

The Influence of Motivation And Organization Culture On Work Satisfaction And Organizational Commitment (Study On National Society Empowerment Program In Southeast Sulawesi Province)

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ABSTRACT: *This study aimed to see the Effect of Motivation and Cultural Organization on the Job Satisfaction and Organizational Commitment (Study on the National Program Manager for Community Empowerment (PNPM) in Southeast Sulawesi Province). Analysis approach in this research is descriptive statistical analysis and analysis of Structural Equation Modeling (SEM). The results of this study found that relationship between variables does not affect the significance of motivation to commitment, meaning that regardless of the motivation will not result in changes in the value of commitment to the Program Administrator for Community Empowerment (PNPM) in Sulawesi southeast. This study also finds that the Organizational Culture of Commitment variable is not significant. The study also found the influence of organizational culture variable to variable indirect commitment between the Cultural Organizations of commitment through satisfaction. Indirect effect is also among the motivational variables of commitment through satisfaction variables.*

KEYWORDS: *Commitment, Culture, Motivation, Work Satisfaction*

I. INTRODUCTION

Industrial Poverty in Indonesia has become a multidimensional problem in the development, and closely related with aspect of social, economics, culture and other aspects. States that: “poverty is indicated by lower society income, isolation, and unemployment, which become inequality among the areas, sectors, and societies” [1]. Whilst based on [1] defines that “poverty is described by the lacking of income to fulfill main living needs. They are below the poverty if the income they get is insufficient to fulfill foodstuff, clothing, residence and others”. The poverty in Indonesia was doubled into more than 40 million people, it is spread in all provinces and big cities when economic crisis hit. The national development arrangement committee (Bappenas) used World Bank funding support, by launching social safety program (JPS) and areas empowerment in overcoming economic crisis impact (PDMDKE). Particularly for PDMDKE, this program is divided into three activities: physics development, social support, and micro credit to society in poverty. Based on the government instruction, physics activities and social spent 40% from total funds received by every sub district. Meanwhile, 60% is used to arouse society economics by giving fund as capital to the workers who is confiscated from their work, unfortunate families who are willing to be prosperous [2]. As the problem of social prosperity, it is necessary to emerge social prosperity effort. Regulators No. 6, 1974 about the regulations of social prosperity states that the efforts are about all attempts, programs, and activities which are directed to take in, train and maintain, treat and improve social prosperity. Poverty reduction programs in Southeast Sulawesi also has been done since several years ago, such as poverty reduction program in urban (P2KP) and national empowerment society program (PNPM) in urban. The objective of this program is to enhance prosperity and work opportunity for the poverties, by improving society capabilities in life quality, independence, and prosperity by using economic and social potencies they have. Conceptually, PNPM and P2KP should be acknowledged as good concepts. The concept holds volunteer as basic strength to be synergized with society condition in its environment. Nevertheless, the human resources are still with old paradigm which believe that regimes has absolute authority, all of order and command should be complied and should not be criticized, the lower levels can only be silent and do nothing even they disagree. Good concept without being along with excellent human resources will be futile.

P2KP and PNPM have been applied in Southeast Sulawesi since the year of 2004 when the guidance activities either in society level or regency level, though there are different interventions. In society level, it prioritizes on institutional strengthening (BKM) with activities planning initiated by society in long term planning document form to anticipate poverty (PJM *Nangkis*) every three years, meanwhile for regency level, it passes through cycle which focuses to encourage areas poverty anticipation team (TKPKD) in arranging area poverty anticipation strategy and PJM *Nangkis* for regency level. In this last six years, since 2004 until 2010, guidance activity on both society and regency level have never been stagnant including society direct fund support (BLM) inside of it. The use of BLM in Southeast Sulawesi Province in 2009, touch the point of IDR 9,609,156,450 which is used for thirteen kinds of programs. The objective of BLM has only touched 57.54% on average and has not reached the expected target yet. Other phenomenon is the remaining of four kinds of program that has not been applied yet in order to gain BLM fund. They are education infrastructure, trade facility, irrigation facility, and boat haven which are strategically needed by society.

Furthermore, the key question in this study is the influence of motivation and organization culture toward organizational commitment of PNPM in southeast Sulawesi province either directly or mediated by work satisfaction. Specifically, the problem of this study focused at: (a) whether implementation of motivation and organization culture influence significant toward work satisfaction and efforts to increase the organizational commitment of PNPM in southeast Sulawesi province; (b) whether motivation and organization culture to play the role as a mediator the relationship between work satisfaction and organizational commitment. The purpose of this study is to prove and explain the influence of to see the Effect of Motivation and Cultural Organization on the Job Satisfaction and Organizational Commitment of PNPM in southeast Sulawesi province. In addition, the test and explain the role of work satisfaction as a mediating the relationship between motivation and organization culture towards organizational commitment. The contributions of this study are science development and to enrich the scientific inside of motivation, organization culture, work satisfaction and organizational commitment.

II. LITERATURE REVIEW AND CONCEPTUAL MODEL

The Organizational culture as values perceived by organization members significantly determines organization function and identity in holding organizational culture congruence [3], with the organizational culture, it is expected that high expectation, strong commitment, and excellent performance in organization environment can be created. One's life always relates to its circumstances, one's personality is also impacted by its environment and in order to lead the personality into positive attitude and behavior, it is should be supported by norm perceived by the society as basis and root in behaving. Norms are some organization rules as behavior control of every employee in doing task or work [4, 5, and 6]. Previous researches show that every dimension of corporate culture has big effect in motivating employees so that they can be committed to the organization [7]. The results of [8] state that there is positive and strong relation between organizational culture values (i.e. respecting the others, innovation, stability, and aggressiveness) and employees' responses (i.e. organizational commitment, work satisfaction, intention to stay in the organization and information sharing behavior). This situation shows how important organizational culture influence on employees condition. One important variable in enhancing satisfaction and commitment is motivation existed in previous research does not used as research variable. Conveys that main factor influencing of employees' motivation is employees' needs. Work motivation can be also influenced by low and high hierarchy needs [9]. In developing countries, hygienist factor (work external influencing factor) is dominant factor which affects work motivation, other than that higher education level encourages employees to concern more about content of the work so that it influences the motivation more, while higher work satisfaction increases work motivation level. Other variable related to organization is work satisfaction as individual orientation which influences in working role. Work satisfaction is general attitude of an individual on job which is the margin between feedback accepted by employees and perception they perceived, the more managerial level satisfied, the more they are motivated to do their works and the higher the performance they result. Employees who receive high work satisfaction will be motivated in working.

Organizational commitment, work involvement, and work satisfaction has shown its importance on public or governmental sector [10]. This model studied about work characteristic and work experience which simultaneously affect affective organizational commitment, work satisfaction, and work involvement. Along with those, this result enhances the understanding of affective commitment and work satisfaction in public sector and gives new sight to the department managers on how to hold values among the employees. Overall, there is strong relation amongst organizational commitment, work involvement, and work satisfaction importance in public sector employees of state information technology working environment. Several previous researches [3, 11, 5, 7, 8, 9, and 10] use the variables of motivation, organizational culture, work satisfaction, and organizational commitment in order to be more complex and comprehensive on poverty reduction

management program in Southeast Sulawesi province to complete and enrich previous researches. The variables developed on public organization in order to answer the problems faced by poverty reduction through national empowerment society program (PNPM) in Southeast Sulawesi. The beginning survey of P2KP-PNPM in Southeast Sulawesi has been done in seven regencies or cities: Kendari City, Bau-Bau City, Buton Regency, Muna Regency, Bombana Regency, North Kolaka Regency, and Konawe Regency, which evolve 127 sub districts. In supporting, so that the activities in society processed based on mechanism and procedure, also the substantial righteous program based on critical realism leading to the changes of attitude and behavior collectively, and the existence of social capital in society, the presence of reliable and full-committed human resources is necessary. The success level of this program is determined by those personals which are called by facilitator force, suitable to the needs and problems existed in society. From the time range of the poverty reduction in Southeast Sulawesi related to census result 2010, there has not been any significant number of poverty reducing along with the period of poverty reducing. This would be a big question, particularly about poverty reducing program. Variables developed in public organization with its main problem are how organizational commitment can be realized in poverty anticipation through PNPM mediated by motivation, organizational culture, and work satisfaction variables. Based on theoretical arguments and research results of previous research, then the hypothesis proposed in this study as follows:

- H1. Better work motivation is increasing work satisfaction.
- H2. Better work motivation is increasing organizational commitment.
- H3. Better organizational culture is increasing work satisfaction.
- H4. Better work satisfaction is increasing organizational commitment.
- H5. Better organizational culture is increasing organizational commitment.
- H6. Better work motivation is increasing organizational commitment, if work satisfaction is increased.
- H7. Better organizational culture is increasing organizational commitment, if work satisfaction is increased.

Based on theoretical and empirical studies, conceptual models and hypotheses of research can be presented in summary in Figure 1.

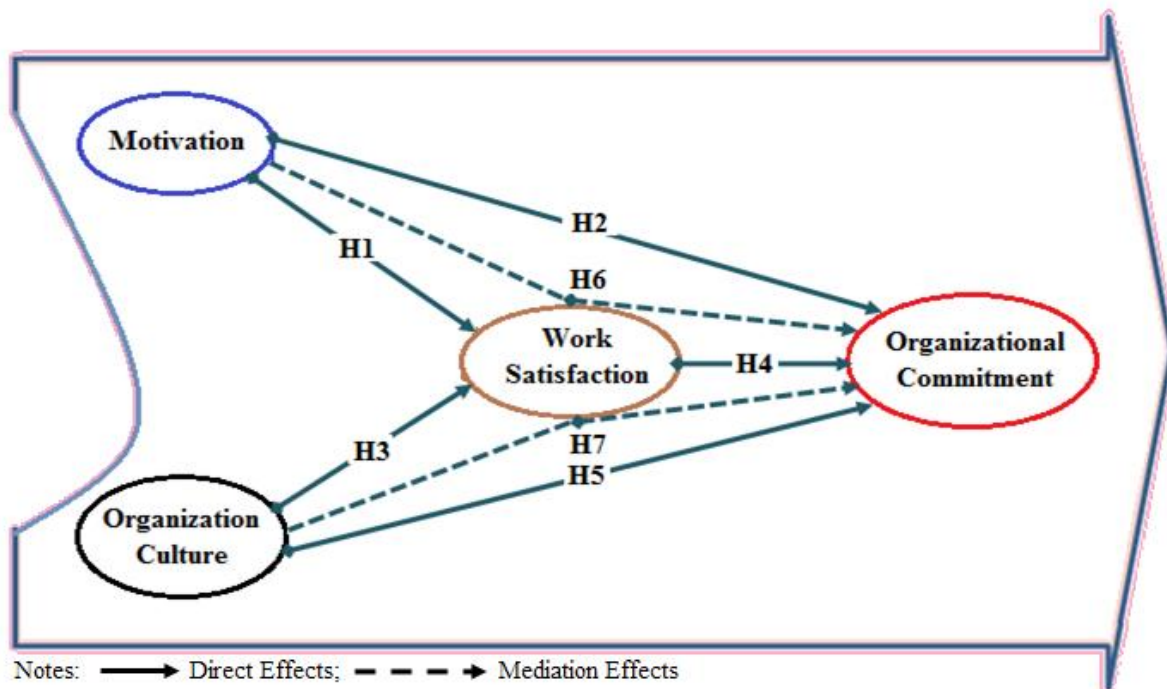


Figure 1. Conceptual model and research hypotheses

III. RESEARCH METHODS

Employees used as population are the managers of PNPM. Total managers of PNPM are 475 in all areas of Southeast Sulawesi as population in this study. Sampling method used is systematic sampling. Based on the calculation of Slovin formula [12], the sample of this study is 116 managers or respondents. With those amounts, the technique is by distributing questionnaires using purposive sampling. Data collection from the respondents uses questionnaires as instrument. Measurement scale is based on five points from Likert scale and designed on propose in order to get different level of answers from the respondents. In this study, before using the instrument as media in data collecting on field,

the author should do try out for the research instrument to 30 respondents. In this research, data analysis processed in two ways, i.e. quantitative analysis with Structural Equation Modeling (SEM) and statistical descriptive analysis which is an analysis used to interpret or describe respondents' characteristics measured by some indicators included in the questionnaires of each variable. This study also collects the data by using in depth interview technique, which is a deep interview technique to the respondents. The measurement of data from all research variables used the Likert scale. The determination Likert scale in this study used a 1 to 5 level scale for all variables. A five-point Likert scale was employed with a score of 1, indicating "strongly disagree", and 5, representing "strongly agree", to extract the different attitudes of respondents [16, 17]. The method of data analysis is descriptive and inferential statistical using Structural Equation Modeling (SEM) with AMOS (Analysis of Structural Moment) software version 16 and computer program SPSS version 16 for Windows. The reasons to use SEM (AMOS) are: this study using latent variables are measured through indicators; SEM is a multivariate analysis technique that enables to conduct a series of analysis from latent variables simultaneously that provides efficiency statistically. [17] State eligibility test model is equivalent to the confirmatory analysis, test parameters being estimated equivalent of regression, and determine the dominant influence on par with the analysis path. Other advantages of the SEM compare to others multivariate analysis techniques because of the latent variables included in the model of measurement exogenous latent variable errors is included in latent variable.

IV. ANALYSIS AND RESULTS

Result of goodness of fit overall model test shows that the value of RMSEA and CMIN/ DF has fulfilled cut off point, so that this model is considered to be fit and reliable to be processed in hypotheses testing. In the structural model point is the hypotheses testing in this study. Direct hypotheses testing uses t test on each direct path partially. The model for a research is a representation of a real system, in the sense that it is a simplification or abstraction from the real world or from the phenomenon or complex problem. Evaluation on the SEM model in this research is started by a measure of fit on the measurement model, which aims to test whether the research instrument is valid or reliable in explaining or reflecting the latent variables. This is shown in the path diagram in Figure 2.

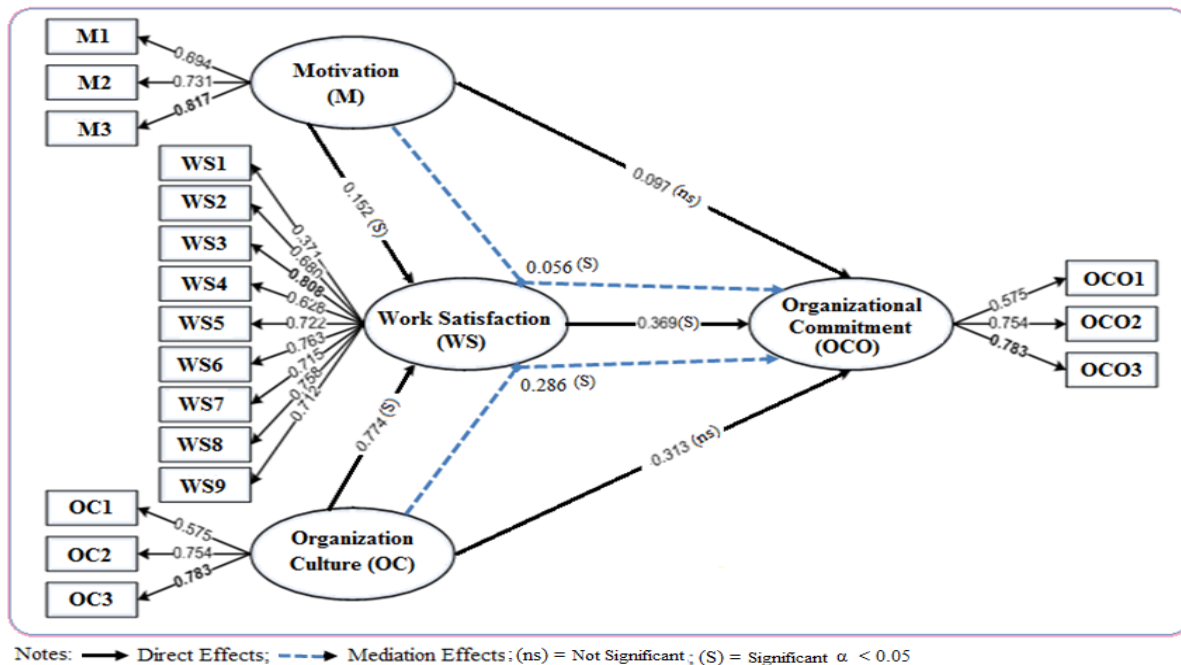


Figure 2. Diagram for hypothesis testing and path coefficient

The results of the analysis of Measurement Model in Figure 2, showed the test with the confirmatory factor analysis using loading factor significance test (loading factor) because to test the latent variable that used to confirm the variables that can be together with other variables explain that explain the latent variable by using the criterion of value of loading factor that required (cut-off point) must achieve ≥ 0.60 [17]. When the value of loading factor lower than 0.60 is considered that indicator of the formation of variable dimension is not equal to the other indicator variables to explain a latent variable. Measurement Model of confirmatory factor analysis aims at asses the indicator variables

that explain an invalid constructs or latent variable cannot be indirect measured. The analysis of indicators that are used is tested in order to give the meaning of the label that given to confirmatory latent variable. Figure 2 shows that of the nine direct influences from the tested variables, there are four with significant impact, that is: motivation and organization culture has significant impact on work satisfaction; work satisfaction has significant impact on organizational commitment of PNPM in southeast Sulawesi province. Motivation and organization culture does not have significant impact on organizational commitment. Test on the impact of mediation aims to detect the intervening variable in the model through the differences in coefficients using an examination method. The test result of path coefficient and hypotheses for the impact of mediation variable in Figure 2 shows that the impact of motivation on organizational commitment through work satisfaction is complete mediation variable. This means that the relation between work satisfactions can directly organizational commitment and can also do so through the mediation of work satisfaction. Further, work satisfaction is influenced by organization culture and work satisfaction which significantly impact the organizational commitment of PNPM in southeast Sulawesi province. However, organization culture does not have direct significant impact on organizational commitment so that work satisfaction can be said to be a complete mediation variable. This means that the organization culture does not have direct influence on organizational commitment, but can only influence organizational commitment significantly through the mediation of work satisfaction.

V. DISCUSSION

The results of testing the feasibility of a structural model that is designed and being estimated in this study proved in accordance with the data of observation results. Of the three direct links that allegedly proved positive and significant effect in mind. Structural model shows there is strong evidence to support significant and positive influence of motivation on satisfaction from SEM analysis result. This indicates the higher the motivation, the higher the satisfaction will be perceived. The result supports some previous research showing that motivation is much more influenced by values developed in employees' environment, in this point, analyses the effect of organizational culture on employees' motivation. Osteraker conveys that many approaches can be used from social dimension, physics dimension, and mental dimension. What influence work motivation of employees can be traced from how the presence of employees in its work field is, how the job characteristics and working environment condition are related to their jobs. States that civil service is started on a modernization process in its application, which is an introducing performance relevancy of work motivation system on civil state employees. The enrolment process is based on the employees' performance, and this individual enrolment system can impact in long term which indicates on the lack of service motivation done by civil state employees. The analysis results that there is no strong evidence to support that there is significant and positive influence of motivation on commitment. Nevertheless, there is indirect influence of motivation on commitment mediated by satisfaction. It means that the higher motivation will impact on the higher satisfaction, and indirectly will result higher commitment. In this study, motivation variables are measured by three indicators which are achievement need, affiliation need, and authority need. The insignificancy result of motivation effect on commitment is based on field observation, which are:

- 1) Insignificant influence of employees' motivation on organizational commitment is due to PNPM in Southeast Sulawesi is a program which has impermanent organization, so that the existence of it can experience any changes or even disunity. This will be effect on less motivated the facilitator in increasing commitment to the organization.
- 2) In working as facilitator PNPM, every year a facilitator has to sign job contract, so that less in motivating and arousing main target in achievement.
- 3) The position as a facilitator only gives small opportunity to be promoted on higher position in PNPM.
- 4) Even though a facilitator has scholar education level as the requirement in PNPM, yet it does not have sufficient ability to persuade, guide, or motivate society to work and let go of poverty, this is indicated by the increasing of poverty number each year.
- 5) The job as a facilitator is doing work in group so that less in motivating and developing creativity, then it directs all ability and energy embedded to pursue optimal work achievement.

Those results do not support several previous researches that motivation is much more affected by values developed in employees' environment in this point, analyses the effect of organizational culture on employees' motivation. Conveys are that many approaches can be used from social dimension, physics dimension, and mental dimension. What influence work motivation of employees can be traced from how the presence of employees in its work field is, how the job characteristics and working environment condition are related to their jobs. Moreover, [9] states that generally all hypotheses get supports, which are main factor influencing employees' motivation is employees'

needs, work motivation can be also influenced by low and high hierarchy needs. In developing countries, hygienist factor (work external influencing factor) is dominant factor which affects work motivation, other than that higher education level encourages employees to concern more about content of the work so that it influences the motivation more, while higher work satisfaction increases work motivation level. Analysis result shows there is strong evidence to state that there is significant and positive influence of organizational culture on satisfaction. This indicates the higher organizational culture will increase satisfaction as well. Those hypotheses testing support several previous researches about organizational culture and it was done [13] which appears that there is significant and positive correlation among learning organizational culture, employees' work satisfaction, and organizational commitment in Lebanon banking sectors. Nevertheless, there is no interaction effect among those relations with social perception in society (individualism and collectivism). Other research done by [14], the result of their study is organizational culture has positive correlation coefficient or has direct and mediated relation on OCB (mediated through work satisfaction and organizational commitment). Moreover, study done [8] shows that there is positive and strong relation between organizational culture values (i.e. respecting the others, innovation, stability, and aggressiveness) and employees' responses (i.e. organizational commitment, work satisfaction, intention to stay in the organization and information sharing behavior). This situation shows how important organizational culture influence on employees condition as an outcome. Other research from [15] shows that there is eight culture dimensions in fitness context, staff competency, atmosphere, linkage, formalization, selling, tool service, service program and organizational existence. This research comes with the result of a model from organizational culture to organizational fitness which can explain work satisfaction and intention to be excluded from the organization.

The analysis results that the coefficient of direct influence SEM model of satisfaction variable work satisfaction on organizational commitment is 0.369 with p-value of 0.055. Since the p-value is $< 5\%$, so that there is no sufficient empirical evidence to accept hypothesis that "work satisfaction has effect on organizational commitment". Yet, if it uses real level of 10% (0.1) so that p-value is < 0.1 ($0.055 < 0.1$), it is quite strong to state there is positive and significant influence of satisfaction on commitment. This indicates that the higher satisfaction will result on higher commitment. This testing supports several previous researches, [14] state that positive correlation coefficient is found in the relation among all construct, which means that value is direct and mediated relation by OCB (mediated through work satisfaction and organizational commitment. Working and living values have similar relation one to another with three constructs (from Z-score). Value has essential role for the organization's success. Next research is from [10], it is about organizational commitment, work involvement, and work satisfaction has shown its importance on public or governmental sector. This model studied about work characteristic and work experience which simultaneously affect affective organizational commitment, work satisfaction, and work involvement.

There is no strong evidence to state that there is significant and positive influence of organizational culture on commitment. Nonetheless, there is indirect influence of organizational culture on commitment mediated by satisfaction. Meaning that the higher organizational culture, will impact on the higher satisfaction, and indirectly, it affects on higher commitment. This study uses organizational culture measured by three indicators, which are bureaucratized culture, supportive culture, and innovative culture. There are some factors causing insignificant influence of culture on commitment based on field observation which are:

- 1) As mentioned before that the job of facilitator is a group work, so that it does not have any obvious job descriptions about responsibility and right for each facilitator.
- 2) Values that are developed on PNPM describe the condition that a facilitator is less in prioritizing its creativity in formulating strategic programs for society and also lacks in providing challenging work environment. This is due to the insufficient direction and training about guidance, and the routine encountered by the facilitator each day.
- 3) In doing guidance to society, a facilitator still assumes that the job is just to fulfill the obligation as a facilitator, which has the consideration that as a facilitator is just a temporary job before becoming civil state employee.

The hypothesis testing does not support several previous researches about organizational culture done [13] shows that there is significant and positive correlation among learning organizational culture, employees' work satisfaction, and organizational commitment in Lebanon banking sectors. Nevertheless, there is no interaction effect among those relations with social perception in society (individualism and collectivism). Other research done [14], the result of their study is organizational culture has positive correlation coefficient or has direct and mediated relation on OCB (mediated through work satisfaction and organizational commitment). Moreover, study done [8] shows that there is positive and strong relation between organizational culture values (i.e. respecting the others,

innovation, stability, and aggressiveness) and employees' responses (i.e. organizational commitment, work satisfaction, intention to stay in the organization and information sharing behavior). This situation shows how important organizational culture influence on employees condition as an outcome. The path coefficient for the impact of motivation and organization culture toward organizational commitment, which is mediated by work satisfaction, has positive and significant value. This is sufficient proof to accept H₆ and H₇, which states that motivation and organization culture does not have significant impact on organizational commitment but only through work satisfaction. It can be concluded that implementation of high level of motivation and organization culture does not have significant impact on the improvement of organizational commitment but only through the mediation of work satisfaction where the significant impact can result in the increase in organization culture. Therefore, work satisfaction as a complete mediation between the motivation and organization culture toward organizational commitment. This is consistent with [8,13,14] that motivation and organization culture is the basis for improving organizational commitment and this comes from a work satisfaction which must be developed through organizational commitment of PNPM in southeast Sulawesi province. Based on tests on mediation to work satisfaction, it was found that the impact of motivation and culture on organizational commitment, as mediated by work satisfaction, has the greatest value for path coefficient compared to motivation and culture. This shows that culture has a contribution or has dominant role for organizational commitment, mediated through work satisfaction of PNPM in southeast Sulawesi province.

VI. CONCLUSION AND SUGGESTION

Motivation of PNPM facilitator in Southeast Sulawesi which is generally embedded is able to give additional value and encouragement to the increasing work satisfaction, so that it is needed to be hold well. Moreover, the motivation generally is less in giving commitment to work better, so that it needs sustainable improvement to realize accomplished program. Organizational culture perceived by a facilitator has given the increasing of work satisfaction, so that it is necessary to be hold consistently. Organizational culture of PNPM facilitator point of view, generally has not given any contributions yet, in consequences, it is needed to be improved. Facilitator's work satisfaction has given the increasing of commitment, so that it can be used as strength in the effort to gain accomplished program. Furthermore, organizational culture has not given any contributions in the effort of commitment strengthen, yet, this strengthen can be gained if it is supported by satisfaction improvement. Whilst, motivation of facilitator generally has not given any contribution to the effort of commitment strengthening, but this strengthening process can be realized if it is along with satisfaction improvement. PNPM in Southeast Sulawesi is Government program that has impacted to society in poverty, so that mental readiness for the facilitator to be motivated should be improved by giving the motivations of right or authority power to guide and encourage others to gain achievement, have high discipline, and self esteemed in pursuing objectives. PNPM also needs to build innovation to the facilitator in growing and expanding empowerment method based on what society needs in each location and play the role by taking in work values existed in organization. In addition, PNPM is necessary to enhance better control, especially when PNPM activities run, and it can give some constructive considerations to facilitators in creating and enhancing better work culture and strengthen sense of belonging among all facilitators. PNPM in Southeast Sulawesi also needs the improvement of facilitator's prosperity since PNPM for facilitator is a main job.

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