commitment is often characterized by an employee's psychological and emotional attachment to an organization [11]. Theoretically, commitment to an organization is logically tied to quality of relations between employees with the organization. However, that commitment originated in the social psychology and sociology areas of research. Generally employees are committed to an organization because their jobs are satisfying and pleasurable. Meyer et al. argue about possibility to integrate motivation theories and organizational commitment theories in understanding relationship of organizational commitment and job satisfaction phenomena because of the overlap usage of motivation theories such as job satisfaction and commitment theories. From that perspective a research has been conducted which could shows that organizational commitment is a causally antecedent of job satisfaction [12]. It also has meaning that the realm of influence between job satisfaction and commitment could be interactive.

Some of scholars and behavioral scientists state that organizational commitment is a predictor of job satisfaction; another would say generally job satisfaction as a main determinant of organizational commitment. Strong relationship and correlation between organizational commitment and job satisfaction cannot be ignored

in particular way. Markovits et al. [13] suggested affective commitment as the most influential with respect to levels of intrinsic and extrinsic job satisfaction. The profile of organizational commitment representing total commitment associated with highest levels of both extrinsic and intrinsic satisfaction. This study content about the need of organizational commitment to be considered as a whole, with irrespective of model of commitment being used. Also it would be better to understand when seeing commitment not merely broken down into constituent parts.

Elangovan [14] developed study to testing 155 graduate students from a large state university; with most of respondents are part-time workers. Results of this study shows a strong causal relationship between job satisfaction and commitment, in terms of the relationship may be reciprocal or mutual relationship, and these relationship is relatively strong. Another study about relationship among commitment, satisfaction and performance by Tobing [15], which its findings show about each dimension of organizational commitment (affective, continuance, and normative) partially affect the level of employee satisfaction.

The existence relationship between job satisfaction and employee motivation is often misconstrued. Previous historical and current literature shown job satisfaction and employee motivation are not the same. However, between them are strongly related and somewhat have interdependencies upon one another. Satisfaction in working is often determined by the amount of enjoyment that one has while doing some activities. While job satisfaction is seemingly analogous with amount of enjoyment that an employee enjoys while he or she working, employee motivation focuses on a different set of factors as motive doing something in job. With all of their inherent differences, motivation and satisfaction are often grouped together because of the belief that both concepts could foster greater performance among employees.

Based on Herzberg's two-factor theory and the research on work motivation, Lawler [16] proposed the following models of work motivation and job satisfaction. In order to measure job satisfaction, Lawler indicated that one must measure a difference between (a) what a person feels they should receive from their job, and (b) what a person perceives they actually receive.

As Tietjen and Myers [17] had mentions in their study, which its aim to search for motivational knowledge among its workers, a manager should recognize Herzberg motivational concept and value theory from Locke in order to have better understanding about job motivation and job satisfaction. In addition, situational leadership theory serves to assist in balancing tasks and relationships. "Attitude is everything" stated as familiar phrase to emphasize clear understanding about the relationship. Indeed, some individual attitudes would be such important to determining behavior. Therefore, this study implies managers to recognize importance of positive attitudes and values from workers action.

Lee and Liu [18] specifically examine achievement motivation on psychological contract and work attitudes of bank employees. The results showed that achievement motivation has a significant impact on employee job attitudes. Recommendations in this study was also submitted when the managers selecting staff employees, it would be better to consider it with their achievement motivation, as this can encourage psychological contract and individual attitude to their work.

Relationship of Organizational Commitment, Motivation, and Job Satisfaction toward Job Performance

Commitment in organizations is manifested in many ways including:

- a. sharing common goals and values
- b. desire to remain with the organization
- c. valuing benefits realized by the employee (including costs associated with leaving the organization)
- d. feelings of ought to remain contractual relationship with the organization simply because employees ought to stay from an attitudinal or moral perspective.

Orpen [19] in his study examined the effects of work motivation and organizational commitment to employee performance in an employee mentoring process. Results showed that motivation and commitment are not correlated with work performance of employees in context of mentoring. Mentoring process is seen from opportunity to interact and closeness of relationship between mentors with mentoring participants. Research suggests that state formally mentoring could improve employees' attitude without having to increase their performance.

Perry and Wise [20] suggested that the government needs to reframe the question of motivation and focus on the unique motivational bases of public service. Although salaries and allowances may inspire some people to choose in governmental jobs, Perry and Wise assess the importance of public policy making and the opportunity to serve purpose of the community is greater than the destination itself (eg, assignment or public interest). They found that people would respond to incentives that have consider "public service motivation" (PSM) in the way they felt. Some important things that should be highlighted are below:

- a. The greater of PSM felt by officer, the more likely he or she will seek membership in public organizations;
- b. In public organizations, PSM has positive correlation with the officer performance;

- c. Public organizations that could attract members with high levels PSM tend to be less dependent on utilitarian incentives to manage individual performance effectively.

Perry and Wise [20] conceptualization of motives in that they see three different types of motives: (a) rational motives, which emphasize the maximization of one's self-interests; (b) norm-based motives, which are evoked by need to conform to social norms; or (c) affective motives, which are derived from emotional reactions to various stimuli.

Alonso and Lewis [21] examined the relationship between public service motivation and job performance in the service of the public service agencies. There is mixed evidence on whether the value of public service motivation positive effect with a rating performance, providing clear evidence that employees who expect to receive a reward for exceptional performance achieve value and higher performance ratings. There is evidence that the relationship between materials rewards and performance that are important for everyone with high public service motivation.

Ajzen [22] asserted that the most popular approach to call job satisfaction concept to explain the performance under the assumption that the high level of satisfaction lead to increased productivity, while job dissatisfaction damaging productivity. Theory of planned behavior which developed by Icek Ajzen, has offered as an alternative emphasis on proximal antecedent work effort and performance. According to the theory, the intention to exert effort and to achieve certain performance levels are determined by attitudes, subjective norms, and perceived behavioral control in relation to this; and these variables, in turn, is a function of belief is easily accessible about the possible outcome of the efforts and performance of other important normative expectations, and about the factors that facilitate or fostering effective performance.

Koesmono [23] found motivation and job satisfaction has positive effect on performance. This finding implies that both motivation and job satisfaction would determine employee performance. Arshadi [24] in his research that uses self-determination theory, examine the relationship between autonomy supports, satisfaction of needs, motivation and work performance were investigated. Data were collected from employees at an industrial company in Iran. Results using structural equation modeling (SEM) shows that autonomy support predict satisfaction, which in turn predicts satisfaction motivation and work performance. Shore and Martin [25] revealed about the generalizations that job satisfaction in general can be more affecting than the performance of individual organizational commitment. Job attitude mechanism such as the organizational commitment tends to be related with intention to exit or withdrawal behavior. It means that job satisfaction can be related to the performance of individual rather than organizational commitment.

Saari and Judge [26] mention that study of job satisfaction and job performance has a controversial history. Hawthorne studies, which are conducted in 1930, often credited to making researchers aware of the effects of employee attitudes toward performance. Shortly after the Hawthorne studies, researchers began to take a critical look at the idea that "a happy worker is a productive worker." Most of the previous literature review suggests relationship is weak and somewhat inconsistent between job satisfaction and job performance. A review of the literature in 1985 showed about small statistical correlation between job satisfaction and performance approximately about 0.17 [27]. When compared with the influence of the dimensions of organizational commitment to satisfaction, employee satisfaction levels can predict the performance of employees well. This study considers the mediating role of job satisfaction as a commitment – performance model of employees. It means that an impact of commitment to employee performance is reinforced by the level of job satisfaction they feel.

Based on its findings, Ostroff [28] study has supports the relationship between satisfaction and organizational performance. The findings are also support relationship between the other employee attitudes with the job performance. In terms of organization with employees who are more satisfied to their work tend to have a more effective performance when compared to other organizations that have employees are less satisfied. Yousef [29] suggested that an employee with a high level of commitment will be more likely to adjust to the goals and values of the organization, have willingness to give more effort to the organization and seeks to provide benefits to the organization. This suggestion shows that employees with high commitment will be more responsible in its work. So that employees who feel committed to their organization it will be able to show a good performance level. Benkhoff [30] in his research also showed that employee commitment found as antecedent of job performance, which it has been argued about significant results of relationship between the two. Results of previous studies also mentioned about relationship between organizational commitment toward employee performance [31]; [32].

III. Objectives OF The Study

The aim of the present investigation is to explore the extent to which of commitment and motivation applies in explaining variability in job satisfaction and job performance. The main objective of this study was to examine mediating effect of job satisfaction among the relationship of organizational commitment and

motivation to job performance. Following research questions were addressed: What is the association of organizational commitment, motivation and job satisfaction toward job performance?

This study intends to seek a solution and the solution in addressing the problems of declining job satisfaction and employee performance by sticking and concentrate on organizational commitment and motivation. Certainly what expected through this research is providing an overview of handling of job satisfaction and performance of employees in Plantation Office of Bali Province.

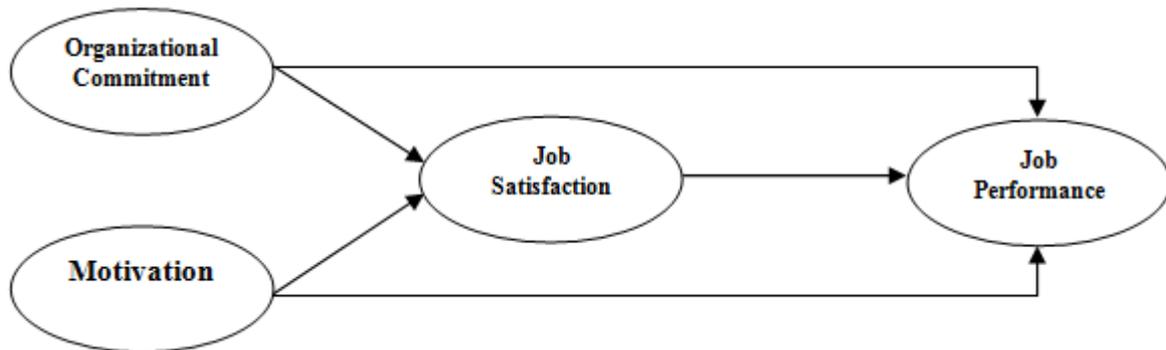


Figure 1 Conceptual Framework

From empirical and conceptual framework, we believe that there are three important variables could influence job performance among state plantation officer (see Fig.1). The hypotheses are proposed below:

- H1 Increased organizational commitment and motivation will increase the level of job satisfaction
- H2 Increased organizational commitment will lead to increasing job performance
- H3 Increased motivation will lead to increasing job performance
- H4 Increased job satisfaction will lead to increasing job performance
- H5 Job satisfaction has a mediating effect of the relationship between organizational commitment and motivation

IV. Methodology

Measures

By using likert's scale ranging from zero to five (0 = Never, 5 = Often), the instrument was developed which combined portions of existing surveys related to organizational commitment, job motivation, satisfaction, and performance among state plantation officer.

Organizational commitment is a condition in which a person siding company employees as well as the goals and desires to retain membership in the company. According to Allen and Meyer [11] indicators used to measure commitment. Meyer and Allen [33] developed a three-component model to test commitment among employees. Meyer and Allen demonstrated that commitment is characterized by the three differing mindsets of desire, obligation, and cost. An organizational commitment scale which adapted from Allen and Meyer [11] was used in this study, contains three dimensions as follows: affective commitment, continuance commitment, and normative commitment. Reliability of this construct which shown from Cronbach alpha value was found about 0,816.

McClelland [33] define motivation that drives a person to achieve success in competing with a measure of excellence. This study was use motivation scale which adapted from McClelland [34] contains three dimensions as follows: achievement motivation, power motivation, affiliation motivation. Reliability of this construct which shown from Cronbach alpha value was found about 0,825.

Job satisfaction is a positive attitude of the workforce includes feelings and attitudes towards work through one of the assessment work as respect in achieving one of the important values of work [35]. A job satisfaction scale which adapted from Locke [35] was used in this study, contains five dimensions as follows: pay satisfaction, satisfaction on job itself, promotion satisfaction, supervisor satisfaction, co-worker satisfaction. Reliability of this construct which shown from Cronbach alpha value was found about 0,853.

Job performance is the ability of a person in the execution of his duties with the motivation to get maximum work. A job performance scale used in this study which adapted from Pearce and Porter [36], contains four dimensions as follows: quality of performance, quantity of performance, completing tasks on time, cooperative working with others. Reliability of this construct which shown from Cronbach alpha value was found about 0,725.

Data Analysis

Data were analysed using SmartPLS software with the Structural Equation Modelling (SEM) from the Partial Least Square (PLS) approach. One of the main key for selecting PLS-SEM was preferred because of its advantages in comparison with other techniques.

Developed by Ringle, Wende and Will [37], PLS approach have major advantages are as follows :

1. It makes fewer demands about sample size compared to other methods
2. It does not require normally distributed input data
3. It can handle both formative and reflective measurement models in structural model
4. It can handle multiple dependent and independent variables in a single model

PLS-SEM assumes that the explanations of all observed measures of variance are useful, which this could predict key target constructs or identifying key “driver” constructs. The method which used to supports the theoretical development of standard path models for assessing the success drivers of certain target constructs with key relevance.

V. Result And Discussion

This section presents the demographic profiles of the respondents. Of the respondents, 35 (53,80%) were male, while 30 (46,20%) were female. In terms of age, 13 (20%) were 17 – 26 year, 26 (40%) were 27 – 36 year, while 18 (27,70%) were 37 – 46 year. There are eight respondents who their age were above 46 year (12,3%). Subjects’ age ranged from 27 and 36 are the most respondent who participated in this study. Respondents whom their age above 46 years old are the small number sample, which just eight people. In terms of educational attainment, 9 (13,80%) have graduated from senior high school, 21 (32,30%) obtained diploma’s degree, 33 (50,80%) obtained bachelor’s degree, and 2 (38%) had master's degrees. In terms of years of work tenure, out of 65 subjects, 21.50% of them, their years of experience ranged from 1 and 3, 33,80% ranged from 3 and 6, 23.10% ranged from 6 and 9, 21.50% exceeded 20 years.

TABLE 1 summarizes the demographic characteristics of the respondents.

Table 1 Demographic profile of respondents

Demographics	Categories	Frequency	%
Gender	Male	35	53,80
	Female	30	46,20
Age	17 - 26	13	20,00
	27 - 36	26	40,00
	37 - 46	18	27,70
	> 46	8	12,30
	Level of Education	Senior High School	9
	Diploma Degree	21	32,30
	Bachelor Degree	33	50,80
	Master Degree	2	3,10
Work Tenure	1 - 3 year	14	21,50
	3 - 6 year	22	33,80
	6 - 9 year	15	23,10
	> 9 year	14	21,50

As depicted in TABLE 2, outer loadings, Average Variance Extracted (AVE) and composite reliability can be assessed to confirm convergent validity among constructs in study. AVE is the mean variance extracted for the items loading on a construct and is a summary indicator of convergence (Fornell & Larcker, 1981). An AVE value of at least 0.5 indicates sufficient convergent validity. The average variance extracted (AVE) of the constructs as shown in TABLE 2 found above 0,5; which this means a good convergent validity gained in this study supports about good reflective measurement models. Meanwhile composite reliability is assessed for reliability, which is a another measure of convergent validity. The composite reliability value should be higher than 0.7 to assure an accurate scale. So it can be argued that the measures used provide a satisfactory level of reliability.

Table 2 AVE Construct, Outer Loadings and Mean

Construct	AVE ^a	CR ^b	Item	Outer Loading	Mean
Organizational Commitment	0,739	0,894	Affective commitment	0,786	3,80
			Continuance commitment	0,904	4,02
			Normative commitment	0,884	3,94
Motivation	0,752	0,899	Achievement Motivation	0,910	3,78
			Power Motivation	0,956	3,80
			Affiliation Motivation	0,716	3,46

Job Satisfaction	0,643	0,899	Pay Satisfaction	0,832	4,31
			Satisfaction toward job itself	0,653	3,92
			Promotion Satisfaction	0,794	4,15
			Supervisor Satisfaction	0,917	4,20
			Co-worker Satisfaction	0,789	4,25
Job Performance	0,559	0,833	Work Quality	0,802	3,78
			Quantity of work	0,668	3,75
			Duration of work completion	0,860	3,95
			Work cooperation	0,636	3,97

Note.

a Average variance extracted (AVE) = (summation of the square of the factor loadings) / {(summation of the square of the factor loadings) / (summation of the error variances)}

b Composite reliability (CR) = (square of the summation of the factor loadings) / {(square of the summation of the factor loadings) / (square of the summation of the error variances)}

Result indicates that organizational commitment primary reflected by officer continuance commitment. This is the main component about organizational commitment among state plantation officer, and it is in line with what they feel in the fact (showed by means score). Respondents also feel about motivation they have, which is more reflected by power motivation. State plantation officer would do their task or duty in order to gain power such a authority in organization. In otherside, they feel about importance of having a good supervisor, which shown by the main indicator of job satisfaction were supervisor satisfaction. For the officer performance, the most reflective indicator on its contstruct was duration of work completion. It means that worktime duration to complete task or duty preferred as the main indicator to reflect officer job performance. The faster officer complete task and job, the better performance they would have shown.

There is highly average value of job satisfaction, which is indicated as the level of employee satisfaction to the salary received. Satisfaction with the job itself becomes the lowest indicator of job satisfaction that perceived by civil servant. From loading factor that reflects job satisfaction, indicate that supervisor satisfaction actually founded as most important factor of job satisfaction. These findings provide contradiction information that despite the facts show employees are satisfied with their salary, but the factor that could reflect about job satisfaction they feel is about to have a good boss in their job. Organization realized that job satisfaction can be achieved by implementing different techniques including monetary and non-monetary based techniques, recognition, and so on. Although for organization in achieving high level of job satisfaction among its employee might be challenged to obtain, still, they should strive to overcome this challenging task as much as possible. Organization could posses to have put the right man as supervisor, because the good supervisor will led to increasing satisfaction among civil servant in state plantation office Bali province.

Table 3 Beta Coefficients

Relationship Among Variables	Original Sample Estimate	t-statistic	Note
Organizational Commitment -> Job Satisfaction	0.879	17.955	Sign.
Motivation -> Job Satisfaction	0.019	0.368	NS
Organizational Commitment -> Employee Performance	0.712	5.387	Sign.
Motivation -> Employee Performance	0.113	1.333	NS
Job Satisfaction -> Employee Performance	0.055	0.417	NS

According to TABLE 3, the relationship between organizational commitment and job satisfaction was found to be statistically significant and positive. This means as the level of organizational commitment increase so does the level of job satisfaction. TABLE 3 also shown this study shows that the most committed officer will might be more positive increasing job performance.

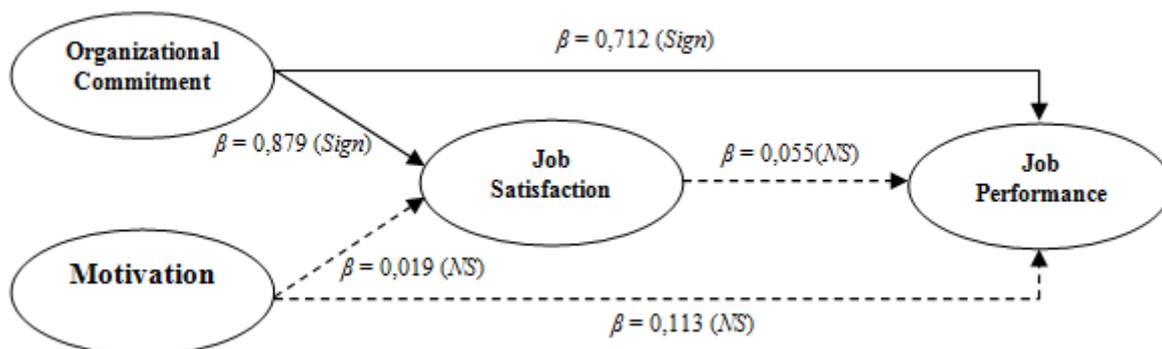


Figure 2 Path Coefficient Result

According to FIGURE 2 above, there are two relationship between variables which have a significant effect. From the findings we have to conclude hypothesis testing as follows:

1. Organizational commitment has an important effect on job satisfaction. When officer feels more commitment to their organization, it would indicate that they will be more satisfied with their jobs. In otherside motivation could not provide significant impact on job satisfaction. Motivation which is more inclined to the motivation for strength could not make sense for an employee to feel more satisfied with their jobs.
2. Organizational commitment have an important impact on civil servant performance at state plantation office of Bali Province. The more committed a civil servants feel for their organization; the more possibility they tend to foster their performance in complete job or duty assigned by organization.
3. Motivation could not have an important impact on civil servant performance in plantation office of Bali Province. Motivation which is mainly manifested by searching of power and increasing strength of a person have no important meaning to building civil servant performance at plantation office of Bali Province.
4. Job satisfaction has no significant impact on civil servant performance at plantation office of Bali Province. The more satisfied or dissatisfied civil servants feels then it will have no meaning to urge them to make their job better.
5. Job satisfaction does not play an important role in strengthening impact of the organizational commitment and motivation to civil servant job performance at plantation office of Bali Province.

VI. Conclusion

This research was conducted through surveys among civil servant at Plantation Office Bali Province. Generally, the aim of this research is to examine impact of organizational commitment, motivation, job satisfaction on employee performance. Of the four variables and its interrelationship model which have been studied, the fact shows only the relationship of organizational commitment on job satisfaction has the highest impact compared to other relational variables. From five hypotheses proposed, there only one hypothesis that fully supported, one hypothesis are partially supported, and the other hypotheses are rejected.

In the context of this study findings show that organizational commitment has significant effect on job satisfaction and job performance. This study able to reveal that organizational commitment has a more significant effect to job satisfaction and employee's job performance than other attitude towards work (motivation and satisfaction). As public institutions, which are different from private business enterprises in respect of their organizational objective and mission, state plantation office Bali province isn't given enough importance about human resource in public institutions in the operation of public administration. Public sector employees have a tendency to be traditionalist, and trying best to keep their current position in the organization. That is why the need to continue formal contract with organization is the most reflective factor in civil servant commitment at state plantation office Bali.

Continuance commitment, which is about relationship sustainability between individual with organization becomes most important factor perceived by civil servant. Indeed as a public sector employees, civil servants has ought to mantain level of sustainability of employment relationship with organization until retirement (employment relationship provided it does not commit a fatal error related to the law, or unable to permanently due to disability for example). Deeper question to be examined in further study, results need to explain why this phenomenon can occur, where employees perceive importance of sustainability relationship with the principal.

This study did not look at the relationship between variables of motivation on organizational commitment, whether is it as outcome associated with individual motivation or not still a question that could not be answered in this study. This finding is consistent with results weighting factors indicate the same thing, that power motivation to be foremost in reflecting the officer motivation at Plantation Office of Bali. What is actually perceived employees about increasing their motivation in the work necessary to underlined, whether there is an increased motive to gain strength in particular way.

An interesting significant difference was found relating to how work motivation impacted job satisfaction. All officers which reported being motivated by jobs, were most influenced by power seeker motive, unable to foster satisfaction on themselves significantly. This finding leads to an interesting question as to whether or not general categories of work motivation existed which officer considered more important to be met before others became necessary or desirable. The important arguments of key variables arise in research model about the relationship between motivation and job satisfaction. It is necessary to encourage some things that exist on employees, particularly about their motivation to work. A civil servant is often highlighted their motivational levels, because as state officer did not realize importance about attitude. When employees feel for their work motivation, need to be studied and explored more deeply what the basic motivation. If the motivation on becoming a dominant force in shaping or reflect motivation, the motivation may not be able to make sense of the attitudes and behavior of employees. This statement needs to be studied further in future studies with

different contexts to see whether the phenomenon is related to the results on the strength or motivation tendency of objects related studies reviewed (civil servants).

Results of analysis in research output indicates only organizational commitment have significant impacts on the formation of job satisfaction and performance. Of the two things that are bound to the commitment of the organization (job satisfaction and performance), the greatest impact on organizational commitment on job satisfaction has paramount value compared to the impact of organizational commitment to employee performance. This reinforces the concept of causal between organizational commitment and job satisfaction. Both are forms of individual attitude, one is attitude form toward job (job satisfaction) and the other is attitude form toward organization (organizational commitment). Empirical research findings reinforce the dynamic relationship between the two variables. Job satisfaction does not always make sense of one's commitment, but can also be the opposite.

This study which is conducted to determine in assessing the commitment, motivation, satisfaction, and performance could not be separated from some limitations. Some of limitations that can be recognized as follows: (1) This study only took a sample of employees Plantation Office of Bali Province, without examining all the employees in it; (2) The study was not in longitudinal mode, in the sense of comparing perceptions of employees at different timescales or sustainable; (3) This study used a self-assessment, self-assessment questionnaire developed to assess the perception of the concept - a concept that is measured in this study. Subjectivity of respondents would still be there, but this does not diminish the validity or authenticity of data that has been obtained.

Since officer's job performance is one of important factors for a public institution to compete and foster public service performance, the purpose of present study is to explain and empirically test the effect of attitude towards work (job satisfaction) and organization (organizational commitment), to the officer's job performance. As an implication of these findings, organizations ought to ensure that employees obtain high level of job satisfaction and constantly work on improving it. This is crucial by which higher job performance want to be achieved in organization.

Despite these limitations, the results of this study indicate that concept of motivation lies in determinant of job performance model. Several suggestions for future research should be mentioned. It is essential to validate the relationship between commitment, motivation, satisfaction and work outcomes, and a further effort should be invested in establishing a validated commitment model. Additional research should explore somewhat problematic link in their model regarding the relation between job motivation and job performance, as well as further investigation of the argument made here for a mediator role of job satisfaction.

The results of this study suggest that plantation officer in Bali province should focus on the factors that have a significant effect on officer job satisfaction and job performance, if they want to enhance their organizational performance. Then organization should reconsider officer motive to work in order to maintain and developing their satisfaction and performance. Furthermore, organization might also decide to make use of rewarding system to recognize those employees who perform their job better. Indeed, one would feel highly satisfied when he or she obtains a reward for their hard work and outstanding performance. Rewards can be of different forms such as a higher wage, improvement of work environment (safer and better facilities for the workers), and assignment of suitable and challenging works to individuals according their abilities and personalities.

Moreover, organization should motivate employees to be more helpful, considerate, friendly and good-natured to their co-workers and supervisors, because this would increase the employees' job satisfaction and may motivate the urge to help out other co-workers. Indeed, providing sufficient opportunity for promotion to employees would significantly increase job satisfaction because promotions reflect valued signals about a person's self-worth. For future research, there will be more respondents in order to enhance validity of model. Future research also suggested to be done for employees of non-public institution, such that it may be examined whether there is a difference in job satisfaction as mediating variable in another research model between officer from different types of organizations.

Acknowledgements

The authors would like to thanks for every state plantation officer who participated in this study.

References

- [1]. Colquitt, Jason A, Jeffery A Lepine, Michael J Wesson. *Organizational Behavior : Improving Performance and Commitment in The Workplace*. McGraw – Hill / Irwin, 2009.
- [2]. Robbins, Stephen. *Organizational Behaviour 12e*. Prentice Hall, 2007.
- [3]. Mathis, L Robert and Jackson H. John. *Human Resource Management, Ninth Edition*, USA: South Western College Publishing, 2007.
- [4]. Sekhar, Chandra, Manoj Patwardhan, Rohit Kr. Singh. A literature review on motivation. *Glob Bus Perspect*, 2013, 1:471–487.
- [5]. Spector, P. E. *Job satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA: Sage, 1997.

- [6]. Moorhead, G. & Griffin, R.W. *Organizational behavior: Managing people and organizations (5111 ed)*. Boston, MA: Houghton Mifflin, 1998.
- [7]. Meyers, S. Who are your motivated workers? *Harvard Business Review* January/February, 1-16, 1964.
- [8]. Maslow, A. A theory of human motivation. *Psychological Review*, 50(4), 1943, 370-96.
- [9]. Herzberg, F., Mausner, B., & Snyderman, B. *The motivation to work*. New York, NY: John Wiley & Sons, 1959.
- [10]. Dharmanegara. I.B.A., Made Sudarma, Noermijati, Solimun. Effect of Spiritual Intelligence and Asta Brata Leadership to the Culture of Tri Hita Karana and Employment Performance. *IOSR Journal of Business and management 2013 vol.11-issue 2*.
- [11]. Allen, N.J., J.P. Meyer. The Measurement and Antecedents of Affective, Continuance, and Normative Commitment to the organization. *Journal of Occupational Psychology Volume 63, Issue 1, pages 1–18, March 1990*.
- [12]. Bateman, T. S., & Strasser, S. A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, 27, 1984, 95-112.
- [13]. Markovits Yannis, Davis Ann J., Dick Rolf van. "Organizational Commitment Profiles and Job Satisfaction among Greek Private and Public Sector Employees", *International Journal of Cross Cultural Management*, Vol. 7(1), 2007.
- [14]. Elangovan, A.R. Causal Ordering of Stress, Satisfaction and Commitment, And Intention to Quit : A Structural Equation Analysis. *Leadership and Organization Development Journal*, 2001, Vol. 22 No. 4 pp 159 – 165.
- [15]. Tobing, Diana Sulianti K.L. *Pengaruh Komitmen Organisasional dan Kepuasan Kerja Terhadap Kinerja Karyawan PT. Perkebunan Nusantara III di Sumatera Utara*. Jurnal Manajemen dan Kewirausahaan, Vol. 11, No. 1, Maret 2009 : 31 – 37.
- [16]. Lawler, E. E. *Motivation in work organizations*. San Francisco: Jossey-Bass, 1994.
- [17]. Tietjen, Mark A. and Robert M. Myers. Motivation and job satisfaction. *Management Decision* 36/4 [1998] 226–231.
- [18]. Lee, Hung-Wen, CHing-Hsiang Liu. The Relationship Among Achievement Motivation, Psychological Contract and Work Attitudes. *Social Behavior and Personality*, 2009 Vol 37 (3), pp 321 – 328.
- [19]. Orpen, Christopher. The effects of formal mentoring on employee work motivation, organizational commitment and job performance. *The Learning Organization Volume 4 · Number 2 · 1997 · pp. 53–60*.
- [20]. Perry, James L., and Lois R. Wise. The Motivational Bases of Public Service. *Public Administration Review* 50 (3) : 367 – 73, 1990.
- [21]. Alonso, Pablo, Gregory B. Lewis. Public Service Motivation and Job Performance : Evidence from the Federal Sector. *The American Review of Public Administration* 2001 31: 363.
- [22]. Ajzen, Icek. Job Satisfaction, Effort, and Performance: A Reasoned Action Perspective. *Contemporary Economics Vol. 5 Issue 4 32-43, 2011*.
- [23]. Koesmono, Teman. *Pengaruh Budaya Organisasi Terhadap Motivasi Dan Kepuasan Kerja Serta Kinerja Karyawan Pada Sub Sektor Industri Pengolahan Kayu Skala Menengah Di Jawa Timur*. Jurusan Ekonomi Manajemen, Fakultas Ekonomi – Universitas Kristen Petra. <http://puslit.petra.ac.id/~puslit/journals/>, 2005.
- [24]. Arshadi, Nasrin. Basic need satisfaction, work motivation, and job performance in an industrial company in Iran. *Procedia Social and Behavioral Sciences* 5 (2010) 1267–1272.
- [25]. Shore, Lynn M and Harry J. Martin. Job Satisfaction and Organizational Commitment in Relation to Work Performance and Turnover Intentions. *Human Relations Volume 42 Number 7, 1989, pp. 625 – 638*.
- [26]. Saari, Lisa M., Timothy A. Judge. Employee attitudes and job satisfaction. *Human Resource Management, Winter 2004, Vol. 43, No. 4, Pp. 395–407*.
- [27]. Iaffaldano, Michelle T. and Paul M. Muchinsky. Job Satisfaction And Job Performance : A Meta Analysis. *American Psychological Association : Psychological Bulletin Vol. 97, No 2. pp 251 – 273, 1985*.
- [28]. Ostroff, Cheri. The relationship between satisfaction, attitudes, and performance: an organizational level analysis. *Journal Of Applied Psychology (JAP) 1992, 77, 963 – 74*.
- [29]. Yousef, Darwish A. Organizational Commitment as Mediator of The Relationship between Islamic Work Ethiccs and Attitudes toward Organizational Change. *Human Relations, 2000, Vol. 53 (4): 513-537*.
- [30]. Benkhoff, Birgit. Ignoring Commitment Is Costly: New Approaches Establish the Missing Link Between Commitment and Performance. *Human Relations 1997, 50: 701*.
- [31]. Suliman, Abubakr dan Paul Iles. Is continuance commitment beneficial to organizations? Commitment-performance relationship: a new look. *Journal of Managerial Psychology, 2000, Vol. 15 No. 5, pp. 407-426*.
- [32]. Suliman, Abubakr M.T. Is it really mediating construct? The Mediating Role of Organizational Commitment in Work Climate – Performance Relationship. *Journal of Management Development, 2002, Vol.21 No.3, pp. 170-183*.
- [33]. Allen, Natalie J., John P. Meyer. A Three Component Conceptualization of Organizational Commitment. *Human Resource Management Review, 1991, Vol 1 No 1 pp 61 - 89*.
- [34]. McClelland, D.C. Measuring motivation in phantasy: The achievement motive. In H. Guetzkow (Ed.), *Groups, leadership, and men* (pp. 191-205). New York: Russell & Russell, 1963.
- [35]. Locke, E. A. What is job satisfaction? *Organizational Behavior and Human Performance, 4, 1969, 309-336*.
- [36]. Pearce, J., & Porter, L. Employee Responses to Formal Performance Appraisal Feedback. *Journal of Applied Psychology, 1986, 71 (2): 211-218*.
- [37]. Ringle, C., Wende, S., & Will, A. SmartPLS 2.0 (Beta). Hamburg, (www.smartpls.de), 2005.