

# Relation of Motivation to Return to the Place of Origin and Work Commitment

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## Abstract

Commitment to work is an important factor that affects the performance of an employee. The comfort in work environment is one of the many factors that affect the commitment of an employee. The comfort of work environment can be defined as a physical condition of work place and psychological comfort from an employee. Closeness to family is a sub-factor that affects the psychological aspect of an employee. Therefore, how the relationship between the work placement and work commitment of employees affects their work performance must be investigated. Included in the classification of correlational research, this study aims is to investigate the relationship between motivation to return to the place of origin and work commitment by taking the case of an account representative at the Primary Tax Service Office of Teluk Betung, Lampung. A social phenomenon on the desire to return to the place of origin for certain employees residing outside Bandar Lampung City in the environment of the Primary Tax Service Office of Teluk Betung motivated this study. This phenomenon is related to work commitment. Results affirm a strong relationship between the motivation to return to the place of origin and work commitment of an account representative at the Primary Tax Service Office of Teluk Betung. Thus, the Directorate General of Taxation (DGT) must require its management to consider the place of origin as a variable in each policy of work placement into the unit of work in the area of the DGT.

**Keywords:** motivation, work commitment, work placement

## 1. Introduction

Work commitment of an employee is affected by a psychological factor. Meanwhile, closeness to family can affect the psychological aspect of an employee. Felstehausen (1983)<sup>1</sup> corroborated that work and family are two closely related things. The policy about family that is friendly toward an employee has a positive effect in affecting work commitment (Sin Yong et al., 2010)<sup>2</sup>.

The current study will investigate how the relationship between the desire to return to the place of origin and commitment to work affects employee performance. The employees of an account representative at the Directorate General of Taxation will be taken as the case. In the recruitment process, human resources at the DGT are from two main resources, namely, the undergraduate admission executed periodically in accordance with the needs and the Indonesian State College of Accountancy (PKN STAN) obtained directly in each year by the DGT, Ministry of Finance. The selection process of employee and college student recruitment is always openly conducted in the community. The open recruitment is conducted at each layer of community in Indonesia to compete openly in joining the DGT as employees. On the basis of the results of employee selection, the employees are assigned to all working units in the area of the DGT spread in Indonesia. In Indonesia, a total of 465 work units comprise 33 regional offices and 432 primary and middle tax service offices. One of the service offices in Bandar Lampung City is the Primary Tax Service Office of Teluk Betung.

In a primary tax service office, account representatives serve as resources to achieve the income target. At the Primary Tax Service Office of Teluk Betung, 20 account representatives are from many areas in Indonesia. From the 20 persons, 13 are from outside Bandar Lampung City, and 7 are from Bandar Lampung City. The composition of Account Representative based on the place of origin, is known that more of them coming from outside Bandar Lampung city.

Table 1  
 Employee's Age, Working Period, and Place of Origin

No	Nama	Usia	Masa Kerja	Daerah Asal	Keinginan Kembali ke Daerah Asal	
					Tidak	Ya
1	DEWI SULISTYOWATI	41	21	Klaten		v
2	NUR ALI SADIKIN	39	19	Cirebon		v
3	ANGGRA BAYU PRAYOGA	35	13	Bogor		v
4	NIAZ PRIMA FITRA	34	13	Kudus		v
5	ARYA FEBRU KURNIAWAN	33	7	Salatiga		v
6	RADEN ARIF GINANJAR	33	6	Bandung		v
7	PRIADI	32	10	Palembang		v
8	HARDY	32	6	Jakarta		v
9	HARI NUGROHO BUDHI WIBOWO	31	8	Surakarta		v
10	MUHAMMAD NUR JOHARIS	30	10	Makasar		v
11	FAJARIA RIZQIKA CAHYANINGTAS	30	8	Klaten		v
12	MARISSA KARTIKA TARULY	29	6	Jakarta		v
13	GIGIH FAJAR PERMADI	29	10	Baturaja		v

(sumber: data diolah, 2016)

From the initial observation, all employees from outside Bandar Lampung City have a strong desire to return to their place of origin. They have varied motivation to return to their place of origin. Among others are the desire to be close to their family, the desire to be close to their environment, and the desire to work quietly without distractions in the form of periodic mutations that are always experienced by employees. These are emotions felt by employees. According to Battacharya et al. (2015)<sup>3</sup>, employees are also humans; their emotions can affect their work performance. Therefore, organizations now must be aware emotionally. Being aware emotionally provides benefits to employees and organizations for a long term. Moreover, Murensky (2000) in Battacharya et al. (2015)<sup>3</sup> delivered that emotion plays an important role in daily activities at the workplace. All the moments of frustrations or excitements, sadness, or fear cause dissatisfaction feeling or commitment and saturate working experience.

The motivation to return to the place of origin in relation to work commitment is an interesting phenomenon to be studied. Basically, work motivation affects the performance of an employee (Shahzadi et al., 2014)<sup>4</sup>. Work motivation also affects the effectiveness of an organization (Manzoor, 2011)<sup>5</sup>. The work motivation of employees also affects organizational commitment (Al-Madi et al., 2017)<sup>6</sup>. Thus, what is the effect of motivation to return to the place of origin on the work commitment of an employee?

The worry of mutation nationally must be avoided. Given that before the work placement, each employee has committed consciously by signing a letter of statement stating that they are ready to be place in all areas of Indonesia.

Regardless of the signed statement, in reality, account representatives worry about being assigned far from their place of origin. After account representatives are assigned to their workplaces, each of them always desires to return to their place of origin. This condition is feared to disturb their performance in conducting important duties determined by organizations.

## 2. Literature Review

According to Maslow in Kaur (2013)<sup>7</sup>, human needs can be classified into five hierarchy of needs, which are physiological needs, safety needs, social needs/belongingness and love needs, esteem needs, and self-actualization needs. However, this theory is developed by Alderfer (1969)<sup>8</sup> to be ERG theory. Alderfer proposed that the basic human needs can be grouped into three categories, namely, Existence, Relatedness, and Growth. The need of existence is in accordance with Maslow's physiological needs and safety needs, the need of relatedness is in accordance with social needs, and the need of growth refers to Maslow's self-esteem and actualization needs. ERG theory does not determine the needs in certain order and explicitly admits that, in certain time, a person can have more than one need. This theory explains that a frustrated individual trying to fulfill one need can experience regression in other needs. For instance, when individuals are frustrated because their job offers no opportunity for growth, they delay their career target progress and can experience regression in the related needs to socialize with co-workers having the same feeling. ERG theory implies that various needs that may push individuals to a certain point of understanding their behavior must be recognized to motivate them.

Frederick Herzberg (1959)<sup>9</sup> proposed motivation theory based on two factors, namely, hygiene factor and

motivator. He divided Maslow's needs into two parts: low level needs (physical, safety, and social) and high level needs (prestige and self-actualization) and proposed that the superior way to motivate an individual is by fulfilling the high level needs. According to Herzberg, factors, such as policy, corporate administration, and adequate wage in a job, will reassure employees. If these factors are inadequate, then the people will be dissatisfied (Robbins, 2001)<sup>10</sup>.

Frederick Herzberg explained motivation in different ways. By asking working individuals about what satisfies and dissatisfies them in their jobs, Herzberg concluded that the aspect of environment that satisfies employees is different from the aspect of the environment that dissatisfies them (Herzberg et al., 1959<sup>9</sup>; Herzberg, 1965)<sup>11</sup>. Herzberg factor causes dissatisfaction to an employee as a "Hygiene" factor because this factor is a part of context where work is done and contradicts with the work alone. Hygiene factor includes corporate policy, supervision, work condition, wage, safety, and security at the workplace. For instance, if an employee works in an uncomfortable and unpleasant environment, then the employee will certainly feel unwelcome. However, if this problem is solved, then the employee will likely assume that the problem is unimportant.

Contrarily, motivator, such as achievement, recognition, interesting job, responsibility improvement, development, and growth opportunity, is an intrinsic factor toward work. According to the study of Herzberg, motivator is a condition that encourages employees to work hard.

McClelland (2010)<sup>12</sup> explained that achievement, power/strength, and relationship are three important needs that can motivate a person. The need for achievement encourages individuals to achieve a thing or to be successful. The need for power can make a person to behave in a way that they will not behave in the opposite way. The need for relatedness is the desire of interpersonal relationship, such as being friendly and familiar in the organizational environment. For additional details, each category of needs according to McClelland<sup>12</sup> is explained as the following.

### 2.1 Need for Achievement

McClelland explained that each individual has strong motivation to be successful. This motivation leads them to fight hard to achieve personal achievements rather than achieve appreciation. When individuals aim for achievement, they tend to conduct something more efficiently than before. However, a person who has a high need for achievement does not always become a good manager, especially in large organizations. Given that a person who has a high need for achievement tends to work personally and will not influence other employees to work well. Specifically, a person with a high need for achievement is suitable to work as an entrepreneur or manages a free unit in a large organization. Individuals with a high need for achievement are motivated by the competition and challenge at work. They search promotion opportunity at work. They have a strong desire to receive feedback on their achievement. These people seem to obtain satisfaction by outperforming others. High achievement is directly related to high performance.

### 2.2 Need for Power

Need for power is the desire to be influential and to control other individuals or the need for power and autonomy. An individual with a high need for power prefers to be responsible, to fight for affecting other individuals, is pleased to be placed in a competitive situation, is oriented to status, and tends to be more worried on dignity or to achieve influence rather than to achieve effective performance. Individuals who are motivated by power have strong desire to influence and control others. They want to be seen and their ideas dominate; thus, they want to be leaders. Those individuals are motivated by the need for reputation and pride. Individuals with power and larger authority will be better compared with individuals having smaller power. Generally, a manager with a high need for power is efficient and successful. They are perseverant and loyal to their organization. Power is not always considered as negative thing. Desire for power can be viewed as the need to have a positive effect on the organization to support the achievement of the organizational goal.

### 2.3 Need for Affiliation

The need for affiliation is the desire to obtain good social relations in the working environment. This need is marked by having high motive for friendship, preferring cooperative situations (compared with competitive situations) and wanting relationships that involve a high level of understanding. McClelland<sup>12</sup> asserted that most people have and show a combination of these characteristics, and these differences affect how the style of a person in behaving. Individuals motivated by an affiliation desire for a friendly and supporting environment. They are the ones who perform effectively in a team. In addition, they prefer to be liked by others. However, as managers, their high needs for affiliation obstructs their decision-making ability and weakens their objectivity. An individual who has a high need for affiliation prefers to work in an environment that provides large personal interactions. They usually are bad leaders.

The third need affects the motivation of a person to work with their own way. Each person also has different needs to motivate themselves in working. Dasgupta et al. (2014)<sup>13</sup> verified that collaborative approach, respect/recognition, personnel compatibility, autonomous and challenging task, flexible work arrangement, brand

image, and located close to hometown are assets to continue good services in an organization. These assets are also important indicators that induce happiness and encouragement to employees resulting in superior performance. A happy employee who has superior performance must have a high work commitment.

### 3. Methodology

The study toward the relation analysis of motivation to return to the place of origin and work commitment is included in the classification of correlational study. The presence of social phenomena in the form of the desire to return to the place of origin for certain employees from outside Bandar Lampung City appears in the environment of the Primary Tax Service Office of Teluk Betung. Therefore, the social phenomena are connected to the factor of work commitment.

The two variables are measured using a Likert scale. In this study, the object is the total number of account representatives at the Primary Tax Service Office of Teluk Betung as many as 20 persons. A saturation sampling technique is also conducted. This technique is commonly applied for a relatively small population, less than 30 persons, or the study wants to create generalization with a small error. Given that the population is relatively small, all of them are the study sample.

Data collection has two stages. The first stage is collecting data through a trial analysis of an instrument that aims to see the validity level of each item and the reliability of the instrument. The second stage is collecting data collecting through the complete data analysis of each studied variable.

This study qualitatively uses a descriptive analysis. Data and information are collected from respondents using a questionnaire. After data are obtained, the results will be presented descriptively at the end of this study and will be analyzed to test the hypotheses proposed at the beginning of this study.

### 4. Results and Discussion

From the initial observation, most of account representatives from outside Bandar Lampung City have a strong desire that one day they can return to their origin place. This emerging desire has varied motivations. Among others are the desire to be close to family, to be close to the environment, and the desire to be able to work quietly without distractions in the form of periodic mutations that are always experienced by account representatives.

Relating the phenomena to work commitment, each employee actually has committed to be ready to be assigned anywhere. When stating their readiness to be assigned anywhere, employees must not be excessively motivated to return to their place of origin. The desire to return to the place of origin actually is a reasonable matter for all, but the desire that tends to be exaggerated is not in line with the initial commitment when becoming an employee.

This study uses account representative as the object of study. On the basis of the information of working period, as many as 11 persons or as much as 55% of the study objects have worked for more than 5 years and as many as nine persons or as much as 45% have worked for more than 10 years. Hence, the account representatives as the study objects have a relatively long working period. The relationship between working period and the emerging desire to return to the place of origin is from the prediction that the employees having a long working period have likely fulfilled their basic needs in life. Basic needs, such as clothing, housing, and food, have relatively been fulfilled well. In relation to the theory of needs proposed by McClelland, the desire to return to the place of origin appears because other needs have been fulfilled. On the basis of the theory, humans tend to be motivated to fulfill other needs when their basic needs have been fulfilled.

At the beginning of their working period, employees will not think about the desire to return to the place of origin because they focus on fulfilling their basic needs or the need for achievement. When basic needs are fulfilled, they will tend to fulfill the needs at a high level, which is the need for power. When the need for power has been fulfilled, employees aiming to be promoted will tend to fulfill the need for affiliation, working in a comfortable environment.

In relation to the theory of McClelland, the desire to return to the place of origin is the form of the need for affiliation as stated by McClelland. The need for affiliation means that the need to obtain good and comfortable social relations in the work environment. By returning to the place of origin, employees will feel having a welcoming environment, the need for loving the origin place, or fulfilling the need to overcome the longing toward the place of origin.

The desire to return to the place of origin is the emerging need because the other basic needs have been fulfilled. This desire also agrees with the argument of Dasgupta et al. (2014)<sup>4</sup> that the close workplace to the origin place will provide a pleasant feeling to employees. Thus, employees can be motivated to give optimal performance and means having high work commitment.

The results of hypothesis testing confirm a strong relation between the motivation to return to the place of origin and commitment of account representatives at the Primary Tax Service Office of Teluk Betung. If the correlation value is between  $-1$  and  $0$ , then the correlation can be interpreted to have a negative relationship. Negative relationship can be interpreted that the high motivation to return to the place of origin can reduce the

value of work commitment. Otherwise, if the correlation value is between 0 and 1, then the high motivation to return to the place of origin means high work commitment.

In testing the results of the Spearman correlation level, a correlation value with a positive direction of 0.726 is obtained. Thus, the high motivation to return to the place of origin means the high work commitment of an account representative at the Primary Tax Service Office of Teluk Betung. Accordingly, the strong motivation of account representatives to return to the place of origin can positively affect their commitment to work.

In this study, the dimensions of variable motivation in this study are effort, strong willingness, direction, and goal. Meanwhile, the dimensions of commitment are the belief and acceptance of organizational goals, the desire of self-defense, and the willingness to try hard. Thus, if it is related to the context of dimensions in the study framework, then the testing results can be defined to be as follows: high value of effort, strong willingness, direction, and goal in the effort to return to the place of origin and then the high belief and acceptance of organizational goals, the willingness of self-defense, and the willingness to try hard.

From the field based on observation, an account representative having strong motivation to return to the place of origin actually has high work commitment. For instance, since 2014, in the environment of the DGT, a performance recognition program is held each year for employees who excel. In this program, the organization holds a selection toward employees with good performance and commitment. One reward for the winner in this competition is the presence of opportunity to select the work unit they want. The forms of reward are varied for the winner; however, in general, the winner can select their work unit in the future. Accordingly, account representatives with strong motivation to return the place of origin always improve their performance and stay committed toward the organization of Primary Tax Service Office of Teluk Betung or the DGT in general.

From this finding, the high work commitment for employees, especially the account representatives, is actually not only caused by the presence of the factor of desire to return to the place of origin. The observation toward account representatives is that the desire to return the place of origin is not the only factor that causes an employee to keep showing work commitment. In the case of employees from Bandar Lampung, the desire to return to the place of origin is not a dominant factor in the decision to keep the commitment to work. Many factors, including factor of working environment, organization policy, compensation, and other factors, affect work commitment other than the desire to return to the place of origin. These factors vary depending on the motivation of each employee.

## 5. Conclusion and Implication

### 5.1 Conclusion

On the basis of the quantitative data analysis, this study presents a conclusion that a strong relationship exists between the motivation to return to the place of origin and work commitment of an account representative at the Primary Tax Service Office of Teluk Betung. The Rank Spearman correlation coefficient shows the value of 0.726.

### 5.2 Implication

On the basis of the quantitative data analysis, the implications of this study are as follows:

1. The DGT should consider the origin place of the prospective employees before assigning them to the work units as their work placement, especially for account representatives. On the basis of the study results, account representatives are strongly motivated to return to their place of origin. The motivation to return to the place of origin has a strong relationship with work commitment.
2. The implementation of performance recognition programs to employees, especially for account representatives, that rewards in the form of the opportunity to select the desirable work unit should have its quality and quantity continuously improved. Given that from the results of observation, the reward obtained from this program motivates account representatives to compete in showing their superior performance.

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