Impact Work Motivation and Perceived Coworker Support on Organizational Commitment At Human Resources Development and Management Agency

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ABSTRACT

Organizational commitment can be seen from various aspects related as individuals to the organization based on salary, social status and preferences for their work. This study aims to find causal relationships between variables (work motivation, perceived coworker support on organizational commitment). This study used 158 employee at HRD & Management Agency in Indonesia. The results show that work motivation has a significant and positive effect on organizational commitment by 0.462. Perceived coworker support also has a significant and positive effect on organizational commitment by 0.387. HRD & Management Agency in Indonesia must provide work motivation to employees because it has a greater influence than perceived coworker support on increasing organizational commitment.

Keywords: Work Motivation, Perceived Coworker Support, Organizational Commitment

1 INTRODUCTION

Government organisations both central and regional are currently entering an open competitive service environment that demands extra-effective, efficient, fast, flexible, integrated and innovative service characteristics. Through The rules set by the government, local governments have the right to manage things about government such as choosing local leaders, managing regional apparatus, regional wealth, local taxes and regional retribution, obtaining the results of the management of natural resources, and other rights governed by the legislation.

According to the UNDP (*United Nations Development Program*) and the State Administaration Institute which Ali and Andi cited that one of the main characteristics or elements in the organization of the government is *equity*, ie every citizen without exception have equal opportunity and right to improve, maintain their wealth, or welfare (Ali & Alam, 2012). This is in line with the opinion of Schuler et al that there are three competitive strategies to be considered if the company or organization wants to gain profit or progress, including a decrease in costs, quality improvements, or innovation (Schuler, Galante, & Jackson, 2002). Concrete measures must be carried out to realize excellent service as the government's effort to get out of various public service bureaucracy issues as well as efforts to respond to community demands.

Fulfillment of community needs in basic services, education services, health, basic needs fulfillment, clean water, population problems and civil registration, settlements, etc., generally still many are assessed not satisfactory for the community. The Dynamics of the serviceis based on the survey data of the publicSatisfaction Index (ikm) of public service in the Ministry of Trade 2016 shows there is a decline in the percentage of quality, from the clarity aspect of information given by the service personnel at 1.67%, which was originally the average service quality 79.95% in 2015 decreased to 74.89% in 2016. Likewise, with the aspect of conformity of information service requirements with the type of service also decreased by 4.39%, which was originally 84.99% in the year 2015 decreased to 78.17% in the year 2016. Even from the time aspect in thebto get the information also decreased to 3.36%, which was originally 89.6% in the year 2015 decreased to 85.79% in the year 2016 (kemendag, 2017).

The performance of government services is heavily influenced by the capabilities of apparatus as an executor or policy implementers. Sumber dAya aParatur has a very important role in the implementation of the main task and function bureaucracy, meaning that the human resource civil apparatus is the dominant determinant of the performance of public services conducted by bureaucratic institutions (sunaryo & Cicellia, June 2014). Therefore, the paradigm of HR management of the upcoming apparatus should be emphasized on several principles, namely the management of bureaucratic-oriented services, giving HR the opportunity to actively participate, and must be able to develop the soul fights of each individual in the organization.

To run all three principles, need motivation support, initiative, attachment, and adequate organizational commitment of the human resources.

Meyer & Allen in Al-Madi, Assal, Shrafat, & Zeglat (2017) defining the organizational commitment is "*psychological state that is concerned about how individuals feel about their organizational engagement, and the desire to remain and continue with the organizational*", the definition shows that the organizational commitment is a psychological state of organizational involvement, and the employee's desire to Continue to work within the organization. Organizational commitments can be influenced by work motivation and support from co-workers so that employees in the organization can work together to achieve the objectives of the Organization, which in the context of this research is the service of government organizations. The *work motivation* is significantly proven to improve Organizational *commitment* owned by employees in the organization (Salleh, zahari, Said, & Ali, 2016). The perception that an employee gets support from co-workers can also increase the commitment of the Organization, Susskind, kacmar, & BorchgreVink (2007) says in service Organisations, coworker support is considered to be an important source of employee support. Limpanitgul, Boonchoo, Photiyarach (2014) conducted research and showed the results that perceived coworker support was significantly able to affect organizational commitment.

2   Literature
2.1   Work Motivation

According to Harrell (2009) Motivation is a hope that puts an attitude in action in an effort to fulfill the responsibilities, desires, or achievement of specific outcomes. The definition suggests that working motivation is a reason that encourages employees to work in a company.

Organisations are very necessary to know what is the motivation to work every employee. By knowing the motivation of work that is owned by the employees, then we can know them better, and certainly very useful in making and taking a decision in the field of Human Resource or human resource development. According to Shahzadi, Javed, Pirzada, nasreen, & khanam, 2014 mThe employee's cultivation is a reflection of the level of energy, commitment, and creativity brought by corporate workers to their jobs. Shoraj & Llaci (2015) says that M-cultivation is often described as a destination for acting or as a psychological process that causes arousal, direction, and persistence of behavior. While the Baron inside Zafar, Ishaq, Shoukat, & Rizwan (2014) define motivation as a collection or arrangement of procedures involved in the thrust and tensile forces that make the action stronger to Success. Sedarmayanti in Riyanto, Sutrisno, & Ali (2017) Motivation is a willingness to issue high-level efforts towards the objectives of the organization conditioned by the ability of efforts to meet individual needs. The definition shows that motivation is the willingness of an employee to want to do higher business for the purpose of the organization.

2.2   Perceive Co-worker Support

The perception of peer support (*perceive coworker* support) is defined by Susskind, Kacmar, & Borchgrevink in Loi, Ao, & Xu (2014) as SEaway where employees trust their co-workers willing to give them work-related assistance to assist in the performance of their service-based tasks. OCB also Disdefined as a readiness to help each other in their tasks (e.g. cooperation, support, respect, etc.), in addition, managing offensive and intimidating conditions to have a working environment match (Beehr & Mcgrath in Attiq, 2017). Perceive coworker Support consists of the extent to which employees feel the provision of resources desired by their co-workers, including assignments directed, mentoring co-workers, and hospitality or positive influence (Corts, Benitez, Boz, Munduete, & Medina, 2011). The definition shows that the perception of co-worker support occurs if an individual within the organization feels that help, mentoring, friendliness, and positives related to resources can always be available from working colleagues within the organization.

Perceive coworker support is perceived to occur when individuals feel that co-workers support, encourage and care about the welfare of their fellow employees. (Singh, Shaffer & Selvarajan, 2017). This demonstrates social reciprocal relationships that occur within the scope of the organization. PCS play an important role in individual decisions to maintain work pressures and continue to work in the same organization sometimes over the years because co-worker support contributes to the satisfaction of individual social and emotional needs (Cohen & Prusak in Wongboonsin & Roongrerngsuke, 2018)

2.3 Organizational Commitment

Meyer & Allen in Al-Madi, Assal, Shrafat, & Zeglat (2017) defining the organizational commitment is "*psychological state that is concerned about how individuals feel about their organizational engagement, and the desire to remain and continue with the organizational*", the definition shows that the organizational commitment is a psychological state of organizational involvement, and the employee's desire to Continue to work within the organization. The organization'S commitment is as much needed for the sustainability of the Organization in the achievement of its its objectives.

According to Mathis and John (2010) organizational commitments are levels until where employees are confident and accepting organizational objectives, as well as wishing to settle or leave a company that is ultimately reflected in the absence and turnover of employees. From the Standpoint of achieving the Objectives of the Langton and Robbins organisations, defining that the organizational commitment is a condition in which a person is in favour of a particular organization and its objectives and to maintain membership in the organization

3   RESEARCH METHODOLOGY
3.1   Data

The data in this research is based on primary data, A cross-sectional survey was conducted to gather data using questionnaire. After the questionnaire data is reregulated then in the analysis for hypothesis testing using THE SPSS tool.

3.2   Population and Sampling

Population in this research is all employees at HRD & Management Agency in Indonesia. The amount of sample that is used in this research is 158 employees with Slovin formula which error amount 5%.

3.3   Analytical Technique

This research is a quantitative research which use multiple regression analytical. work motivation dan perceived coworker support is an independent variable meanwhile organizational commitment is dependent variable. Data will be proceeded with SPSS device by testing hypothesis with t-test and f-test.

4   RESULT AND DISCUSSION
4.1   Hypothesis Testing

Table 1 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.912	2	18.956	54.150	.000[b]
	Residual	54.260	155	.350		
	Total	92.172	157			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

In table 1 It can be seen that the results of the F-test test showed the results that the variable work motivation and perceived coworker support simultaneously influenced organizational commitment due to the significance rate of 0.000 being below the error rate of 0.05.

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641[a]	.411	.404	.59166

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

The great influence of work motivation and perceived coworker support for organizational commitment is 0411. This indicates that work motivation and perceived coworker support can affect the organizational commitment of 41.1%.

Table 3 Coefficients

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.123	.314		.392	.696
	X1	.462	.056	.508	8.244	.000
	X2	.387	.059	.406	6.581	.000

a. Dependent Variable: Y

Work motivation can affect the organizational Commitmen significantly because it has a significance rate of 0.00 and is below the error rate of 0.05. Large influence of work motivation against organizational commitment is 0462. Perceived coworker support also has an influence on commitment organizational with a significance rate of 0.00 and a substantial influence of 0387.

4.2 Discussion

The results of this study show that work motivation and perceived coworker support have an influence on organizational commitments. Motivation have a greater influence on organizational commitment. The results of this study supported the results of research conducted by Salleh, Zahari, Said, & Ali (2016) who said that there is a significant influence with the positive impact between *work motivation* to *organizational commitment*. As well as research conducted by Limpanitgul, Boonchoo, Photiyarach (2014) that perceived coworker support is significantly able to affect organizational commitment.

5 CONCLUSION

Work motivation is significantly able to influence the organizational commitment, as well as the perception of co-worker support that is significantly able to influence the organizational commitment. But work motivation has a greater influence on organizational commitment compared to the perception of co-worker support affecting organizational commitments. The managerial ranks of government HR organizations are expected to increase the motivation of work on employees such as employee cultivation programs that can directly increase employee motivation in working so that employees have a good organizational commitment.

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