

ANALYSIS OF MOTIVATION, COMMITMENT AND ORGANIZATIONAL CULTURE ON EMPLOYEE ACHIEVEMENT

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Keywords:

Motivation, Commitment and Organizational Culture and Work Performance

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Abstract:

Research with the title "analysis of motivation, organizational commitment and organizational culture on employee work performance at PT Jaya Teknik Indonesia Medan" The research method used was a quantitative model, using a questionnaire as a data collection tool which was distributed to 60 employees of PT Jaya Teknik Indonesia Medan. Data analysis in this research used multiple linear regression analysis assisted by the SPSS 16 for Windows computer program. The results of this research both partially and simultaneously motivate, organizational commitment and organizational culture have a positive and significant effect on employee work performance. Based on the adjusted R square of 44.8%, this means that 58.1% of the variation in work performance can be explained by the independent variables, loyalty and work environment, while the remainder (100% - 44.8% = 58.1%) can be explained by other independent variables that were not included in this study.

INTRODUCTION

Globalization that occurs in various fields, including business, presents many challenges that companies need to pay attention to and answer. Many significant changes have occurred, such as increasingly sophisticated technology, increasingly fierce competition, increasingly critical customers and other factors that have caused companies to have to revise previously implemented strategies.

These changes can be used as a strength or can also be a threat to the company. Therefore, companies should not just be passive and remain silent about the changes that occur but be able to play an active role by following up and responding to these changes to continue to create sustainable company success in the long term.

Human resource factors greatly determine the direction of a company's success. Human resources are the main resource in carrying out company activities. With the increasingly complex and dynamic world of work today, human resources are needed who are truly able to adapt and complete tasks related to their work. Support from company management to motivate and convince employees is very necessary. For this reason,

companies that demand alertness and readiness of their employees in facing challenges related to changes that are increasingly occurring must think about important aspects that can encourage and improve the performance of their employees.

Work performance is the work result that an employee has achieved from his work behavior in carrying out work activities (Sutrisno, 2016). Meanwhile, according to (Mangkunegara, 2016) defines work performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Based on observations and various interviews conducted by the author, there is a phenomenon of decreasing work performance of PT Jaya Teknik Indonesia Medan employees. This is indicated by the number of employees who complete the assigned tasks later than the date the task should have been completed. Many employees also use their working time with various activities that are not related to work, even though they have tasks that must be completed immediately. This means that the tasks given are not completed on time so that the quantity of work decreases. Even though employees have adequate knowledge about their work, the quantity and quality of their work results are far from what the company expects. Where quite a lot of the results of their work are not in accordance with the wishes of their superiors and have to undergo various revisions. Delays in completing each work often occur. Initiative and creativity at work are less developed due to employees' lack of concern for their work.

Motivational factors are directly related to employee work performance in the company. Employees who have high motivation to succeed really like challenges, dare to take risks, have the ability to be responsible, like to work hard. According to (Mangkunegara, 2017) states that motivation is "a condition or energy that moves employees who are directed or aimed at achieving the company's organizational goals. It is the employee's pro and positive mental attitude towards the work situation that strengthens their work motivation to achieve maximum performance. This motivation will create a need for fulfillment in employees, which will differentiate them from others, because they always want to do things better. Based on experience and predictions of favorable outcomes, and if past performance is considered good, employees are more likely to engage in achievement behavior.

Organizational commitment is an important factor for companies. Companies need employees who are committed to their organization. Employees who have a high level of

commitment tend to be loyal to the organization or company. This is of course very profitable for the company, because employees are the most important human resource that the company must maintain. Conversely, if employees have low commitment then their loyalty to the company will be low. According to (Luthans, 2015) explains that organizational commitment can be defined as: a strong desire to remain as a member of a particular organization, the desire to strive hard in accordance with the wishes of the organization, and certain beliefs, and acceptance of the organization's values and goals. Meanwhile, according to (Griffin, 2015), states that organizational commitment is an attitude that reflects the extent to which an individual knows and is attached to his organization.

Apart from motivation and organizational commitment, the factor that supports employee work performance in a company is organizational culture. Creativity is the greatest human capital asset that relies on expertise and engagement. In order to function well, the company has made great efforts, including by implementing and instilling organizational cultural values to all employees with the hope that the organizational culture will be well received and can support motivating employees. According to (Hasibuan, 2017) The organizational culture in each company is different, organizational culture can influence the behavior of members of the company or organization. So leaders can influence their subordinates through organizational culture. Meanwhile, according to (Sutrisno, 2016) Organizational culture is a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by members of an organization as a guide for behavior and solving organizational problems.

PT. Jaya Teknik Indonesia Medan continues to improve service quality by increasing employee work performance in terms of motivation, commitment and organizational culture so that members feel satisfied.

RESEARCH METHODS

Research Approach

The type of research used in this research is quantitative/associative research. The definition of associative according to (Sugiyono, 2016) namely a research problem formulation that asks about the relationship between two or more variables. Associative research or causal research (cause and effect relationship) is research that wants to see

whether a variable that acts as an independent variable has an effect on another variable, namely the dependent variable (Pakpahan & Manullang, 2014).

Population and Sample

According to (Nawawi, 2015) states that population is the totality of all possible values, both the results of counting and quantitative or qualitative measurements, rather than certain characteristics regarding a complete and clear set of objects. The population in this study were all employees of PT Jaya Teknik Indonesia totaling 60 respondents.

According to (Sugiyono, 2016), samples are population elements selected on the basis of their representative ability. As a guideline, if the subject or population is less than 100, it is better to take the entire population as a sample, so that the total number of respondents in this study is 60.

Data analysis technique

Classic Assumption Test

a. Normality Test

This test aims to test whether in the regression model the data is normally distributed or not, a good regression model if the data distribution follows a normal or close to normal distribution, the method is to look at the normal probability plot which compares the cumulative distribution of the actual data with the cumulative distribution of the normal distribution and usually symmetrical in shape. To test whether the research sample is a normal distribution type, the Kolmogorov-Smirnov Goodness of Fit Test is used for each variable.

b. Multicollinearity Test

This test aims to determine whether there are independent variables that are similar to other independent variables in a regression model, or to determine whether there is a correlation between independent variables. The multicollinearity test is carried out by comparing the tolerance value and variance inflation factor (VIF) value with the required value. The required value for the tolerance value is greater than 0.01 and for the VIF value less than 10.

c. Heteroscedasticity Test

This is used to see whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variances

are different, it is called heteroscedasticity. A good regression model is a regression model that has an equation of the residual variance of one observation period with another observation period, or there is a relationship between the predicted value and the Studentized Delete Residual value so that it can be said that the model is homoscedastic (Rusiadi et al., 2016).

Multiple Linear Regression

Based on research conducted by the author, to test the research hypothesis using multiple linear regression analysis, namely looking at Motivation, Commitment and Organizational Culture on Work Performance, the mathematical equation for multiple linear regression analysis is written in the equation model, as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where :

Y = Work Performance (Dependent Variable)

α = Constant

β = Multiple Regression Coefficient (Multiple Regression)

X1 = Motivation (Independent Variable)

X2 = Commitment (Independent Variable)

X3 = Organizational Culture (Independent Variable)

ϵ = Error term

Fit Test (Goodness of Fit Test)

This test is a regression equation used in the calculation process which is not always good for estimating the dependent variable against the independent variable. The hypothesis that will be proposed will be tested for significance. Testing will be carried out using statistical tests, as follows:

a. t Test (Partial)

The t test was carried out to determine the effect of each independent variable partially on the dependent variable. The t test is carried out by comparing t_{count} against t_{table} with the following conditions (Ghozali, 2016):

Accept H0 (Reject Ha) if $t_{count} < t_{table}$, or $Sig\ t > 0.05$

Accept Ha (Reject H0) if $t_{count} > t_{table}$, or $Sig\ t < 0.05$

b. F Test (Simultaneous)

This test is carried out to find out whether all independent variables can simultaneously influence the dependent variable. The method used is to compare the value of F_{count} with F_{table} with the following conditions:

Accept H_0 (Reject H_a) if $F_{count} < F_{table}$, or $Sig F > 0.05$

Accept H_a (Reject H_0) if $F_{count} > F_{table}$, or $Sig F < 0.05$

c. Coefficient of Determination Test (R^2)

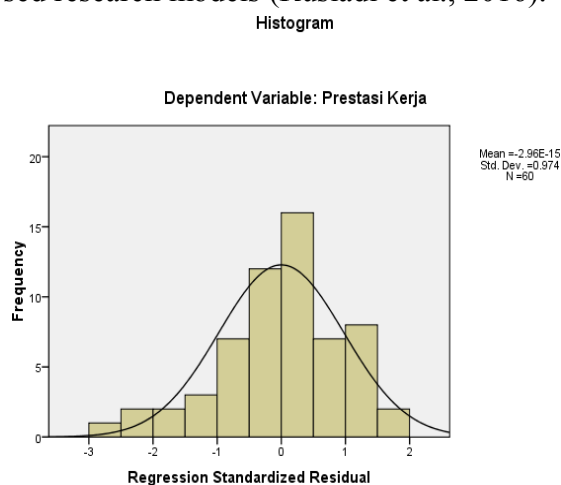
The Coefficient of Determination (R^2) is used to measure how far the model is able to explain variations in the dependent variable. The Adjusted Squared value (R^2) is the coefficient of determination, namely the coefficient that explains how large a proportion of the variation in the dependent can be explained by the independent variables together. The R^2 value of the coefficient of determination ranges from 0-1. The R^2 value is equal to zero ($R^2 = 0$) indicating that there is no influence between the independent variables on the dependent variable. If R^2 is larger, closer to 1, it shows the stronger the influence of the independent variable on the variable and if R^2 is smaller, it approaches 0, it shows the smaller the influence of the independent variable on the dependent variable.

RESULTS AND DISCUSSION

Classical Assumption Testing

1. Data Normality Test

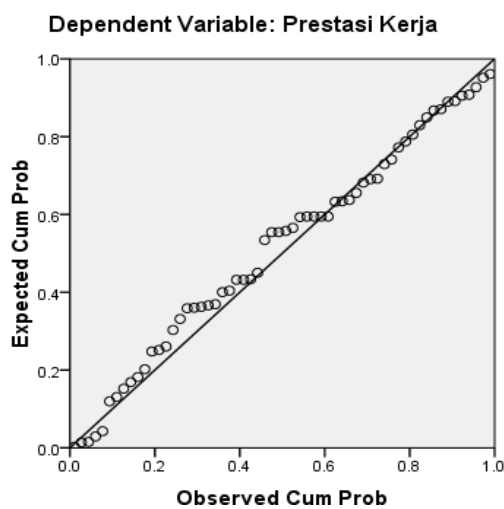
The data normality test is carried out before the data is processed based on the proposed research models (Rusiadi et al., 2016).



Picture 1. Normality Test Histogram
Source: SPSS Processing Results Version 16.0, 2023

If the bar graph is shaped like a bell with convexity in the middle, then the data used has residuals that are normally distributed.

Normal P-P Plot of Regression Standardized Residual



Picture 2. PP Plot Normality Test
Source: SPSS Processing Results Version 16.0, 2023

In the figure above it can be seen that the dots are spread around the diagonal line and follow the direction of the diagonal line, this indicates that the data is normally distributed. Based on these two images, it can be concluded that after carrying out a normality test that the data used in this research is normally distributed.

Table 1. One Sample Kolmogorov Smirnov Normality Test

		Unstandardized Residuals
N		60
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.39136458
Most Extreme Differences	Absolute	.089
	Positive	.045
	Negative	-.089
Kolmogorov-Smirnov Z		.691
Asymp. Sig. (2-tailed)		.727

a. Test distribution is Normal.
Source: SPSS Processing Results Version 16.0, 2023

In Table 1, the probability value or Asympt is known. Sig. (2-tailed) is $0.727 > \alpha$ (0.05), so the residual variable is normally distributed.

2. Multicollinearity Test

The Multicollinearity test is carried out by comparing the tolerance value and Variance Inflation Factor (VIF) value with the required value. The required value for the tolerance value is greater than 0.1 and for the VIF value less than 10.

Table 2. Multicollinearity Test

Model		Coefficients ^a			
		Unstandardized Coefficients		Collinearity Statistics	
		B	Std. Error	Tolerance	VIF
1	(Constant)	1,947	5.112		
	Motivation	,451	,184	,633	1,579
	Commitment	,524	,157	,632	1,582
	Organizational culture	,252	,130	,641	1,163

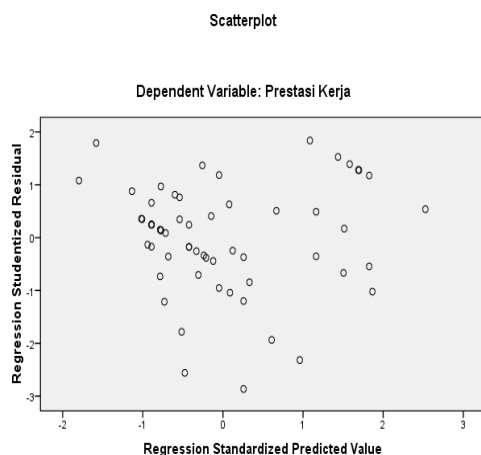
a. Dependent Variable: Job Performance

Source: SPSS Processing Results Version 16.0, 2023

Based on Table 2, it can be seen that the tolerance value of the Motivation, Commitment and Organizational Culture variables is >0.1 and the VIF value is <10 . This shows that there is no multicollinearity problem between the independent variables in the regression model.

3. Heteroscedasticity Test

The heteroscedasticity test is used to see whether the variance is unequal from the residuals of one observation to another (Rusiadi et al., 2016).



Picture 3. Heteroscedasticity Test Scatterplot

Source: SPSS Processing Results Version 16.0, 2023

From the Scatterplot graph above, it can be seen that the dots are spread out and do not form a pattern. This shows that there are no symptoms of heteroscedasticity.

Multiple Linear Regression

Based on research conducted by the author, to test the research hypothesis using multiple linear regression analysis, namely looking at Motivation, Commitment and Organizational Culture as well as 1 (one) dependent variable, namely Work Performance. The mathematical equation for multiple linear regression analysis is written in the equation model, as follows:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

Table 3. Multiple Linear Regression

Model		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	1,947	5.112	
	Motivation	,451	,184	,306
	Commitment	,524	,157	,416
	Organizational culture	,252	,130	,199

a. Dependent Variable: Job Performance

Source: SPSS Processing Results Version 16.0, 2023

Based on Table 3, the results of the multiple linear regression equation are obtained as follows:

$$Y = 1.947 + 0.451X_1 + 0.524X_2 + 0.252X_3$$

Based on this equation it can be interpreted as follows:

1. Constant value (β_0) of 1.947 indicates that the Motivation variable, Commitment variable and Organizational Culture variable are considered constant at the level of the Job Performance variable. If the value of the independent variable is 0 or constant, Work Performance has a value of 1.947 units.
2. The regression coefficient value of Motivation (β_1) = 0.451 > 0, this shows that the motivation variable has a positive and significant effect on work performance, meaning that the higher the motivation, the more work performance will increase, and vice versa.

3. The regression coefficient value of Commitment (β_2) = 0.542>0, this shows that the Commitment variable has a positive and significant effect on Job Performance, meaning that the higher the Commitment, the Job Performance will increase, and vice versa.
4. The regression coefficient value of Organizational Culture (β_3) = 0.252>0, this shows that the Organizational Culture variable has a positive and significant effect on Job Performance, meaning that the higher the Organizational Culture, the Job Performance will increase, and vice versa.

Fit Test (Goodness of Fit Test)

1. Partial Test (t Test)

The t test was carried out to determine the effect of each independent variable partially on the dependent variable. The t test is carried out by comparing tcount against ttable with the following conditions(Ghozali, 2016):

Accept H0 (reject Hi), if $t_{count} < t_{table}$ or $Sig\ t > 5\%$.

Reject H0 (accept Hi), if $t_{count} > t_{table}$ or $Sig\ t < 5\%$.

Table4. Partial Test

		Coefficients^a			
		Unstandardized Coefficients		t	Sig.
Model		B	Std. Error		
1	(Constant)	1,947	5.112	,381	,705
	Motivation	,451	,184	2,456	.017
	Commitment	,524	,157	3,334	,002
	Organizational culture	,252	,130	2,940	,037

a. Dependent Variable: Job Performance

Source: SPSS Processing Results Version 16.0, 2023

Based on Table 4, the t_{count} and significance equation for the variables can be explained as follows:

- a. The influence of motivation on work performance can be seen that tcalculated 2.456> t_{table} 1.670 and significant 0.017<0.05, then Ha is accepted and Ho is rejected which states that Motivation has a positive and significant effect on Job Performance. Providing motivation is very important for employees, because the size of a motivation is a measure of employee work performance,

so if the system provided by the company is fair enough for employees, it will encourage employees to do their work better and be more responsible.

- b. The effect of Commitment on work performance is seen that $t_{count} 3.334 > t_{table} 1.670$ and is significant $0.002 < 0.05$, then H_a is accepted and H_o is rejected which states that Commitment has a positive and significant effect on Work Performance, that in general many employees have low commitment to their goals. goals set by the organization and lack of compliance with leadership policies, so that work performance decreases and they do not have the desire to work longer at the company. Meanwhile, the visible result of high organizational commitment from employees towards the company is increasing high work enthusiasm which indirectly stimulates work performance, level of work performance and a strong desire to remain a member and work for the company.
- c. The influence of organizational culture on work performance can be seen that $t_{count} 2,940 > t_{table} 1.670$ and significant $0.037 < 0.05$, then H_a is accepted and H_o is rejected which states that Organizational Culture has a positive and significant effect on Job Performance. All forms of organizational culture or regulations provided by the company can be improved so that employees feel their needs are met so that company goals and employee goals can be achieved in a balanced manner and employees can further improve their work performance.

2. Simultaneous Test (F Test)

According to (Sugiyono, 2018) Simultaneous testing will test the influence of independent variables together on the dependent variable. The statistical test used in simultaneous testing is the F Test or what is usually called Analysis of Variant (ANOVA). This test can be formulated as significant multiple correlation as follows:

Table 5. Simultaneous Test

ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	273,934	3	91.311	15,155	,000a
	Residual	337,399	56	6,025		
	Total	611,333	59			

a. Predictors: (Constant), Organizational Culture, Motivation, Commitment

b. Dependent Variable: Job Performance

Source: SPSS Processing Results Version 16.0, 2023

It can be seen from the results of the simultaneous test in Table 5, that the coefficient value obtained at $F_{count} = 15.155$ while F_{table} is $= 2.76$ which can be seen at $\alpha = 0.05$. The probability of significance is much smaller than 0.05, namely $0.000 < 0.05$, so in the regression model it can be said that in this study Motivation, Commitment and Organizational Culture have a positive and significant effect on Job Performance. Thus, it can be concluded that Motivation, Commitment and Organizational Culture simultaneously have a positive effect on Work Performance.

3. Coefficient of Determination

The coefficient of determination is used to find out how big the relationship between several variables is in a clearer sense. The coefficient of determination will explain how much change or variation in a variable can be explained by changes or variations in other variables (Rusiadi et al., 2016).

Table 6. Coefficient of Determination

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669a	.448	.419	2.45458

a. Predictors: (Constant), Organizational Culture, Motivation, Commitment

b. Dependent Variable: Job Performance

Source: SPSS Processing Results Version 16.0, 2023

Based on Table 6, it can be seen that the Adjusted R Square figure is 0.419 which can be called the coefficient of determination, which in this case means that 41.9% of Work Performance can be obtained and explained by Motivation, Commitment and Organizational Culture, while $100\% - 41.9\% = 58.1\%$ is explained by other factors or variables not examined in this study.

CONCLUSION

1. To leaders so that employees have the opportunity to develop skills and abilities through increased incentives and career development schemes that are fair and transparent. Employees who have a low need for achievement may choose easy tasks, to minimize the risk of failure, or tasks with high difficulty, so that failing will not be embarrassing.
2. To increase commitment, companies must foster a sense of identification, involvement and loyalty among employees towards the organization. This is realized by including employee needs and desires in organizational goals, encouraging employee participation in various decision-making opportunities, and ensuring employees feel security and satisfaction in the organization where employees join to work. If the things above are done, employees will feel that they are accepted as an integral part of the organization and an atmosphere of mutual support will be created between employees and the organization.
3. The leadership of PT Jaya Teknik Indonesia Medan must maintain and continue to improve employees so that they are able to work according to company standards and it is further recommended that PT Jaya Teknik Indonesia Medan pay more attention to employees who do not work according to the time standards set by the company with a solution that must be implemented by the organization, namely PT Jaya Teknik Indonesia Medan pays attention to employee cooperation, because helping the team in their work will not reduce the employee's skills, so this kind of work attitude gives employees satisfaction and pride.
4. Companies should pay more attention to the background and education according to employee abilities before accepting a particular position so that it has an impact on the smoothness of the company's work cycle. This is related to employee motivation with their abilities and commitment to the company.

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