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# Impact of Compensation and Work Motivation on Organizational Commitment

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## ABSTRACT

This research aims to analyze and explain: (1) the influence of compensation on organizational commitment, (2) the influence of work motivation on organizational commitment, (3) the influence of compensation, work motivation on organizational commitment. The population in this study was 140 from 5 locations, namely (Bidau Acadiruhun, Lesbutak Manleuana, Malinamok Comoro, Tibar Liquiça (2 locations). By determining the saturation sample from this number, only 55 questionnaires were successfully collected with the respondent rate from this study, 0.40 %. Data analysis method uses the SPSS Version.22 program. The findings of this research are that there is a significant influence of compensation, work motivation on organizational commitment, showing that the better the compensation, the more appropriate it is to implement organizational commitment, the positive influence of work motivation on organizational commitment, showing that the better the organizational commitment, the higher the work motivation at Coperativa Cafè Timor. There is no influence on organizational commitment which is affected by compensation, which does not have an effect as a moderating variable or compensation variable on organizational commitment.

**Keywords:** compensation, work motivation, organizational commitment

## I. INTRODUCTION

Human resources are one of the important factors in a company to achieve its goals and objectives, because human resources are one of the determining factors for the success or failure of a company in achieving its goals. One thing that must be considered in managing human resources is the placement of employees. According to Mathis and Jackson (2008) placement is placing a person's position into the right job position, how well an employee fits his job will affect the amount and quality of work.

Companies really need competent and quality human resources, especially in this era of globalization. All business organizations must be ready to adapt and strengthen themselves in order to compete so as to be able to answer all challenges in the future. Human resources in this case are employees who are always active and

dominant in every activity of the organization because humans are the planners, actors and determinants of the realization of goals.

Organizational commitment is a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Rachmawati (2009) defines organizational commitment as an attitude that shows employee "loyalty" and is an ongoing process of how an organization member expresses their concern for the success and goodness of the organization. Employee commitment is one of the keys that determines the success or failure of an organization to achieve its goals. Employees who are committed to the organization usually show a work attitude that is attentive to their duties; they are very responsible for carrying out their duties and are very loyal to the company. Commitment contains belief, a bond, which will generate energy to do the best. Significantly, commitment has an impact on the work performance of human resources, and in the end it is also very influential on the performance of a company. Therefore, the role of human resources, especially the management line from the base to the top line, must be able to act as a driver to realize the company's mission and goals.

When the commitment of the company's employees has been formed, the employee will provide optimal performance so that the goals of the company will be achieved. For employees, having a high commitment can provide benefits for themselves, such as expanding opportunities to be promoted, reducing the possibility of being demoted, and making them more experienced in their fields. The causes that affect organizational commitment to each employee are different, including some employees decide to commit to a company because they feel the incentives or gas received are in accordance with the given performance, some employees decide to commit because they feel an obligation to remain in the company because they are needed. And some are committed because if they leave the company, it will cost more than staying at the company.

Compensation is a reward given by the company to employees for their services in carrying out the duties, obligations, and responsibilities assigned to them in the context of achieving company goals. Compensation is important for employees because the amount of compensation reflects a measure of the value of the employee's work, namely colleagues, family, and society. An adequate compensation system, especially in relation to employee motivation, should be owned by a company or business unit with higher environmental uncertainty. According to research by Murty and Hudiwinarsih (2012) with adequate compensation and an increase in motivation that is carried out successfully, an employee will be motivated in carrying out the work assigned to him and trying to overcome the problems that occur.

Compensation plays an important role in improving employee performance. One of the main reasons people work is to fulfill their daily needs. Someone will work optimally in order to get the appropriate compensation. Compensation can be given in various forms, both financial and non-financial. Financial compensation in the form of salary/wages and incentives (commissions or bonuses).

Compensation is very important for employees because the size of the compensation is a measure of employee performance. Employees always expect a more adequate income. The current employee payroll system

is still low so that it affects employee performance. In such a situation causes a desire to seek other compensation in salary.

Work motivation is the driving force that creates one's work enthusiasm, so that they want to work together, work effectively and is integrated with all efforts to achieve satisfaction; even motivation is the best tool or the best performance. According to Hasibuan (2012: 95) work motivation is needed by every employee, with the existence of high work motivation or motivation from internal and external will make employees work with enthusiasm, and this will increase employee motivation.

In order to achieve organizational goals, employees need motivation to work more diligently. Seeing the importance of employees in the organization, employees need more serious attention to the tasks they do so that organizational goals are achieved. With high work motivation, employees will work harder in carrying out their work. On the other hand, with low work motivation, employees do not have the enthusiasm to work, give up easily, and have difficulty in completing their work.

Motivation will arise when humans feel that all their needs are fulfilled, therefore if their needs are not met it will cause problems that lead to several cases that often occur in companies such as labor strikes, demands for wage increases and so on, this is a sign that there is dissatisfaction felt by employees to the company.

The phenomenon of the Coperativa Cafe Timor problem: 1) The provision of financial compensation is felt to be minimal for employees. 2) The existence of a bonus but not in the form of financial compensation. 3) If the company does not provide financial compensation, it raises the employee's desire to seek compensation other than salary. In this study, it develops from the research of Rai Mutiara Sari and I Gede Riana (2018), The Effect of Compensation and Work Motivation on Organizational Commitment at PT Jenggala Keramik Bali. The results showed that compensation had a significant effect on organizational commitment while motivation had no significant effect on organizational commitment.

Based on the background of the above problems, the authors are interested in conducting further research with the title: "The Effect of Compensation and Work Motivation on Organizational Commitment at *Coperativa Cafe Timor*.

## A. Problem Formulation

Based on the background above, the formulation of the problem in this study is as follows:

1. Does compensation affect organizational commitment at Coperativa Cafe Timor?
2. Does work motivation affect organizational commitment at Coperativa Cafe Timor?

## B. Research Objectives

Based on the formulation of the problem that has been stated, the objectives of this study are:

1. To analyze and prove that compensation has an effect on organizational commitment at Coperativa Cafe Timor.
2. To analyze and prove that work motivation has an effect on organizational commitment at Coperativa Cafe Timor?

### C. Research Benefits

The benefits of this research are as follows:

1. Theoretically, for science, it is knowing the relationship between compensation and work

Motivation with organizational commitment. The results of this study are expected to be further developed, especially in the theory of compensation and work motivation with organizational commitment in human resources, which is expected to be used as a reference for other researchers who develop the results of this study in the future.

2. Practically, the results of this study can be useful for:

For other researchers, it is hoped that they can contribute ideas, broaden their horizons and perspectives on the development of knowledge in the field of human resources, especially regarding the relationship between compensation and work motivation and organizational commitment.

For the company, in order to increase motivation in employees so that employees are not lazy to work and can reduce the number of employees who resign from work

## II. LITERATURE REVIEW

### A. Organizational Commitment

The commitment of employees to the company is certainly an important factor for a company. This will make employees comfortable working at the company and employees will feel an obligation to achieve the goals of the company where they work. According to Porter in Mc. Neese Smith (2001) describes that organizational commitment is the strength of an individual's recognition and involvement in organizational goals and values, a strong desire to be part of an organization and a willingness to exert effort for an organization.

Testa in Susana (2011:139) defines organizational commitment as "An attitude which can adopt different forms and join the individual with a relevant course of action for a particular objective" which means a mind that can accept different forms and join the individual for a particular purpose.

The definition of organizational commitment by Mowday et al, 1982 in Ali Mohammad (2013) Organizational Commitment refers to according to between the goals of the individual and the organization whereby the individual identifies with and extends attempt on representing the general goals of the organization,

meaning that organizational commitment refers to individual and organizational goals, where individuals recognize and seek to present the goals of an organization.

According to Colquitt, L, and Wesson (2009), organizational commitment affects employees' desire to remain members of the organization or leave the organization to teach other jobs. Organizational commitment according to Gibson et al (2000) in Rivai (2005) can be interpreted as "Identification, loyalty, and involvement expressed by employees by the organization or unit of the organization". Commitment has an important role, because it will show a sense of attachment directed by employees to the organization.

Mathis and Jackson (2008) provide a definition of organizational commitment is the extent to which employees believe and accept organizational goals and desire to remain with the organization.

Luthans (2006:249) commitment is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous progress. Other things explained by Luthans organizational commitment are (1) a strong desire to remain as a member of a particular organization (2) a desire to strive according to the wishes of the organization (3) certain beliefs and acceptance of organizational values and goals, in other words an attitude that reflects employee loyalty on the organization and ongoing processes by which members of the organization express concern for the organization and its continued success and progress. The notion of commitment comes from Becker (Darmawan 2013:168) is the tendency of individuals to be engaged in organizational activities consistently because they assume there are costs in implementing other activities.

## B. Compensation

Compensation according to Hariandja in Suwati (2013) is the overall remuneration received by employees as a result of carrying out work in the organization in the form of money or other forms of salary, wages, bonuses, incentives, health benefits, holiday allowances, meal allowances, leave money and others.

The definition of compensation according to Handoko (2011: 155) is everything that employees receive as compensation for their work. Meanwhile, the definition of compensation according to Nawawi (2006:325) is an award/reward to employees/organizational members who have contributed through the implementation of work to achieve organizational goals. Compensation according to Hasibuan (2012: 118) is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. While Martoyo in Susanta et al. (2013) defines compensation arrangements for the overall provision of remuneration for employers and employees, both financial and non-financial. According to Garry Dessler in (Kunartinah 2012) the definition of compensation is all forms of remuneration or rewards that flow to employees and arise from their employment. Meanwhile, according to T. Hani Handoko (2001:251) compensation is everything that employees receive as compensation for their work. Meanwhile, according to Susilo Martoyo (200:78), compensation is defined as the overall arrangement of remuneration for "employers" and "employees" either directly in the form of money (financial) or indirectly in the form of money (non-financial).

According to Leklikwati (2005) compensation can be interpreted as, "Something that employees receive as compensation for their work," (p.112). Compensation can be divided into two types, namely financial compensation such as wages, salaries, allowances, bonuses and others, and non-financial compensation such as promotions, awards and others.

According to Wahjono (2008) "Everything that employees receive in return for their contributions to the company, including salaries, allowances, facilities that can be enjoyed by employees, whether in the form of money or not".

From this definition, it can be realized that a compensation will clearly increase or decrease work performance, job satisfaction and employee motivation. Therefore, it is very important that the organization's attention to compensation arrangements properly and fairly is sharpened.

## C. Work Motivation

According to Hasibuan (2014: 219), motivation is the provision of a driving force that creates the excitement of one's work, so that they want to work together, work effectively and be integrated with all their efforts to achieve satisfaction. Motivation according to Ranupandojo and Hasan in Abrivianto et al. (2014) is a process of trying to influence someone to do something we want. Meanwhile, according to Luthans quoted by Nawawi (2006:328) motivation is a process within a person because he has psychological and physiological needs so that it moves behavior or encouragement to achieve a goal.

Armstrong, quoted by Nawawi (2006: 328) says motivation is something that makes people act or behave in certain ways. A person's motivation shows him a certain direction in taking the necessary steps to ensure he reaches the goal. While being motivated means wanting something based on one's own desires or being driven by whatever is available to achieve success.

Motivation is the giving of individual impulses to act that causes the person to behave in a certain way that leads to goals (Murty and Hudiwinarsih, 2012). Pinder (1998) in the journal Tremblay and Blanchard (2009) defines motivation as "A set of energetic forces originating from within and outside an individual, to initiate work-related behavioral relationships and to establish form, control, intensity and continuity".

Robbins and Judge (2008:222) define motivation as a process that describes the intensity, direction and persistence of an individual to achieve his goals. Siagian (1995) explains that motivation is the driving force that causes an organization member to be willing and willing to carry out various activities that are their responsibility and fulfill their obligations. According to George and Jones (2005), "Work motivation can be defined as a psychological drive to someone who determines the direction of a person's behavior (direction of behavior) in the organization, level of effort (level of effort), and level of persistence or resilience in the face of challenges. An obstacle or problem (level of persistence)".

# III. HYPOTHESES DEVELOPMENT

## A. Conceptual Thinking Framework

Based on the conceptual framework of the research used in reviewing the subject matter above, this study examines three main dimensions, namely the effect of variable compensation (X1) and variable work motivation (X2) on organizational commitment variable (Y). As indicators and the basis for preparing questions in the data collection questionnaire. Then can form a conceptual framework of research on:

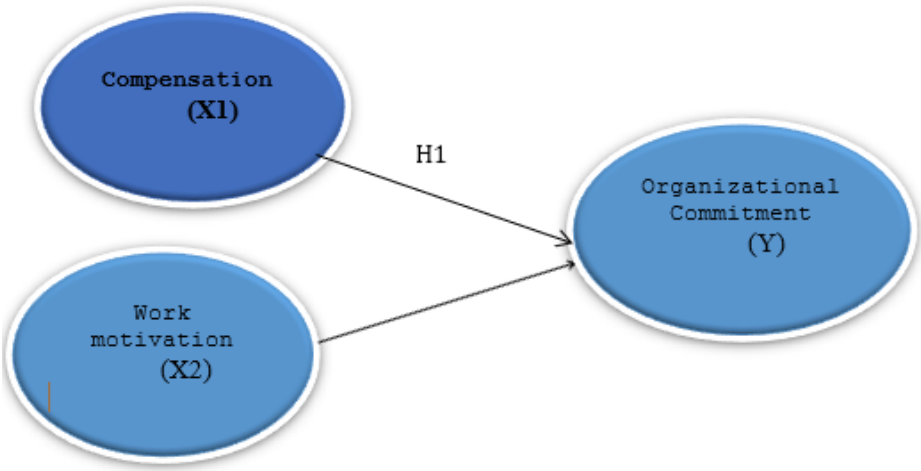


**Figure 1. Conceptual Framework**

Information:

X1= Compensation

X2= Work Motivation

Y= Organizational Commitment

## B. Research Hypothesis

The hypothesis is a temporary answer or provisional assumption as the basis for the instrument for research so that it can be used to answer the data being studied, and the researcher tests the truth to answer the decision-making process, therefore the research hypothesis can be formulated as follows:

H1 = Work motivation has a simultaneous effect on organizational commitment

H2 = Compensation has a simultaneous effect on organizational commitment.

# IV. RESEARCH METHOD

## A. Types of Research

This study uses a qualitative approach. According to Sugiyono (2017:7) qualitative research is called the post-positivistic method because it is based on the philosophy of post positivism. This method is called the artistic method, because the research process is more artistic (less patterned) and is referred to as an interpretive method because the research results are more related to the interpretation of the data found in the field. This type of research uses qualitative research with problem formulation based on level of explanation, namely descriptive problem formulation. Descriptive problem formulation is a problem formulation that guides researchers to explore and or photograph social situations that will be studied thoroughly, broadly and deeply (Sugiono, 2017: 209). Which means that this research seeks to describe a symptom, event and current event with the aim of obtaining data in the form of words, sentences, schematics or images, the researcher intends to understand social situations in depth, find patterns, hypotheses, and theories that are in accordance with the data obtained in the field?

## B. The Location of the Research

As for the object of research in this paper includes the commitment and attitude of the leading Coperativa Cafe Timor in Dili Timor Leste, namely based on the formulation of the problem that has been made, so this research can be regarded as an associative research which is used to examine the relationship between two variables or more Sugiyono (2017: 140). This study uses a feasible questionnaire to be used as primary data, so it is necessary to test the validity and reliability so that the questionnaire is feasible to be used as an instrument in data collection, carried out at the Coperativa Cafe Timor Company in Dili Timor Leste. This location was chosen because it is located in the Dili city area and its branches are located in the Liquisa district which is known as a Coffee company and cooperates in the world of international entrepreneurs so that the import and export of Coffee to various countries in the world is very precise and clear, besides that there are problems organizational commitment within the company is still little researched in the field of companies, especially human resource management According to Allen & Meyer (1990).

## C. Population and Sample

The population is a collection of all possible different people, and other sizes that are the object of attention or all objects of concern (Suharyadi and Purwanto, 2008: 7). The population in this study was all employees at Coperativa Cafe Timor as many as 140 people.

## D. Sample

The sample is a part of a particular population of concern. By using a sample of 55 people, a measure called statistics or the size of the sample can be obtained (Suharyadi and Purwanto, 2008:7)

### E. Data Type

This study used data related to variables. Data types are divided into two types

(Kuncoro, 2009), namely:

### F. Data Source

According to Santosa and Muliawan (2007:16) the type of data based on the source is divided into two, namely internal data and external data.Primary data is data that directly provides data to data collectors, and secondary data is a source that does not directly provide data to data collectors, for example through other people or through documents (Sugiono, 2017: 225). Primary data is the main data needed in this study, namely data obtained directly in the field, including data and information through structured interviews with the help of research instruments in the form of questionnaires conducted with more determined criteria.

### G. Data collection techniques

Data collection techniques are the most strategic step in a study, because the main purpose of research is to obtain accurate data, so that without knowing the data collection techniques researchers will not get data that meets the standards set (Sugiono, 2017:224).

## V. RESEARCH RESULTS

### A. Results

The research process carried out by researchers at Coperativa Cafe Timor in Dili Timor Leste was 140 populations consisting of several locations including the following:

**Table 1. Respondents**

| No | Research sites | Total Employees | Permanent and non-permanent employees | Total Respondents |
|---|---|---|---|---|
| 1 | Employees at Bidau NT Akadiruhun (Head Office) | 85 people | Permanent | 29 people |
| 2 | Employees at LesibutakManleuana (Coffee Powder Production) | 7 people | Permanent | 3 people |
| 3 | Employees at Malinamok Comoro (Sapling Nursery) | 32 people | permanent | 14 people |
| 4 | Employees at TibarLiquisa (Red Coffee Drying and Dry Coffee) | 7 people | Permanent | 4 People |

| | | | | |
|---|---|---|---|---|
| 5 | Employees at TibarLiquisa (Dried Cassava Production) | 9 People | Permanent | 5 People |
| | Total | 140 People | | 55 People |

Data source processed in January 2010

Based on data processing at BidauAkadiruhun (NT) Coperativa Cafe Timor, as many as 85 people, who answered 29 people, Employees in LesibutakManleuana, (*Coffee Powder Production)* as many as 7 people who answered 3 people, Employees in Malinamok Comoro, (*Sapling Nursery*)32 people, who answered as many as 14 people, Kayawan in TibarLiquisa (*Drying Red Coffee and dry coffee)* A total of 7 people answered 4 people, employees in TibarLiquisa (*Dried Cassava Production*) as many as 9 people who answered 5 people. Thus, it can be concluded that the research conducted by researchers at five (5) locations in Coperativa Cafe Timor was 140 people who answered that 55 employees were valid or valid.

Processing of respondent's character according to: Gender

**Table 2. Gender**

| No | Gender | Frequency | Percentage % | Cumulative |
|---|---|---|---|---|
| 1 | Man | 36 | 0,65 | 0,65% |
| 2 | Woman | 19 | 0,34 | 0,34% |
| | Total | 55 People | | |

Data source processed in January 2020

Based on respondents by gender at Coperativa Cafe Timor, 36 respondents were male or 0.65% percent and female respondents were 19 respondents or 0.34% percent.

Thus, it can be concluded that the gender at Coperativa Cafe Timor, the highest male sex was 36 respondents or 0.65% percent, and the lowest was female as many as 19 respondents or 0.34% percent.

Character processing of respondents by: Age of employees

**Table 3. Age**

| No | Employee Age | Frequency | Percentage % | Cumulative % |
|---|---|---|---|---|
| 1 | 20-30 | 17 | 0,29 | 0,29 |
| 2 | 31-40 | 21 | 0,38 | 0,70 |

| | | | | |
|---|---|---|---|---|
| 3 | 41-50 | 9 | 0,15 | 0,85 |
| 4 | 51-60 | 8 | 0,14 | 0,99 |
| | Total | 55 People | | |

Data source processed in January 2020

Based on the respondents by Age of Employees at Coperativa Cafe Timor, the age of employees 20-30 years was 17 respondents or 0.29% percent, 31-40 years were 21 respondents or 0.38% percent, 41-50 were 9 respondents or 0.15% percent 51-60 as many as 8 respondents or 0.14% percent.

Thus, it can be concluded that the age of the employees at Coperativa Cafe Timor, the highest was 21 respondents or 0.38% percent, and the lowest was female as many as 8 respondents or 0.14% percent.

Processing of respondent's character by: Employee's tenure

**Table 4. Employee's tenure**

| No | Period Of Employment | Frequency | Percentage % | Cumulative % |
|---|---|---|---|---|
| 1 | 02-10 years | 19 | 0,33 | 0,33 |
| 2 | 11-20 years | 26 | 0,47 | 0,8 |
| 3 | 21-30 years | 10 | 0,19 | 0,19 |
| | Total | 55 People | | |

Data source processed in January 2020

Based on the respondents according to the period of work at Coperativa Cafe Timor, the working period of 02-10 years was 19 respondents or 0.33% of respondents, 11-20 years as many as 26 respondents or 0.47% percent, 21-30 years as many as 15 people respondents or 0.19%.

Thus, it can be concluded that the working period of employees at Coperativa Cafe Timor, the highest as many as 26 respondents or 0.47% percent, and the lowest are women as many as 10 respondents or 0.19% percent.

Processing of respondent's character according to: Type of Education

**Table 5. Education**

| No | Type of Education | Frequency | Percentage % | Cumulative % |
|---|---|---|---|---|
| 1 | Senior High School | 29 | 0,52 | 0,52 |
| 2 | Diploma 3/ Diploma 2 | 11 | 0,18 | 0,18 |

| | | | | |
|---|---|---|---|---|
| 3 | S1/ Bachelor | 15 | 0,27 | 0,27 |
| | Total | 55 People | 100% | |

Data source processed in January 2020

Based on respondents according to the type of education at Coperativa Cafe Timor, for high school there were 29 respondents or 0.52%, Diploma 3/ Diploma 2 as many as 11 respondents or 0.18%, S1/Bachelor as many as 15 respondents or 0.27% .

Thus, it can be concluded that for high school at Coperativa Cafe Timor, the highest was 29 respondents or 0.52%, and the lowest was female as many as 11 respondents or 0.18% percent

***1) Descriptive variable or respondent character***

Respondents response about variable (X1) Compensation, Variable (X2)

Work motivation on (y) Organizational Commitment.

The description of this variable is intended as evidence to support the distribution of frequency and percentage, which include:

**Table 6. Responses of Respondents Variable (X1)**

| Valid | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Amount |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | (5) | | (4) | | (3) | | (2) | | (1) | | |
| | F | % | F | % | F | % | F | % | F | % | |
| X1.1 | 31 | 56,3 | 21 | 38,2 | 3 | 5,5 | - | - | - | - | |
| X1.2 | 11 | 20,0 | 33 | 60,0 | 9 | 16,4 | 2 | 3,6 | - | - | |
| X1.3 | 14 | 25,4 | 17 | 30,9 | 9 | 16,4 | 11 | 20,0 | 4 | 7,3 | |
| X1.4 | 29 | 52,7 | 21 | 38,2 | 4 | 7,3 | 1 | 1,8 | - | - | |
| X1.5 | 13 | 23,6 | 26 | 47,3 | 9 | 16,3 | 4 | 7,3 | 3 | 5,5 | |
| Total | 98 | 1.78 | 118 | 2.14 | 34 | 0.61 | 18 | 0,32 | 7 | 0,12 | |

Data source processed in January 2020

Based on the responses, it can be interpreted that the frequency of respondents regarding the indicators of compensation variables answered by respondents can be seen that strongly agree as many as 98 respondents or 1.78% Agree, 118 respondents or 2.14%, Neutral as many as 34 respondents or 0.61% not agree 18 respondents or 0.32% Strongly disagree as many as 7 respondents or 0.12%. Thus, it can be concluded that the highest agree is 118 or 2.14%, and strongly disagrees the lowest is 7 or 0.12%.

**Table 7. Work Motivation and Frequency Distribution**

| No | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Amount | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | (5) | | (4) | | (3) | | (2) | | (1) | | | |
| | F | % | F | % | F | % | F | % | F | % | F | % |
| X2.1 | 20 | 36,4 | 27 | 49,1 | 5 | 9,1 | 2 | 3,6 | 1 | 1,8 | 55 | 100 |
| X2.2 | 15 | 27,3 | 29 | 52,7 | 6 | 10,9 | 5 | 9,1 | - | - | 55 | 100 |
| X2.3 | 6 | 10,9 | 8 | 14,5 | 9 | 16,4 | 26 | 47,3 | 6 | 10,9 | 55 | 100 |
| X2.4 | 11 | 20,0 | 26 | 47,3 | 11 | 20,0 | 7 | 12,7 | - | - | 55 | 100 |
| Total | 52 | 94,5 | 90 | 1,7 | 31 | 56,3 | 40 | 72,7 | 7 | 12,7 | | 0 |

Data source processed in January 2020

Based on table 5.7 above, it can be interpreted that the respondent's frequency regarding the indicators of the work motivation variable answered by the respondents can be seen that as many as 52 respondents or 23.63% Strongly Agree, 90 respondents or 40.91% Agree, 31 respondents or 14.09% Neutral, 40 respondents or 18.18% Disagree, 7 respondents or 3.18 Strongly Disagree.

**Table 8. Organizational Commitment and Frequency Distribution**

| Valid | Strongly Agree | | Agree | | Neutral | | Disagree | | Strongly Disagree | | Amount | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | (5) | | (4) | | (3) | | (2) | | (1) | | | |
| | F | % | F | % | F | % | F | % | F | % | F | % |
| X2.1 | 14 | 25,5 | 13 | 23,6 | 16 | 29,1 | 12 | 21,8 | - | - | 55 | 100 |
| X2.2 | 8 | 14,5 | 27 | 49,1 | 13 | 23,6 | 7 | 12,7 | - | - | 55 | 100 |
| X2.3 | 27 | 49,1 | 22 | 40,0 | 6 | 10,9 | - | - | - | - | 55 | 100 |
| Total | 49 | - | 62 | - | 35 | - | 19 | - | - | - | 164 | 0 |
| % | 29,88 | - | 37,81 | - | 21,34 | - | 11,58 | - | - | - | | 100 |

Data source processed in January 2020

Based on Table 8 above, it can be interpreted that the frequency of respondents regarding indicators of organizational commitment variables answered by respondents can be seen that as many as 49 respondents or 29.88 % Strongly Agree, 62 respondents or 37.81 % Agree, 35 respondents or 21.34% Neutral, 19 respondents or 11.58 % Disagree, (-) respondents or (-) Strongly Disagree.

### *2) Validity Test*

*a) Testing the results of the validity of the variable (X1) Compensation*

**Table 9. Correlation**

| Questions Items | $R_{count}$ | $R_{table}$ | Conclusion |
|---|---|---|---|
| X1.1 | 0,556 | 0,361 | Valid |
| X1.2 | 0,518 | 0,361 | Valid |
| X1.3 | 0,714 | 0,361 | Valid |
| X1.4 | 0,725 | 0,361 | Valid |
| X1.5 | 0,756 | 0,361 | Valid |

Data source processed in January 2020

Based on the research in Table 9 above, it is known that the significant level value for the variable (X1.1) the relationship between Rcount is 0.556 and Rtable is 0.361, then it is declared valid, the variable (X1.2) the relationship between Rcount is 0.518 and Rtable is 0.361 then it is declared valid, the relationship between the variable (X1.3) Rcount is 0.714 and Rtable is 0.361 then it is declared valid, the relationship variable (X1.4) Rcount is 0.725 and Rtable is 0.361 then declared valid, and the variable (X1.5 ) Rcount is 756 and Rtable is 0.361, so it is declared valid.

*b) Testing the results of the validity of the variable (X2) Work motivation*

**Table 10. Correlation**

| Questions Items | $R_{count}$ | $R_{table}$ | Conclusion |
|---|---|---|---|
| X2.1 | 0,785 | 0,361 | Valid |
| X2.2 | 0,738 | 0,361 | Valid |
| X2.3 | 0,724 | 0,361 | Valid |
| X2.4 | 0,704 | 0,361 | Valid |

Data source processed in January 2020

Based on table 2 above, it is known that the significant level value for the variable (X2.1) the relationship between Rcount is 0.785 and Rtable is 0.361 then it is declared valid, the variable (X2.2) the relationship between Rcount is 0.738 and Ttable is 0.361 then declared valid, the relationship between the variable (X2.3) Rcount of 0.724 and Rtable of 0.361 then declared valid, while the variable (X2.4 Rcount of 0.704 and Rtable of 0.361 then declared valid.

*c) Testing the results of the validity of the variable (Y)*

Organizational commitment

**Table 11. Correlation**

| Questions Items | $R_{count}$ | $R_{table}$ | Conclusion |
|---|---|---|---|
| Y.1 | 0,698 | 0,361 | Valid |
| Y.2 | 0,649 | 0,361 | Valid |
| Y.3 | 0,440 | 0,361 | Valid |

Data source processed in January 2020

Based on table 3 above, it is known that the significant level value for the variable (Y.1) The relationship between Rcount of 0.698 and Rtable of 0.361 is declared valid, Variable (Y.2) the relationship between Rcount is 0.649 and Rtable is 0.361 then declared valid, the relationship between the variables (Y.3) Rcount of 0.440 and Rtable of 0.361 then declared valid.

## VI. CONCLUSIONS AND SUGGESTIONS

### A. Conclusion

Based on the results of the analysis and discussion that has been carried out by researchers, it can be concluded that:

Compensation has no positive and significant effect on organizational commitment. This means that if the compensation given to employees is good, such as giving awards or others appropriately, fairly and appropriately, it will result in a decrease in the employee's intention to leave the company.

Work motivation has a positive and significant effect on organizational commitment. This means that the higher the motivation felt by employees, the more satisfied employees will be at work and the higher the motivation, the higher the organizational commitment.

### B. Suggestions

Based on the results of the analysis discussed, the researchers convey several suggestions including compensation variables, work motivation individually (partial) have a significant effect on organizational commitment at Coperativa Cafe Timor so it is recommended to Coperativa Cafe Timor so that the results of this analysis as a reference in improving quality work by providing convenience in the form of regulations or autonomous Coperativa Cafe Timor companies that are more effective and efficient, because employees are strong and reliable workers in carrying out their work so that they can increase the convenience and development of Coperativa Cafe Timor.

To Coperativa Cafe Timor Agar partially uses the results of the analysis by this study as a reference in increasing work motivation and compensation for existing employees so that it is a determining factor to achieve its goals.

For related parties, it is necessary to cooperate with other organizations or companies so that they can provide constructive input or ideas in order to improve changes through compensation and work motivation as well as organizational commitment at Coperativa Cafe Timor.

For other researchers who will conduct further research, especially those related to compensation, work motivation and organizational commitment, it is necessary to cooperate with employees and other workers because previous researchers did not have time to complete other data.

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