

# The Relationship between Achievement Motivation and Employee Commitment in Bank Bri Persero TBK Branch of Sisingamangaraja

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**Abstract:** Basically, this study aims to see the relationship between achievement motivation and employee commitment. By assuming high achievement motivation, the employee's commitment is higher or vice versa, low achievement motivation is lower employee commitment. The subjects of this study were employees of PT. BRI Bank Persero Tbk. This study was compiled based on a Likert scale method using a scale that measures employee commitment according to Steers in Kuntjoro (2009) employee commitment has three main aspects, namely identification, involvement, and loyalty. This study also uses the scale of employee achievement motivation according to McClelland (in Sukadji, 2001). Characteristics of individuals with high achievement motives are always trying, in general it does not show better results on routine tasks, tend to take risks, in carrying out an action are not encouraged or influenced by rewards, trying to obtain feedback, looking at the environment, getting along better, enjoying challenging situations, tend to look for unique ways to solve a problem, creative, and work as if pursued in time. Based on data analysis, the following results are obtained: 1) Based on the results of this study a significant relationship between Achievement Motivation and Employee Commitment, where  $r_{xy} = 0.629$ ;  $p = 0,000 < 0,010$ . This means that the higher the Achievement Motivation, the higher the Employee Commitment. 2) Employee commitment is good, because the empirical average value (114.53) is greater than the hypothetical average value (87.50) and does not exceed the range of 1 elementary school (12.74), while Achievement Motivation is high because the hypothetical average value (115.0) is smaller than the empirical mean value (151.3) and does not exceed the range of 1 SD (16.22). 3) Achievement motivation from this study is known to have an effect of 39.5% on Employee Commitments. That means there are 61, 5% other factors that shape employee commitment, namely age, years of service, and level of education.

**Keywords:** Achievement Motivation and Employee Commitment

## 1. Introduction

Employees of PT. Bank Rakyat Indonesia works in a disciplined manner as evidenced by their accuracy in entering work hours at 7:30 a.m. They arrived on time before entering the workspace, each employee filling in the absentee in the place provided. In working each employee is required to achieve the work target of finding customers of at least 100 people in order to get a bonus that is in accordance with the work program. In this case, good communication is needed so that the information that will be delivered to the customer will be received clearly and precisely. In its commitment, employees who get the right target will be given a large salary or bonus. Therefore each employee is required to be able to achieve a target in the existing work methods.

An overview of the commitment of employees at PT. Bank Rakyat Indonesia researchers got the results of observations on employees at the company. The result can be concluded that commitment to employees is still not fully implemented. Some employees still often get complaints from customers made by the micro-party itself. This shows that the employees are still not serious in helping the company to achieve its

goals and show that employees have not implemented the identification dimension of employee commitment. In the dimension of involvement, employees state that they have made an effort to work as well as possible the employees expressed their sincerity in carrying out their duties in accordance with the service standards set by the bank. But this is not in accordance with the results of observations of researchers with several customers that employees in carrying out their duties are still influenced by their moods. As for other examples that researchers encountered were some customers still complained that the information provided by employees was not very clear. As for the dimensions of loyalty have been carried out by employees. This can be seen if there are employees who do not enter, they voluntarily replace the employee, the employees feel that they are part of the Bank so that if the Bank experiences problems they will be ready to help by providing their energy and time for the company.

Without commitment, it is difficult to expect active and deep participation from human resources. But commitment is not something that can just be present, commitment must be born. Therefore commitment must be maintained so that it

continues to grow and exist in the range of human resources. With the right way and technique, a good leader can create and grow commitment. Husselid (in McKenna and Nich, 2000) states that employee commitment can reduce the desire to break away from organizations or work units. They tend to show high involvement manifested in attitude and behavior. Employees who demonstrate their commitment will feel more happy with their work, less waste of time at work and less likely to leave the work environment. The sense of attachment to philosophy and work units is likely to survive in the work unit will be higher than employees who do not have a sense of attachment to the work unit.

To retain outstanding employees, top management should give appreciation to employees who excel or have a high level of commitment to the company so that the above quote is very unfortunate that such a thing must happen. Motivation is also an important subject for a leader or manager because managers must work through employees (Handoko, 1999). In the process of employee commitment, among others, is to build values based on similarities. Every employee has the same opportunity, for example for promotion, so the basis used for promotion is the ability, skill, interest, motivation, performance, without discrimination (Sopiah, 2008). Thus motivation has an important relationship with employee commitment; motivation is one aspect of the process of employee commitment.

## 2. Literature Review

Steers and Porter (1999) suggest four personal attributes in employee commitment, namely: a. Age. Various studies show that the older a person is, the more committed he will be. This is of course, related to the life of the individual itself, with the increasing age of a person the more experience he receives, including failures and successes, also various kinds of challenges can be wiser and more careful in making a decision including the choice of his job, that the company where he works today is the best for him. b. Years of service. The longer a person's working period will be the higher the commitment.

Employees who have long worked, are familiar with the conditions and climate, he will feel a part of his job after going through many years working in his company. If you experience barriers or pressures, then employees with a longer working period will be stronger to survive than new employees who have not been much involved. c. Achievement motives. The higher the motives for achievement someone will be more bound to the organization.

Explained by Robinowitz and Hall (Thoha, 1988) that one of the factors that determine one's commitment is the existence of great expectations on his work, pride in the organization and the existence of general ambitions and the desire for upward mobility. d. Level of education. Someone who has a high level of education will more quickly master the field. Strauss and Sayless (1986) state that easy and simple work can be solved automatically without thinking again which means to successfully complete without the need for planning, analysis or mastery of the theory so that highly educated

employees usually demand more on themselves and on the company side. A Motivation for achievement (achievement motive) is a motive that encourages someone to achieve success in competing with a measure of excellence (standard of excellence), both from the standard of achievement (autonomous standards) in the past or other people's achievements (standard social comparison) (Mc Llland, 1987).

The Motivation for achievement for each person is different. Some people have high achievement motivation, others have low achievement motivation. The difference in characteristics of achievement motivation is due to individual differences in which there are differences in individual personality. Motivation is a term that refers to the power of attraction and encouragement, which will result in the persistence of behavior directed towards achieving the goal. Motivation and motives are often used in the same sense (Morgan, in Sukadji 1993). According to Santrock (2007) motivation is a process that gives enthusiasm, direction, and persistence of behavior. According to Siagian (2008) "With the right motivation, the employees will be encouraged to do their utmost in carrying out their duties because they believe that with the success of the organization in achieving its goals and objectives, the personal interests of the members of the organization will be preserved as well."

Based on the theory above, it can be concluded that employees who show high commitment have a strong desire to keep working in order to achieve the goals they want. This will result in increased quality, quantity and working time in the company. Employees who are strongly committed will fully involve themselves in the work because the work is a key mechanism and individual channel to contribute to the achievement of achievement goals. This can increase the quality, quantity and time of work within the company. Employees who are strongly committed will be willing to direct enough business for the sake of work. Employees who have high commitment will receive almost all the tasks and responsibilities of the work given to them. In addition, attitudes also include warmth, affection, and loyalty to achievement motivation is an evaluation of commitment, as well as the emotional ties and attachments between the organization and employees. High-committed employees feel a sense of loyalty and a high sense of achievement motivation. Whereas that includes the will to behave is the willingness to display business.

## 3. Methodology

This research can be regarded as correlational research when viewed from the research title. Correlational research is a study that has usefulness to find relationships between two variables that will be searched for relationships, so that the direction and strength of the relationship between two variables or more are obtained (Sugiyono, 2003). The population in this study was 60 employees working at PT. Bank Rakyat Indonesia Sisingamangaraja branch. So the population is all research subjects who have similarities that will be subject to generalizations from the results of the study.

Sampling uses the total population, which is interpreted by Hadi (1990) as the selection of a group of subjects based on certain characteristics or traits, namely 60 employees working at PT. Bank Rakyat Indonesia Sisingamangaraja branch. The operational definition of each research variable includes: Employee Commitment is a strong desire to remain a member of the company's willingness to exert high efforts for the interests of the company, as well as trust in accepting the values and goals of the company. This data is revealed by the scale of employee commitment which consists of three aspects, namely: identification, involvement, loyalty. Assuming the higher the employee's commitment score, the higher the employee's commitment or vice versa the lower the employee's commitment score, the lower the employee's commitment.

Achievement Motivation is a term that refers to the power of attraction and encouragement that will produce the persistence of behavior that is directed towards achieving the goal. This data is revealed by the scale of achievement motivation which consists of individual traits with achievement motivation according to McClelland: Always trying, In general it does not show better results on routine tasks, Tends to take reasonable risks (moderate level) and calculated, In performing an action is not encouraged or influenced by rewards (gifts or money), trying to get feedback from its actions, looking at the environment and looking for opportunities / opportunities, associating better to get experience, enjoying challenging situations, where they can use abilities, tend to find ways a unique way of solving a problem, Creative, in working as if it was being chased by time.

From the theory review above and based on the description of the problems raised, the research hypothesis can be made as follows: There is a relationship between achievement motivation and employee commitment. It is assumed that high achievement motivation increases employee commitment or conversely low achievement motivation decreases employee commitment.

The above variable uses a Likert scale with 4 Answer Options, which are Strongly Agree, Agree, Disagree and Strongly Disagree. Statements are prepared based on favorable and unfavorable forms. The research given for favorable answers, namely Very Setuju (SS) is given a value of 4, Agree answer (S) is given a value of 3, the answer Disagree (TS) is given a value of 2, and the Very Disagree (STS) answer is given a value of 1. As for unfavorable items, then the rating given for the Very Setuju (SS) answer is given a value of 1, Agree (S) answers are given a value of 2, the Disagree (TS) answer is given a value of 3 and the Very Disagree (STS) answer is given a value of 4.

#### 4. Data Analysis and Discussion

Based on the results of the trial scale of Employee Commitment, it shows that out of 40 (forty-five) items spread in 3 aspects there are 5 items that fall and 35 are valid. Falling items are 9, 13, 35, 37, 38 and reliability shows data of 0.924 which means that the scale of reliable employee

commitment in terms of scale results will be consistent if used at other times on the same sample characteristics.

Employee Commitment Scale, The method used in this study is a scale method, which is a scale that measures employee commitment According to Steers in Kuntjoro (2009) employee commitment has three main aspects, namely:

No.	The aspect of Employee Commitment	Item Number		$\Sigma$
		Valid	Fall	
1.	Identification	1, 4, 5, 8, 10, 12, 14, 17, 19, 20, 25, 39	-	12
2.	Involvement	2, 3, 6, 7, 16, 18, 23, 27, 32, 33, 36, 40	13, 35	14
3.	Loyalty	11, 15, 21, 22, 24, 26, 28, 29, 30, 31, 34	9, 37, 38	14
<b>Total</b>		<b>35</b>	<b>5</b>	<b>40</b>

This scale reveals about employee achievement motivation based on McClelland (in Sukadji, 2001). Characteristics of individuals with high achievement motives include: Always trying, In general does not show better results on routine tasks, Tends to take risks reasonable, in carrying out an action not encouraged or influenced by rewards (gifts or money), trying to get feedback from its actions, looking at the environment and looking for opportunities / opportunities, associating better experiences, enjoying challenging situations, tend to look for unique ways in solving a problem, creative, in working or studying as if being chased by time.

The two scales above are arranged based on a Likert scale with 4 Answer Options, which are Strongly Agree, Agree, Disagree and Strongly Disagree. Statements are prepared based on favorable and unfavorable forms. The research given for favorable answers, namely Very Setuju (SS) is given a value of 4, Agree answer (S) is given a value of 3, the answer Disagree (TS) is given a value of 2, and the Very Disagree (STS) answer is given a value of 1. As for unfavorable items, then the rating given for the Very Setuju (SS) answer is given a value of 1, Agree (S) answers are given a value of 2, the Disagree (TS) answer is given a value of 3 and the Very Disagree (STS) answer is given a value of 4.

The obstacle encountered in this study is the lack of thoroughness in understanding the researcher explaining the procedure in accordance with the provisions that have been previously set, for example: how to fill in the items, and how to fill in the biodata. The company participated in launching the continuity of this research by providing a decent place and a comfortable room.

The next step is checking and scoring at the scale that has been collected and continued with processing data to determine the validity and reliability of the scale. The scale distributed in this trial is 60 copies and all of them can be analyzed to determine the validity and reliability of the scale because it fulfills the requirements by giving answers according to the charging instructions.

Furthermore the achievement motivation scale shows that out of 54 (fifty four) items scattered in 11 characteristics there are 8 items which fall and 46 valid and items that fall which are 9, 13, 32, 35, 37, 38, 49, 53 and Reliability shows data of 0.939 which means that the reliable achievement motivation scale in terms of scale results will be consistent if used at other times on the same sample characteristics.

**Table II:** Distribution of Motivation Scale After Research

Variable	Average	SD	K-S	p	Information
Variable Commitment Employee	114.533	12.743	1.432	0.051	Normal
Variable Achievement Motivation	151.383	16.226	1.535	0.053	Normal

Distribution After completion of testing the validity of the item then continued Distribution normality tests were analyzed using Kolmogorov and Smirnov. As well as the linearity test of the research variables. The scale of the Motivation Scale After Research

Information

X = Achievement Motivation

Y = Employee Commitment

F Different = Linearity coefficient

p Different = Proportion of error

**Table IV:** Linearity Test Summary

1. CORRELATIONAL	F Different	p Different	Information
X - Y	37.906	0.000	Linear

Information

X = Achievement Motivation

Y = Employee Commitment

F Different = Linearity coefficient

p Different = Proportion of error

No	Characteristic	Item Number		Σ
		Valid	Fall	
1.	Always trying	1, 3, 5, 2, 4, 6	-	6
2.	Show better result	7, 11, 8, 10, 12	9	6
3.	Take reasonable risk	15, 17, 14, 16, 18	13	6
4.	Carrying out actions are not by rewards	19, 21, 23, 20, 22, 24	-	6
5.	Trying to obtain feedback	25, 27, 26, 28	-	4
6.	Looking at the environment	29, 31, 30	32	4
7.	Get experience	33, 34, 36	35	4
8.	Enjoying challenging situations	39, 40	37, 38	4
9.	Tend to look for unique ways	41, 43, 42, 44	-	4
10.	Creative	45, 51, 48, 50	-	4
11.	Work fast	47, 46, 52,	49, 53	6

		54		
<b>Total</b>		<b>46</b>	<b>8</b>	<b>54</b>

This study uses a tryout system used, meaning that the data that has been taken in testing the measuring scale, again used as data for testing the hypothesis. This is done in connection with the limited time given by the company. The consequence of using this system is that if the test data of the measuring scale does not meet the requirements of validity and reliability, then this study cannot be continued.

Based on the results of the analysis with the Product Moment Correlation Analysis Method, it is known that there is a significant positive relationship between Achievement Motivation and Employee Commitment, where  $r_{xy} = 0.629$ ;  $p = 0,000 < 0,010$ . This means that the higher the Achievement Motivation, the higher the Employee Commitment or the lower the achievement motivation, the worse the employee's commitment.

The determinant coefficient ( $r^2$ ) of the relationship between the independent variable X and the dependent variable Y is equal to  $r^2 = 0.395$ . This shows that formed employee commitment formed Achievement Motivation of 39.5%.

**Table V:** Product Moment Calculation Results

Statistic	Coefisien ( $r_{xy}$ )	Coef. Det. ( $r^2$ )	p	BE%	Inform.
X - Y	0.629	0.395	0.000	39.5	S

Based on the comparison of the two above average values (hypothetical and empirical), it can be stated that the employee commitment received is classified as High and the motivation for achievement is also high.

**Table VI:** Average Value Calculation Results

Variable	SB / SD	Average Value		Inform.
		Hypothetical	Empirical	
Employee Commitment	12.743	87,500	114.533	High
Motivation	16.226	115.000	151.383	High

Based on data analysis that has been done using product moment correlation analysis, shows that there is a significant positive relationship between Achievement Motivation and Employee Commitment, where  $r_{xy} = 0.629$ ;  $p = 0,000 < 0,010$ . This means that the better the Achievement Motivation, the higher the Employee Commitment.

The results of this study are in line with (Robbins, 2001): In the context of work, motivation is one of the important factors in encouraging an employee to commit to work. Motivation is the willingness of individuals to spend high efforts to achieve organizational goals. According to Robbins (2003) "the consequences of behavior that emerge as a manifestation of high employee commitment to achievement motivation include low turnover (in and out) of employees, low absenteeism (absenteeism), satisfaction with work carried out and trying to achieve high work performance". Robbins (2001) added that people who have high achievement motivation like challenging tasks and dare to take calculated risks (calculated risk) to achieve a predetermined goal.

The determinant coefficient ( $r^2$ ) of the relationship between the independent variable X and the dependent variable Y is equal to  $r^2 = 0.395$ . This shows that formed employee commitment formed Achievement Motivation of 39.5%. Means there are 61, 5% other factors that shape employee commitment, namely age, years of service, and education level according to Steers (in Sopiah, 2008).

## 5. Conclusion

Guided by the results obtained in this study, the conclusions that can be taken are as follows:

1. Based on the results of this study a significant relationship between Achievement Motivation and Employee Commitment, where  $r_{xy} = 0.629$ ;  $p = 0,000 < 0,010$ . This means that the higher the Achievement Motivation, the higher the Employee Commitment.
2. Employee commitment is good, because the empirical average value (114.53) is greater than the hypothetical average value (87.50) and does not exceed the range of 1 SD (12.74), while Achievement Motivation is high because of the hypothetical average value (115.0) is smaller than the empirical mean value (151.3) and does not exceed the range of 1 SD (16.22).
3. Achievement motivation from this study is known to have an effect of 39.5% on Employee Commitments. That means there are 61, 5% other factors that shape employee commitment, namely age, years of service, and level of education.

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