PROBLEMS OF EMPLOYEE COMMITMENT FROM THE PERSPECTIVE OF MASLOW'S HIERARCHY OF NEEDS

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ABSTRACT: *This study is about the Problems of Employee Commitment: Study on a Company from the Perspective of Maslow's Hierarchy of Needs. This research is motivated by the phenomenon of nonlinearity between the policy of material needs fulfillment and the decline in employee commitment in Maspion. This study used qualitative research method in which data were collected through observation and in-depth interviews, reviewed from the perspective of Maslow's Hierarchy of Needs to determine whether the company has fulfilled the needs of the employees. Maslow's Hierarchy of Needs was used to explain the peculiar phenomenon occurred in Maspion. Peculiar here means unlike the linear positivist logic. Therefore, the results of this study was "not proven or no longer significant or other factors may affect the linearity" between material/physical needs and non-material needs in Maspion from the perspective of Maslow's Hierarchy of Needs*.

KEYWORDS: Employee Commitment, the Perspective of Abraham Maslow's Theory

INTRODUCTION

There have been significant changes in the role of human resources today due to changes in an increasingly complex environment. In order to address the changes in the environment, organizations should be supported by human resources that are qualified and competent as well as innovative, professional, open and flexible. Employee is a determining resource for the success of an organization, for the achievement of an organization is inseparable from the achievement and the role of its members

As proposed by Temaluru (2001), employee with a strong commitment will be more motivated and more satisfied with their job and commonly less interested in leaving their organization. According to Coffman and Gonzalez (2002), employee with high commitment is fully involved and enthusiasm for their job. This statement is in line with the definition proposed by Harter et al (2004), commitment serves as an employee's involvement and satisfaction with their job which comes with enthusiasm. More specifically, Schaufeli and Bakker (2007) define employee commitment as positivity, fulfillment, work from the center of the mind characterized with vigor, dedication and absorption of work in a positive way.

Another definition of employee commitment is proposed by Robinson, Perryman & Hayday (2004). They define employee engagement as a positive attitude of an employee toward organization and its values. An employee with high engagement to the organization has an

understanding and concern about the environment in which the organization is operating and the ability to cooperate in order to improve the achievement of the organization through cooperation between employee and the management.

Employee commitment is also associated with high internal motivation (Colbert, Mount, Harter, Witt & Barrick, 2004). This is in line with Wellins and Concelman's (in Little & Little, 2006) statement saying that employee commitment is an illusion encouragement that motivates an employee to show high performance. This encouragement is a combination of commitment, loyalty, productivity and belongingness. Employee's feeling and attitude toward their job and organization are then included in the definition.

Perryman & Hayday, in Robinson, 2004, define employee commitment as a positive attitude of employee toward the attitude of the organization. An encouraged employee is concerned about the organization's business and working as a team to improve organization's performance. Therefore, employee engagement is a positive attitude of an employee toward the organization and its values as indicated by commitment, dedication and loyalty to the organization, superior, job and coworkers.

A committed employee is usually loyal and concerned about the future of the organization. The employee has the willingness to make extra efforts to achieve the goals of the organization to grow and develop. Coffman and Gonzalez (2002) classify three types of employee based on the level of commitment, namely: Engaged (committed), Not Engaged (not committed), and actively disengaged (not willing to commit).

Devis and Newstrom (2008) state that giving satisfaction to employee is essential because low empowerment, commitment and motivation lead to less stable organization, resulting in labor strike, absenteeism, lack of commitment and decreasing productivity. In order to realize employee satisfaction, management has to consider empowerment and commitment factors.
Susanto (2012) explains that empowerment within organization can be conducted in two ways:
1.   Providing coaching program for employees in order to improve their skills and capabilities
2.   Providing safety to be creative. It means that organization has to provide assurance to employees in return for the risk of their creativity dedicated to the success of the organization.

Locke in Tubbs *et al.,* (1993) comprehensively define job satisfaction aspleasure or positive emotion generated by employment measurement or work experience. Job satisfaction is a result of the employee's perception of how well the organization provides all significant needs. In terms of needs, Abraham Maslow (in Robbins, 2006) point out the Hierarchy of Needs as 1) Physiological, which include hunger, shelter, sex and other physical needs. 2) Safety, such as safety and protection from physical and emotional damages. 3) Social, including compassion, belongingness, the feeling of well accepted and friendship. 4) Esteem, including internal factors such as respect, dignity, autonomy and achievement and external factors such as status,

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recognition and attention. 5) Self-actualization, namely the tendency to become actualized in own potential, including growth and self-fulfillment.

Suparman (2007) states that efforts made by organization to improve employees performance are considering factors that contribute to job satisfaction. Such factors are:
1.   Raise in salary and benefits,
2.   safety and security
3.   reward

Other factors are factors of work capability, such as developing the ability to analyze, to read and to listen, as well asto use logic.Therefore, the researcher seeks to examine the theory of employee motivation and commitment, particularly employee's dissatisfaction and lack of commitment despite the motivation and facilities, as the theory of employee motivation and commitment that leads to satisfaction has not met on some employees of Maspion Group.

Steers *et al.,* (2001) state that employee commitment is the relative strength of one's involvement in an organization, indicated by a strong belief in the goals and values of the organization, willingness to make certain efforts for the organization as well as a strong desire to continue to be organization's member. However, it was not seen in the employees of Maspion.Employee commitment and loyalty are important to the organization, as stated by Mowdays Stears and Portus (1979)in Robinson *et al.,* (2009) regarding active relationships with organization in which employees have contributed to assist the organization in achieving the goals or in making a success. It was also not seen in the employees of Maspion Group.Coffman and Gonzalez (2002) state that individual who is committed to an organization has positive feelings toward the organization, shows the desire to stay in the organization, and has trust and a strong perception of the values and goals of the organization, and is will to working at their best for the organization. It was also not seen in the employees of Maspion.

What has been occurring in Maspion Group Unit V in Gresik, in the researcher's opinion, was an interesting phenomenon to be studied, for theoretically or in reality, almost all of the employees showed declining commitment despite the company's policy to provide better facilities and remuneration to its employees.The un-linear phenomenon is not inversely correlated with the logic of empirical thinking (linear) as stated that employee commitment is a function of the improved facilities and increased remuneration.

RESEARCH METHOD

Type of research
This study was intended to ascertain the decline in employee commitment which was nonlinear with the efforts made and attention given by the management, namely the policy on facility and remuneration. Based on initial observation in the field, there had been a decline in employee commitment precisely when the company was giving more attention to its employees through

career development, good and fair treatment, empowerment factors, and good image.According to Sugiono (2005), the method of qualitative research is a research method used by researcher in a natural setting, where the researcher is the key instrument, data are collected in triangulation (combined), data analysis is indicative, and the results of the study emphasize more to the significance rather than to generalization. Please note that qualitative research method does not mean to exclude numbers and statistical techniques for data presentation and analysis. This research directly presents the overall background of individuals. The object of the investigation is not narrowed down to separate variables or be hypothetical, rather it is considered as part of the overall study.

The object of the study
This research was conducted in a company of Maspion Group located in Gresik. The company was chosen because Maspion Group is a labor-intensive company that has been established for a long time (since 1961), and the current number of employees of Maspion Group is approximately 30.000.

Data source
In accordance with the characteristics and the definition of qualitative research that seeks the meaning behind an event, the data collected were in the form of statement, feeling, and subjective perception of employees on employee commitment in Maspion Group. Data required for this study were data obtained from the employees and management resulted from in-depth interviews and observation, either directly or indirectly. The data were also collected from data available both in the community and from the results of previous studiesin journals as well as special reports.

The primary data source is the purposively selected information based on employees' documents and results of observation. The documents of the employees reveal the employees who are prominent and have high competence. The observation in the field and information from the Chairman or the General Manager reveal employees with functional position but have less commitment in the discipline and laziness and lack of increasing loyalty to the company.Based on in-depth interviews with the employees, the researcher obtained information related to the phenomenon to be further explored with depth, richness, and complexity.

I**nformant and selection technique**
This study involved thirteen (13) informants in which In-1 refers to informant one, In-2 refers to informant two, and so forth until In -13 refers to informant thirteen, which can be explained as follows:

Technique of data collection
In qualitative research, data collection is conducted in natural setting. primary data source and technique of data collection are more on participant observation, in-depth interviews are conducted and document is recorded.Chatine Marshall, Grechen B.Rosman in Sugiono (2005:

63) say "the fundamental methods relied on by qualitative researchers for gathering information are, participation in the setting, direct observation, in depth interviewing, document review".
In qualitative research, the key instrument is the researcher. Even if the research takes other personnels to assist data collection in the field, the personals should have certain qualifications such as having a minimum of bachelor degree and an understanding on the issues being studied.
This research was carried out by two methods: (1) direct interview by the team consisting of 7 researchers with thirteen informants; (2) persuasive discussion method. The research was conducted on February 29, 2016.

Data analysis
Data analysis in qualitative research was carried out at the time of data collection and after the completion of data collection in a particular period. At the time of interview, researchers analyzed the answers obtained from the informants. When the answer was considered not satisfactory after the analysis, the researcher continued to propose questions, to a certain extent, until the data obtained were considered credible.Miles and Huberman (1984) in Sugiyono (2005: 91) suggest that activities in the qualitative data analysis are performed interactively and lasted continuously until they are completed, making the data saturated. In the process of data reduction, materials that have been collected are analyzed, compiled verbatim and systematically and the main points of the problems or data which are considered important are highlighted. Data reduction means summarizing, selecting main points to find a theme and pattern.Thus, the reduced data will provide a clearer picture and enable researcher to carry out further data collection. In other words, data reduction is an effort to simplify the data collected by selecting the core of the data in order to draw conclusion and the core issues. The data can be presented in the form of brief descriptions, charts, and connections between categories.

Data presentation makes it easier to understand what the data are about and to plan further work based on what has been understood. In addition to narrative text, data can also be presented in the form of graphs or matrices. After the data are focused and the pattern is found, the data are then arranged systematically in order to draw conclusion so that the significance of the data can be obtained.

RESULTS AND DISCUSSION

In this study, there were thirteen (13) informants. In-1 refers to informant one, In-2 refers to informant two, and so forth until In -13 to refers to informant thirteen. Based on data collection, through the answers obtained from the informants, the overview of the object of study is as follows:
For more details, the description of the informants is presented in the following table.

Informant 1 (In-1)
SNA is an Engineering Manager. She is responsible for the planning and maintenance in Maspion's Industrial Zone including engineering in factories belong to Maspion group. SNA is emotional, harsh, irritable, less responsive or lack of initiative in her work, less responsible

However, she has a good relationships with her friends and other staffs. SNA lives in Sidoarjo. She goes to work by shuttle bus provided by the company.

Informant 2 (In-2)
BGS is an SHE supervisor. He is responsible for the safety of the employees during work, the health of the employees, maintenance of the environment surrounding the industrial zone, and as well as assisting in checking and preparing pumps and the vehicle of the fire fighter. His wife works in the Department of Resilience Food under the Surabaya City Government. They have been married for almost seven years without any children. He is a slow person or referred to Javanese term "kalem kurang greget (calm)". He is not emotional and lack of initiative. Although he often needs to be reminded about his work, his works can be carried out properly. He has a good relationships with his colleagues and subordinates. His orders are well understood. He lives in Surabaya. He goes to work by shuttle bus provided by the company

Informant 3 (In-3)
YI is a supervisor in human resources department. He is responsible for human resources affairs including employee attendance and activity reports submitted to labor offices and to social security offices. YI is not married. He is the third child out of five children. He is rather calm, quiet and introvert. He has a sense of inferiority or lack of confidence but he works well. He can complete his work on time when he is motivated. He can only make friends with certain people. He is less assertive to his sub ordinates. He lives in Surabaya. He goes to work by shuttle bus provided by the company.

Informant 4 (In-4)
BW is a supervisor in General Affairs Department. He is responsible for external communication as well as the company's licenses and legality matters. He is not married. He is still young and is open in his relationships with others. He is a good person but does not always have a concept and work plan. He is often caught doing things that are not related to job during office hours, indicating that he is less responsible and lazy. Although his works are completed, often they are completed after the due. He lives in Surabaya. He goes to work by shuttle bus provided by the company.

Informant 5 (In-5)
HY is an assistant manager of electrical department. He is a responsible person and always on time. He has good relationships with his friends and subordinates. However, he is insecure and lack of confidence. He needs motivation guidance in order to be consistent in his work. He is married and has two children. He lives in Gresik closed to his office

Informants 6 (In-6)
AB is an assistant manager of vehicle repair department. His job includes maintenance of heavy equipment. He is a responsible person, always on time and hardworking. He has good relationships with his friends and subordinates. AB is insecure and lack of confidence when meeting guest or attending training as he is not a bachelor graduate. He needs motivation

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guidance to maintain his confidence and make his work consistent. He is married and has two children. He lives in Gresik.

Informant 7 (In-7)

KG is an assistant of engineering manager. He is responsible for assisting engineering manager in planning and maintenance of engineering in the industrial zone. KG is married and has one child. In addition to working for Maspion, KG also works for a contractor in Surabaya on Saturday and Sunday. Therefore, he refuses to work overtime on Saturday or Sunday. KG has good relationships with his friends and other staffs. He responds quickly to orders from his superior. Similar to the other informants, he is rather apathetic and less initiative. KG lives in Sidoarjo. He goes to work by shuttle bus provided by the company.

Informant 8 (In-8)

PT is a supervisor of engineering department. He is responsible for engineering maintenance. PT is married and has two children. In his work, he is less responsible, especially regarding the supervision in the field. He has good characters, yet he is lazy. He needs to be reminded to focus on his responsibilities. PT also lives in Gresik

Informant 9 (In-9).

RJ is an assistant manager in human resources and general affairs department. RJ is responsible for human resources affairs and licensing as well as communication. RJ is married and has three children. RJ is socially good and easy to fit in. RJ has good relationships with subordinates. RJ is lazy and less initiative in planning. He is assertive and it affects subordinates' performance. RJ often gets a warning because the tasks given to him are not completed on time. RJ owns an electrical shop in his home. When he is assigned for duties outside the office, he sometimes uses it for personal purposes. RJ lives in Surabaya. He goes to work by shuttle bus provided by the company

Informant 10 (In-10).

SW is an assistant manager of metal workshop department. RJ is responsible for the construction of steel or iron and takes orders from the engineering department. SW is married and has three children. His current status is retired but extended as a contract employee to a certain time. SW is socially good and easy to fit in. He has good relationships with his subordinates. He is less assertive in his work and having less concern about supervising subordinates. SW lives in Sidoarjo. He goes to work by shuttle bus provided by the company.

Informant 11 (In-11).

AK is an SHE Assistant Manager. He is responsible for the supervision of the employees' safety and health during work as well as environmental maintenance around the industrial zone. AK is married and his wife works for Pelindo III Surabaya. They have one child aged 2 years old. AK is less enthusiastic. He is often absent from work for family interest reason. He often gets warning and needs to be motivated in order to be initiative. By then, he performs his works well. He is not emotional. He has good relationships with his friends and other staffs. AK lives in

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Surabaya. He goes to work by shuttle bus provided by the company. He sometimes goes to work by his own vehicle when he needs to go to some places. That makes him often come late.

Informant 12 (In-12).
IA is a supervisor of engineering department. He is responsible for supervising drafter. IA is married and has one child. He always completes his works well despite no planning and less initiative. IA also makes a living as a lecturer after office hours in a private university in Gresik. IA lives in Gresik

Informant 13 (In-13).
WD is a unit deputy head of one of the new companies in Maspion Group in the field of car terminal. WD used to work for PT Indal Gypsum, member of Maspion Group, as head of factory. He is calm and quiet. He has a good work performance. WD has three children. WD is lack of confidence. WD lives in Sidoarjo and goes to work by shuttle bus provided by the company

OPINIONS
Based on the interviews and analysis, the study resulted in several opinions and expressions of the employees. The opinions are briefly presented as follows:

The Existing Condition of Employee Welfare in Maspion
Maspion has been fulfilling the needs of its employees. Maspion is a private company that complies with government regulations. Therefore, the employee welfare in Maspion, from the perspective of Maslow's Hierarchy of Needs, is very good.Employee welfare is fulfillment of the needs of employees by the company. The welfare carried out by the company aims to maintain the employees in terms of both spiritual and physical in order to maintain good performance and working attitude.The detail of the needs of the employees of Maspion from the Perspective of Maslow's Hierarchy of Needs is as follows:

In terms of physiological needs: The economic condition of the employees was fair. Almost all of the employees already had their own home. The salary they received was above the minimum salary in the city. Thus, the physiological needs of the employees were fulfilled.

In terms of the needs for safety: The needs for safety were fulfilled. All employees were registered for insurance at social security offices. The insurance also covered employees' family. They were also registered for pension plan. The company already prepared benefits for its employees in form of bonuses or severance pay after retirement. The company even had payroll and severance pay systems that comply with the regulation set by the government. Allowance for employees was appropriate. The company provided meals for its employees.

In terms of Social Needs: The Company gave fair opportunity and treatment to its employees. Decision making was bottom up, considering ideas from the employees. Ideas which were considered good would be implemented. Cooperation among sub-sections ran well in the form of teamwork

In terms of the needs for reward: The superiors were quite friendly. They appreciated the employees. The employees were treated equally. There was standard behavior of employees, applied equally to each employee, including office hours and other rules intended to encourage employees to do their best for the company. Empowerment and employee involvement carried out by the company were good, for example, the company gave employees the opportunity to do their best as well as to attend training and take short courses in order to improve their knowledge. The company conducted three monthly performance evaluation properly. The company also treated its employees fairly. The company conducted annual evaluation on this matter. Career achievement in the company determined raise in salary. The raise was implemented fairly and transparently. The company did not specifically give reward to its employees. Yet, employees with good performance and had a positive contribution to the company would be promoted and rewarded by the company, usually in the form of a raise in salary.

In terms of the needs for self-actualization: the company provided an opportunity to improve employees' capabilities to organize and complete their tasks. The opportunity was given to each employee without exception so that the employees could improve their skills and expertise. The skills include new skills that would be useful for the employees to contribute to the company. The company also transferred employees periodically so that the employees gained new experience and knowledge, making them understand the employment situation in many places that would result in improved and better skills. In terms of the needs for reward, the company would give greater responsibilities to employees with greater potentials. Although having not designed and conducted career path for its employees, the company already had an effective management in balancing the potentials of its employees and existing systems for the employees and the company. An employee who could demonstrate a good ability and high performance would be the concern of the company.

Findings on the Fulfillment of the Needs from the Perspective of Maslow's Hierarchy of Needs

Physiological needs
The basic needs of human being are the physiological needs. Research findings on physiological needs are:
1.   The economic needs had been fulfilled but rules that make the employees feel comfortable when working for the company were required and should be implemented consistently so that the employees would not be anxious should they were discharged.
2.   In terms of physical needs, the condition of the employees was good, but the rules and policies regarding health benefits were changing. For example, the company used to provide health insurance for employees' family. Currently, the employees no longer received such benefit from the company. In addition, the company no longer provided annual medical check-up for its employees. These indicate inconsistency in health insurance.

The Needs for Safety
The second needs is the needs for safety. Research findings on the needs for safety are:

1.   The needs for safety had been fulfilled by the company. The employees were already registered for health insurance covering work accidents and pension plan. These provided safety and comfort for the employees.

2.   Other needs for safety, such as benefits in form of bonuses or severance pay when employees retire were already prepared by the company. However, inconsistency in the policies on severance pay might result in declining employee commitment

Social needs

Research findings on social needs are:

The company gave equal opportunity and fair treatment to its employees. Decision making was conducted bottom-up by considering ideas from employees. Ideas which were considered good would be taken into consideration and might be implemented.

1.   Cooperation among sub-sections ran well in the form of teamwork, in which employees worked together in every given task.

The needs for reward

 Research findings on the needs of rewards are:

1.   The superiors were quite friendly. They appreciated the employees. The employees were treated equally. There was standard behavior of employees, applied equally to each employee, including office hours and other rules intended to encourage employees to do their best for the company. Empowerment and employee involvement carried out by the company were good, for example, the company gave employees the opportunity to do their

2.   The company conducted three monthly performance evaluation properly. The company also treated its employees fairly. The company conducted annual evaluation on this matter. Career achievement in the company determined raise in salary. The raise was implemented fairly and transparently. The company did not specifically give reward to its employees. Yet, employees with good performance and had a positive contribution to the company would be promoted and rewarded by the company, usually in the form of a raise in salary.

The needs for self-actualization

Research findings on the needs for self-actualization are:

1.   The company provided an opportunity to improve employees' capabilities to organize and complete their tasks. The opportunity was given to each employee without exception so that the employees could improve their skills and expertise. The skills include new skills that would be useful for the employees to contribute to the company. The company also transferred employees periodically so that the employees gained new experience and knowledge, making them understand the employment situation in many places that would result in improved and better skills.

2.   In terms of the needs for reward, the company would give greater responsibilities to employees with greater potentials. Although having not designed and conducted career path for its employees, the company already had an effective management in balancing the potentials of its employees and existing systems for the employees and the company. An employee who could demonstrate a good ability and high performance would be the concern of the company.

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Decline in Employee Commitment and Performance in Maspion
The employee welfare of Maspion's employees, from the perspective of Maslow's Hierarchy of Needs, was very good. Thus, the statement of the research regarding "whether, based on the results of observation in Maspion Group, the decline in employee commitment is physically or whether there is a new variable that can indicate that the fulfillment of the needs of physical facilities does not always result in the increase in employee performance." It may be true or acceptable **that non-material facility can be influenced by non-material.**

The decline in employee commitment and performance in Maspion Group was caused by the followings:
1.   The management in Maspion was family management, in which policies were always decided by the head of the family. Therefore, any decision in force in the company was decided by the head office.
2.   Regulations imposed by the company were often inconsistent and tended to be confusing and unclear. It made employees less satisfied, anxious, and bored.
3.   The company's policies were inconsistent and not in accordance with the aspirations of employees.
4.   There was a lack of transparency on remuneration and career path.
5.   The job description of each section was not well managed, such as unclear assignment and double roles and responsibilities of employee, in which employee is responsible for the tasks in the factory as well as for the tasks not included in the job description.
6.   There was still a gap between superiors and subordinates. Suggestions and ideas from the employees had not been delivered properly.

Theoretical implications

This study can be considered as the improvement of Abraham Maslow's Theory of Motivation on Hierarchy of Needs, particularly in the implementation of employee commitment associated with employee performance. The efforts to build commitment are an attempt to establish a long term relationship. Individuals who are committed to organization are likely to survive in higher organization than individuals who are not committed. Committed individuals tend to show high engagement embodied in attitudes and behavior.

employee commitment is the relative strength of one's involvement in an organization, indicated by a strong belief in the goals and values of the organization, willingness to make certain efforts for the organization as well as a strong desire to continue to be organization's member, expecting that employees contribute to assist the organization in achieving the goals or in making a success The results of the study showed that such commitment was not shown by the Maspion's employees. Instead, the employees showed a decline in commitment. This happens because the company has not considered employees business partners and part of the big family of Maspion. The findings in this study have theoretical implications that Abraham Maslow's Theory of Motivation on the Hierarchy of Needs **is not in line with the results of this study.** The perspective or paradigm of the importance of remuneration or the material world to improve

performance, based on the results of this study, was **"not proven or no longer significant or other factors may affect the linearity"** between material/physical needs and non-material ones. The results of this study are not in line with the results of the research conducted by Desai, Majumdar & Prabhu (2010) which found that the level of employee commitment will increase if company has concern for employees, respects them, gives freedom to them, maintains a good communication with them, has empathy for them, appreciates their efforts in achieving the company's goals as well as gives the employees the freedom to participate in the process of decision-making. The results of this study are also not in line with Paradise (2008) who states that employee commitment is the result of supporting employment conditions such as organization's reputation as a good company, the availability of resources required to produce high quality performance as well as the delivery of a clear vision by the top management regarding the success achieved in the long term.The results of this study also do not support the results of research conducted by Llorens, Bakker, Schaufeli & Salanova (2006) which found that engagement is a significant predictor of organizational commitment. Therefore, the novelties of this study are:

1. **The researcher did not completely support Maslow's Hierarchy of Needs** that should be implemented well at all levels of the hierarchy of needs starting from physiological needs, needs for safety, social needs, needs for reward to the needs for self-actualization.

2. Maspion Group had not been able to completely implement Maslow's Hierarchy of Needs because the company had not considered their employees part of the big family of Maspion Group and the company had not regarded the employees as assets that contributed to the success in achieving the goals of the organization, resulting in the decline in employee commitment with the following supporting factors:

a.   Unilateral policies and decision made by the company
b.   Obscure policies and rules that enforced but were violated in the process, such as the policies regarding reward, pension plan, and career path;
c.   The lack of the freedom to express ideas;
d.   The decrease in reward for improved performance

3.   In other words, the perspective or paradigm on the importance of remuneration or material world to improve performance in this study is **"not proven or no longer significant or other factors may affect the linearity"** between physical/material needs and non-material ones.

CONCLUSION

Based on the data analysis of the interviews in the study, the results of the study are:
1.   Since the last 5 years, Maspion had a good concern on or commitment to its employees by improving employee welfare through policy on remuneration, good payroll system, and improved facilities, so that employee engagement to the company could increase significantly.
2.   The employees initially welcomed and thanked the company for the facilities they received. However, due to inconsistency in the process, the employee engagement declined.
3.   The decline in the commitment was because the management of the company was a family management, in which decision was always made by the head of the family. Therefore,

every decision applicable in the company was made by the head office without considering suggestions from the employees and involving the employees as part of the big family of Maspion, often resulting in policies which were unilateral, non-transparent, and inconsistent. The company was psychologically concerned if outsiders went deep into their family.

4.   The decline in employee commitment was due to the decrease in the facilities provided by the company and inconsistent policies implemented by the company, resulting in; (a) boredom; (b) laziness; (c) lack of satisfaction; (d) unclear career path; (e) post-retirement obscurity; (f) lack of the freedom of expression; (g) decrease in reward for improved performance. This study found that the human needs tended to increase, as stated by Maslow.

5.   This study found that results of company engagement to the employees in order to make them passionate and have excellent performance by implementing policy on remuneration was not always linear with the expectation of the company. This study found that in Maspion, although the policy on remuneration had been implemented and the material needs of the employees had been fulfilled met, the employee commitment declined.

6.   The decline took place when the facilities were improved and dissatisfaction as individuals emerged, referred to Maslow's social esteem. The employees found who they really were after the policy on remuneration had been implemented.

7.   Thus, in other words, the increase in remuneration which was expected to be linear with performance instead resulted in the decline in employee commitment due to the lack of accommodated social esteem in the employees. Moreover, the management system was family management system.

8.   Hypothetically, this study found negative correlation between increased remuneration, which was intended to increase commitment and performance. The decline in employee commitment was a logical consequence of centering the decision makers in the family, which in many ways the company accentuated family arrogance and less accommodated employees' aspirations and access.

Recommendation
Based on the findings, recommendations proposed by the researcher for the benefits of Maspion management, science, and further researches are as follows:

For the Company
It is recommended that the management of the company improves the management quality, making it more professional in setting rules and implementing them consistently, be more transparent in terms of remuneration and career path, and reorganizes the job descriptions of each section, so that the roles and responsibilities of each employee are clear.

It is recommended that the management creates a conducive working atmosphere, enables effective and efficient two-way communication, makes employees part of the assets of the big family of Maspion Group, and considers aspirations from the subordinates in order to eliminate gap between superiors and subordinates.

For Research development
The findings of this study can be input and consideration to develop further researches so that the development of science, especially the science of Human Resources Development, regarding the concept of employee commitment improved over the time.
It is recommended that future researchers include other factors that may affect employee commitment, viewed from the perspective of Maslow's Hierarchy of Needs as well as other theoretical perspectives.

Research Limitations
It is realized that the results of this study have not been able to completely address the problems of the decline in employee commitment to the company despite the remuneration in the perspective of Maslow's Hierarchy of Needs, but it is expected that the results of this study are used as a reference for other researchers and contribute to the development of further studies. Limitations of this study include the following:
1.   The study was conducted only to the employees of Maspion at staff level. Therefore, further researches can be directed at employees who have not been included in this study.
2.   With the limited time of the study, this study has not classified the respondents based on workplace. Therefore, the model of this study needs to be applied by classifying employees based on workplace, for workplace is generally proportional to the employee engagement.

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