

The Effect of Work Environment, Organizational Support and Intrinsic Motivation on Organizational Commitment

Evianti¹, Abror², Rosyeni Rasyid³

¹Universitas Negeri Padang, Padang, Indonesia, ✉evianti1111@gmail.com

²Universitas Negeri Padang, Padang Indonesia, ✉ abror094@fe.unp.ac.id

³Universitas Negeri Padang, Padang Indonesia, ✉ rosyenirasyid@gmail.com

Abstract

The main objective of this study to test the effect of work environment, organizational support, and intrinsic motivation on organizational commitment in OPD (*Organisasi Perangkat Daerah*) Bukittinggi. This study using multiple linear regression analysis. The sampling method in this study is the total sampling of all employees in four OPD (*Organisasi Perangkat Daerah*) Bukittinggi with a total sample of 145 respondents. The collected data was analysed using SPSS. The finding indicated that the work environment had a positive and significant effect on organizational commitment. It was also found that Organizational Support has a positive and significant effect on organizational commitment. Intrinsic motivation has a negative and significant effect on organizational commitment. Finally, the outcomes of this study confirmed that the work environment, organizational support and intrinsic motivation simultaneously influence the organizational commitment.

Keywords: *commitment, work environment, organizational support*

Introduction

OPD (*Organisasi Perangkat Daerah*) Bukittinggi is a regional apparatus organization to protect, serve, empower and prosper the public. Regional Government is the head of the Region as the organizer of the Regional Government who leads the implementation of government affairs which become the authority of the Autonomous Region. Government Affairs are government authorities which become the authority of the President whose implementation is carried out by state ministries and regional government administrators to protect, serve, empower, and prosper the public. organizational commitment is needed in order to realize the vision and mission of the organization.

Organizational commitment is one of the most widely researched topics in the field of organizational behaviour. Commitment is a “force that binds an individual to a course of action of relevance to one or more targets (Panaccio and Vandenberghe, 2009) three-component model distinguishes between affective, normative, and continuance commitment. Affective commitment (AC) reflects an identification with and involvement in the organization, normative commitment (NC) stems from a sense of obligation, and continuance commitment (CC) is based on a perceived necessity to stay with the organization. Organizational commitment refers to the bond between a worker and the overall employing organization (Lambert *et al.*, 2019). Affective commitment is a psychological bond with the organization, including identification with the organization (pride in the organization, internalization of its goals, and acceptance of its core values) and willingness to put forth effort to help the organization (Lambert *et al.*, 2019).

(Frempong and Agbenyo, 2018) defined commitment “is a long-term relational perspective that encourages parties to resist the short-term benefits offered by other companies in favor of the benefits associated with remaining in a relationship”.

Organizational commitment indicates the commitment of employees to an organization (Yao, Qiu and Wei, 2019). Organizational commitment is loyalty to the organization and mobilization of all employees in the development of its goals, purposes, and infrastructure (Lee *et al.*, 2014). Organizational positive perceptions of the work environment created by office redesign efforts would add to the variance in AOC explained by the

social interference model (Morrow, Mcelroy and Scheibe, 2012). the most common suggestion for improving the working environment was to improve comfort, for example with comfortable chairs and adjustable desks (Buil, Catalán and Martínez, 2019).

Research by (García-fernández, Gálvez-ruíz and Fernández-gavira, 2018) reveals that a conducive work environment, free from danger, good communication, appropriate workload is a determining factor for creating good organizational commitment for an employee. If this factor is lost, then employees no longer feel comfortable, they only come and work, while their minds are not focused in their work, they do not have a strong reason to stay and survive in the organization. (Zhang *et al.*, 2019) says that the concept of work environment is associated with the climate of a particular organization in which employees perform their duties.

Hypothesis 1: Work Environment has a positive effect and significant on Organizational Commitment.

Organizational support is an important concept in the organizational behavior literature because organizational support provides an explanation of the relationship between organizational treatment, attitudes and employee behavior towards work and their organization (Cheng *et al.*, 2016). Organizational treatments received by employees and captured as stimulus are organized and interpreted as perceptions of organizational support. Perceived organizational support is widely defined as employees' beliefs about the degree to which their organization values their contributions and cares about them (Kim *et al.*, 2017). Organizational support is a level of confidence that employees are very committed to their organization and the organization values their commitments.

Hypothesis 2: Organizational Support Has a Positive Effect on Organizational Commitment

Due to the importance of experiencing intrinsic motivation, analysing which factors promote intrinsic motivation among individuals is crucial. In this regard, several studies have analysed contextual and personal factors that facilitate or undermine it (Buil, Catalán and Martínez, 2019). (Kimura, Bande and Fernández-ferrín, 2018) conclude that individuals who have intrinsic motivation are individuals who have the motivation to carry out their duties and provide high dedication to their organizations. (McCunn, Kim and Feracor, 2018) notes that motivation is a form of intrinsic power that drives individuals to complete tasks that they consider important or valuable. Intrinsic motivation shows the affective component of an individual's behavior stemming from the challenges and joys generated by the behavior itself. Intrinsic motivation is measured by the interests and challenges felt from work.

Hypothesis 3: Intrinsic Motivation Has a Positive Effect on Organizational Commitment

Methods

This research is included in the causative research that is determining the extent of the influence of the work environment, organizational support, and intrinsic motivation on organizational commitment. The sample in this study were all employees of the four OPD Bukittinggi with 145 respondents. Quantitative data is presented in tabular form. Data management for each variable will be processed by Multiple Linear Regression Analysis with SPSS

Measures

This study measured organizational commitment using a six-item scale (Cheng *et al.*, 2016) that has high reliability and was used in tourism settings. The scale reliability (Cronbach's alpha) for this study was 0.89. This includes statements such as: "I really care about the fate of this organization, I am willing to put in a great deal of effort beyond what normally is expected in order to help this organization be successful, The organization really inspires me to put forth my best effort, I would accept almost any type of job assignment in order to keep working for this organization, I am extremely glad that I chose this organization to work., Overall, I am very committed to this organization".

Work environment was measured by the scale developed by (Spivack and Woodside, 2019). This includes statements such as: The environments I work in contribute positively to my work life satisfaction, The environments I work in contribute positively to my work-life balance, The environments I work in make me

feel mentally healthy This environment is the optimal environment for these tasks, This environment puts me in the right frame of mind to work on these tasks, and After working in this environment, I usually feel that I have been productive.

We measured organizational support using a six-item scale (Cheng *et al.*, 2016). This includes statements such as: My organization really cares about my well-being, My organization cares about my opinions, My organization strongly considers my goals and values, My organization would forgive an honest mistake on my part Help is available from my organization when I have a problem, My organization is willing to help me if I need a special favor, My organization shows very little concern for me, If given the opportunity, my organization would take advantage of me.

To measure intrinsic motivation using three-item scale (Buil, Catalán and Martínez, 2019). This scale has been used to measure intrinsic motivation in organization. This includes statements such as “I think that the business game is interesting, I think that the business game is pleasant, I think that the business game is fun.

Based on the above theories and definitions review, the following framework has been formulated to depict the relationship between the dependent and independent variables.

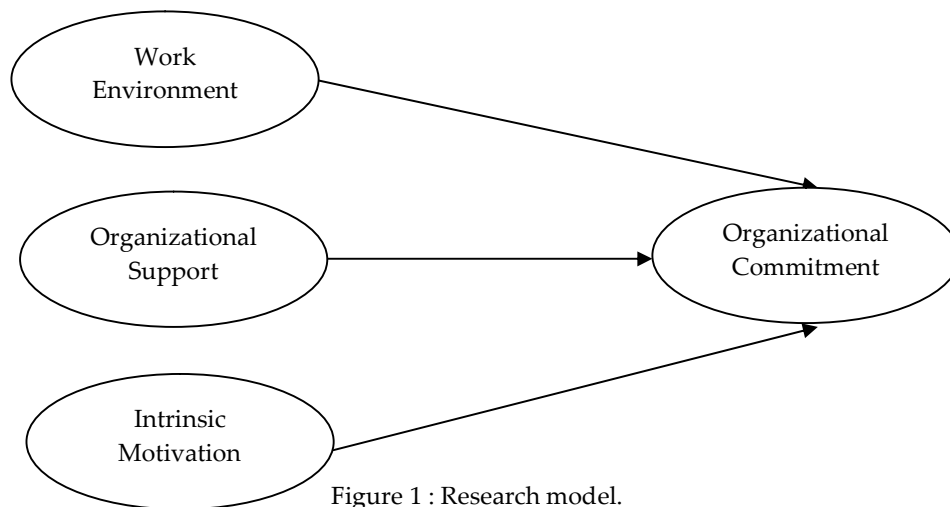


Figure 1 : Research model.

Results and Discussion

Multiple regression analysis in this study aims to determine how much influence the variables of the work environment, organizational support and intrinsic motivation on organizational commitment. The results of multiple linear regression can be seen in the following table:

Table.1 The Result of Multiple Regression Analysis Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	23.945	3.429		6.982	.000
	X1	.401	.053	.554	7.496	.000
	X2	.294	.143	.188	2.059	.041
	X3	-.592	.250	-.206	-2.373	.019

a. Dependent Variable: Y

F=26,219

R Squares = 0,358

Source: Primary Data Processed (2019)

Based on the table, the multiple linear regression equation can be formulated as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 23,945 + 0,401 X_1 + 0,294 X_2 - 0,592 X_3$$

Based on the results of the analysis with multiple linear regression, it is known that the R-Square value or the determinant coefficient is 0.358 or 35.8%. That the magnitude of the influence of work environment variables, organizational support and intrinsic motivation on organizational commitment is 35.8% and the rest are other factors not included in this study that is 64.2%.

Based on the table, the calculated value for the work environment variable is 7.496 larger than the value of 1.655, with a significant value of 0.000, a significant value smaller than alpha 5% ($0.000 < 0.05$). Therefore it can be concluded that the work environment variables partially have a positive and significant effect on organizational commitment in the OPD Bukittinggi. Hypothesis 1 is accepted.

Furthermore, the tcount for the organizational support variable of 2.059 is greater than the value of 1.655, with a significant value of 0.041, a significant value smaller than alpha of 5% ($0.041 < 0.05$). Therefore it can be concluded that the organizational support variable partially has a positive and significant effect on organizational commitment in the OPD Bukittinggi. Hypothesis 2 is accepted.

The value of t for the intrinsic motivation variable is -2,372 with a significant value of 0.019, the significant value that is smaller than alpha 5% ($0.019 < 0.05$). Therefore it can be concluded that the intrinsic motivation variable partially has a negative and significant effect on organizational commitment in the OPD Bukittinggi.

Based on the results of data analysis in the table, the F value of 26.219 is greater than the F table value of 2.670 with a significant level of 0.000. This means that the significant value of F is smaller than Alpha 5% ($0,000 < 0.05$). Thus it can be said that the existing regression model is good and feasible to be used in this study. In other words that the independent variables (work environment, organizational support and intrinsic motivation) together or simultaneously significantly influence the dependent variable (organizational commitment).

Results and Discussion

This finding shows that the relationship between work environment variables and organizational commitment is positive. This means that if the work environment is more comfortable and conducive, the commitment of employees towards the OPD Bukittinggi is increasing. However, if it is increasingly uncomfortable and not conducive to the work environment, it will have an impact on the decrease in organizational commitment of employees in the OPD Bukittinggi. The findings of this study are in line with the opinion of (Zhang *et al.*, 2014) who said that individuals who are committed to their organizations are individuals who have high motivation in themselves. This research also mentions that a comfortable work environment can form good organizational commitment. Work environment has a positive effect on organizational commitment (McCunn, Kim and Feracor, 2018)

This finding is also supported by the results of (Makanjee, Hartzler and Uys, 2006) research which found that organizational support has a positive effect on organizational commitment. If organizational support is perceived well by the employee, the employee will show commitment to the organization where he works. Research (Gon, Leong and Lee, 2005) also found that organizational support had a positive influence on organizational commitment.

This finding shows that the relationship between organizational support variables and organizational commitment is positive. This means that if the support given by the organization to employees increases, the commitment of employees towards the OPD Bukittinggi is increasing.

This finding also shows that the relationship between intrinsic motivation variables and organizational commitment is negative. This means that if the employee has no motivation in himself to achieve organizational goals, but the employee remains committed to the organization where he works. They feel that they are part of the organization. The research of (Zhang *et al.*, 2019) found that intrinsic motivation has a significant influence on organizational commitment. (Kuvaas *et al.*, 2017) states that intrinsic motivation has a

relationship with organizational commitment and employee performance. Employees who have motivation in themselves will have high commitment.

Organizational commitment is determined by several factors such as the work environment, organizational support and intrinsic motivation. A comfortable and conducive work environment is believed to be able to foster commitment in employees, so employees choose to stay in the organization. Organizations that provide full support to employees will form a positive organizational commitment. We conclude that the main factors that need to be considered to enhance organizational commitment are work environment factors and organizational support.

Conclusion

Simultaneously note that the work environment, organizational support and intrinsic motivation have a positive and significant effect on organizational commitment. While partially the work environment has a significant effect on organizational commitment. The work environment is the most influential factor on organizational commitment. Organizational support has a positive and significant effect on organizational commitment. Intrinsic motivation has a negative and significant effect on organizational commitment. In other words, even though employees do not have intrinsic motivation, they still show commitment to the organization where they work. Organizational commitment is an important study that must be developed for further research.

References

- Buil, I., Catalán, S. and Martínez, E. (2019) 'The International Journal of Encouraging intrinsic motivation in management training: The use of business simulation games', *The International Journal of Management Education*. Elsevier, 17(2), pp. 162–171. doi: 10.1016/j.ijme.2019.02.002.
- Cheng, J. *et al.* (2016) 'Tour leaders' job crafting and job outcomes: The moderating role of perceived organizational support', *TMP*. Elsevier Ltd, 20, pp. 19–29. doi: 10.1016/j.tmp.2016.06.001.
- Frempong, L. N. and Agbenyo, W. (2018) 'The Impact of Job Satisfaction on Employees' Loyalty and Commitment: A Comparative Study Among Some Selected Sectors in Ghana The Impact of Job Satisfaction on Employees' Loyalty and Commitment: A Comparative Study Among Some Selected Sectors in Ghana', (May).
- García-fernández, J., Gálvez-ruíz, P. and Fernández-gavira, J. (2018) 'The effects of service convenience and perceived quality on perceived value, satisfaction and loyalty in low-cost fitness centers', *Sport Management Review*. Sport Management Association of Australia and New Zealand, 21(3), pp. 250–262. doi: 10.1016/j.smr.2017.07.003.
- Gon, W., Leong, J. K. and Lee, Y. (2005) 'Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant', 24, pp. 171–193. doi: 10.1016/j.ijhm.2004.05.004.
- Kim, H. J. *et al.* (2017) 'supervisor, coworker, and organizational support on', *Cuadernos de Economía y Dirección de la Empresa*. ACEDE. doi: 10.1016/j.brq.2016.11.002.
- Kimura, T., Bande, B. and Fernández-ferrín, P. (2018) 'The roles of political skill and intrinsic motivation in performance prediction of adaptive selling', *Industrial Marketing Management*. Elsevier, (December 2017), pp. 0–1. doi: 10.1016/j.indmarman.2018.09.005.
- Kuvaas, B. *et al.* (2017) 'Do intrinsic and extrinsic motivation relate differently to employee outcomes?', *Journal of Economic Psychology*. Elsevier B.V., 61, pp. 244–258. doi: 10.1016/j.joep.2017.05.004.
- Lambert, E. G. *et al.* (2019) 'The effects of distributive and procedural justice on job satisfaction and organizational commitment of correctional staff', *The Social Science Journal*. Western Social Science Association. doi: 10.1016/j.soscj.2019.02.002.
- Lee, C. *et al.* (2014) 'International Journal of Hospitality Management The influence of volunteer motivation on satisfaction, attitudes, and support for a mega-event', *International Journal of Hospitality Management*.

- Elsevier Ltd, 40, pp. 37–48. doi: 10.1016/j.ijhm.2014.03.003.
- Makanjee, C. R., Hartzler, Y. F. and Uys, I. L. (2006) 'The effect of perceived organizational support on organizational commitment of diagnostic imaging radiographers', pp. 118–126. doi: 10.1016/j.radi.2005.04.005.
- Mccunn, L. J., Kim, A. and Feracor, J. (2018) 'Energy Research & Social Science Re fl ections on a retro fi t : Organizational commitment , perceived productivity and controllability in a building lighting project in the United States', *Energy Research & Social Science*. Elsevier, 38(October 2017), pp. 154–164. doi: 10.1016/j.erss.2018.02.002.
- Morrow, P. C., Mcelroy, J. C. and Scheibe, K. P. (2012) 'In fl uencing organizational commitment through of fi ce redesign', *Journal of Vocational Behavior*. Elsevier Inc., 81(1), pp. 99–111. doi: 10.1016/j.jvb.2012.05.004.
- Panaccio, A. and Vandenberghe, C. (2009) 'Perceived organizational support , organizational commitment and psychological well-being : A longitudinal study', *Journal of Vocational Behavior*. Elsevier Inc., 75(2), pp. 224–236. doi: 10.1016/j.jvb.2009.06.002.
- Spivack, A. J. and Woodside, A. G. (2019) 'Applying complexity theory for modeling human resource outcomes: Antecedent configurations indicating perceived location autonomy and work environment choice ☆', *Journal of Business Research*. Elsevier, 102(February), pp. 109–119. doi: 10.1016/j.jbusres.2019.05.006.
- Yao, T., Qiu, Q. and Wei, Y. (2019) 'International Journal of Hospitality Management Retaining hotel employees as internal customers: E ff ect of organizational commitment on attitudinal and behavioral loyalty of employees', *International Journal of Hospitality Management*. Elsevier, 76(September 2017), pp. 1–8. doi: 10.1016/j.ijhm.2018.03.018.
- Zhang, J. *et al.* (2019) 'A successful delivery process of green buildings: The project owners' view, motivation and commitment', *Renewable Energy*. Elsevier B.V. doi: 10.1016/j.renene.2019.02.002.
- Zhang, L. *et al.* (2014) 'The association of Chinese hospital work environment with nurse burnout , job satisfaction , and intention to leave', *Nursing Outlook*. Elsevier Ltd, 62(2), pp. 128–137. doi: 10.1016/j.outlook.2013.10.010.