

EFFECT OF COMMITMENT ORGANIZATION, ORGANIZATIONAL CULTURE, AND MOTIVATION TO PERFORMANCE OF EMPLOYEES

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Abstract: This study aims to determine the influence of organizational commitment, organizational culture, and motivation on employee performance of employees at PT. INTI. The research question in this study is how the influence of organizational commitment, organizational culture, and motivation to employees performance at PT. INTI. This study uses a quantitative approach. This research data source of primary data. Primary data were obtained using a questionnaire addressed to employees of PT. INTI. Respondents of this study are employees of PT. INTI whose number is 78 people. The conclusion of this study that variable organizational commitment, organizational culture, and motivation positive and significant impact on the performance of employees of PT. INTI.

Keywords: organizational commitment, organizational culture, motivation, performance

Advances in technology and the impact of globalization has an impact on high demand for the quality of human resources. Applicable free trade among ASEAN countries (MEA) also affects to the increased the labor competition. This is because there are no more restrictions and more easily foreign labor to work in Indonesia. For that, every individual should improve the quality and knowledge in the face of labor competition. Technological advances and globalization also affect the organization of the company. Each company must be competitive in order to compete with other companies. Key to the success of an

organization lies in the company's human resources. Ahmad (2011), explains that the Human Resources (HR) is the main factor in an organization. Whatever its form and purpose, the organization made based on various visions for the benefit of human beings and in the execution of its mission is also managed and administered by humans. Therefore, man is a strategic factor in all activities of the institution/organization.

Human resources issues often faced by the company is employee performance. There are many factors that affect employee performance. Haryanti (2013) in his research states that the factors affecting employee performance are the motivation, organizational culture, leadership, performance, and job satisfaction. Fauzan and Sumiyati (2014) describes the results of a study of hypothesis testing showed that the commitment of the organization has the effect 61.3% on employee performance, the remaining 38.7% is influenced by other factors not examined as the work environment, leadership, communication, job satisfaction etc. In this study, the authors focused



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on the effect of variable organizational commitment, organizational culture, and motivation on employee performance. Reasons for the selection of these variables is the research gap (the difference between the results of research) from several previous studies.

The results were not consistent with research Handayani (2008), which found that organizational commitment negatively affects employee performance. Differences in the above results, the authors use variables of organizational commitment in this study. Differences in the results for the variable of organizational culture contained in research results of Haryanti (2013) and Trilaksono (2013). Haryanti (2013) in his research stated that organizational culture has no significant effect on employee performance. The results of this study are not consistent with the results of research Trilaksono (2013) who found that organizational culture influence on employee performance. Differences in the above results, the authors use the organizational culture variables in this study. According to Luthan (1995) in Trilaksono (2013), motivation is the process as the first step for someone to take action due to lack of physical and psychic, or in other words, is an encouragement shown to meet certain goals. Differences in the results for the variable motivation contained in research of Rahmawati (2013) and Trilaksono (2013). Trilaksono (2013) found that motivational influence on employee performance. The results of this study are not consistent with the results research Rahmawati (2013) who found that motivation does not affect the performance of employees. Differences in the above results, the authors use a motivational variable in this study.

The purpose of this study was to determine the influence of organizational commitment, organizational culture, and motivation to employee performance at PT. INTI. Based on the above, the researcher is interested in studying the influence of organizational commitment, organizational culture, and motivation on employee performance by taking PT. INTI as research objects.

THEORY AND HYPOTHESES

Employee performance

According to human resource management performance is the result that has been achieved than has been done, done by someone in carrying out the work or task (Trilaksono, 2013). According to Rahmawati (2013), the performance is the result of work that has been achieved by a person, carried on their duties and responsibilities in accordance with the respective expertise to jointly promote the company and does not violate the provisions of law and ethics in the execution.

Organizational Commitment

John Wiley & Sons, Inc. (2010) in Fauzan and Sumiyati (2014) revealed that individuals with high organizational commitment will be proud to be a member of the organization and will work with high performance for their organization. Meanwhile, according to Darmawati, et al. (2010), organizational commitment is a state of a person who sided with the employees of certain organizations as well as the objectives and the desire to keep the membership in the organization.

Organizational Culture

Stoner (1995) in Trilaksono (2013) explains that organizational culture is a cognitive framework that includes the attitudes, values, norms of behavior and expectations were donated by members of the organization. Mathis and Jackson (2004) in Haryanti (2013) explains that organizational culture is the pattern of value and shared belief which gives meaning and rules of conduct in the organization's members.

Motivation

Rahmawati (2013) explain the meaning of the motivation comes from the Latin "movere" which means moving (to move). In essence, human behavior is motivated by the desire to get something that is the

purpose of the activity. Motivation has a meaning as the need, the desire, the urge, the impulse of oneself. Luthan (1995) in Trilaksono (2013), Motivation is the process as the first step for someone to take action due to lack of physical and psychic, or in other words, is an encouragement shown to meet certain goals.

Hypothesis

The hypothesis of this research are as follows:

- H1 : Organizational commitment affect the employee performance of PT INTI
- H2 : Organizational culture influence on the employee performance of PT INTI
- H3 : Motivation affects the employee performance of PT. INTI

RESEARCH METHODS

This study uses a research design with a quantitative approach. According to Azwar (2004) outlines that research with a quantitative approach emphasizes the analysis on numerical data (numbers) are processed with statistical method. This research data source of primary data. Primary data were obtained using a questionnaire addressed to employees of PT. INTI. The respondents of this study were employees of PT INTI totaling 78 people. According to Arikunto (1991) in Darmawati, et al. (2010), when the subject of research amounted to less than 100, better taken all that it represents a population study.

Validity test used to measure the validity of a questionnaire. A questionnaire considered valid if the questions in the questionnaire were able to reveal something that will be measured by the questionnaire (Ghozali, 2011). Reliability is a tool to measure a questionnaire which is an indicator of variables or constructs. A questionnaire said to be reliable if someone answers the statement is consistent or stable over time, (Ghozali, 2011). Analysis of the data used in this research is multiple linear analysis. Before the multiple linear analysis will be performed classic assumption test including normality test, heteroscedasticity, and multicollinearity test. The equations used in this study are as follows.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Description:

- Y = Employee Performance
- a = Constant
- b1 = Regression Coefficient X₁
- b2 = Regression Coefficient X₂
- b3 = Regression Coefficient X₃
- X1 = Organizational Commitment
- X2 = Organizational culture
- X3 = Motivation

RESULTS

Validity and Reliability Test

This study was conducted on 78 respondents to test hypotheses of this study. Before data collection, the questionnaire was tested with 35 respondents. A test instrument that made that test reliability and validity test. Validity test results for the variables described in Table 1 below.

Test the validity in Table 1, give results that six item questionnaires to measure employee performance variables, eight questions to measure organizational commitment variable has a value of Rcount > 0.374 so it can be declared invalid. As for the variables of an organizational culture of seven, the questions contained one question that has a value of Rcount < 0.374 so it can be declared invalid and 6 the questions that otherwise valid because it has the Rcount > 0.374. For variable motivation of eight the questions are two of the questions invalid because of the value of Rcount < 0.374 so that only the remaining six questions for motivation variable declared invalid. Summary of reliability test results was distributed to 30 respondents are shown in Table 2.

According to the table 2 can be seen that the value of Cronbach alpha amounting to 0.796 performance variable, variable organizational commitment amounting to 0.812, the organizational culture variables of 0.787 and motivational variables amounting to 0.847. Cronbach alpha value of the four variables > 0.70, so it can be said that the instrument in this study is reliable and suitable for use in the collection of research data.

Classic Assumption Test

The classical assumption made in this study include the tests of normality, heterokedastisitas test,

Table 1. The Results of Instruments Validity Test

| No. Questionnaire | Variable | Rcount | requirement | Description |
|-------------------|----------------|--------------|-------------|----------------|
| 1 | | 0,524 | > 0,374 | Valid |
| 2 | | 0,418 | > 0,374 | Valid |
| 3 | Employee | 0,457 | > 0,374 | Valid |
| 4 | Performance | 0,787 | > 0,374 | Valid |
| 5 | | 0,516 | > 0,374 | Valid |
| 6 | | 0,619 | > 0,374 | Valid |
| 7 | | 0,711 | > 0,374 | Valid |
| 8 | | 0,627 | > 0,374 | Valid |
| 9 | | 0,561 | > 0,374 | Valid |
| 10 | Organizational | 0,671 | > 0,374 | Valid |
| 11 | Commitment | 0,458 | > 0,374 | Valid |
| 12 | | 0,654 | > 0,374 | Valid |
| 13 | | 0,441 | > 0,374 | Valid |
| 14 | | 0,402 | > 0,374 | Valid |
| 15 | | 0,762 | > 0,374 | Valid |
| 16 | | 0,538 | > 0,374 | Valid |
| 17 | Organizational | 0,487 | > 0,374 | Valid |
| 18 | Culture | 0,286 | < 0,374 | Invalid |
| 19 | | 0,491 | > 0,374 | Valid |
| 20 | | 0,725 | > 0,374 | Valid |
| 21 | | 0,662 | > 0,374 | Valid |
| 22 | | 0,315 | < 0,374 | Invalid |
| 23 | | 0,643 | > 0,374 | Valid |
| 24 | | 0,518 | > 0,374 | Valid |
| 25 | | 0,461 | > 0,374 | Valid |
| 26 | Motivation | 0,215 | < 0,374 | Invalid |
| 27 | | 0,561 | > 0,374 | Valid |
| 28 | | 0,726 | > 0,374 | Valid |
| 29 | | 0,615 | > 0,374 | Valid |

Sources: Primary data are processed, 2016

Table 2. The Results of Reliability Test

| No. | variable | Cronbach Alpha | Cronbach Alpha Required | Criteria |
|-----|------------------------|----------------|-------------------------|----------|
| 1. | Employee performance | 0.796 | 0.70 | Reliable |
| 2. | Employee commitment | 0.812 | 0.70 | Reliable |
| 3. | Organizational culture | 0.787 | 0.70 | Reliable |
| 4. | Motivation | 0.847 | 0.70 | Reliable |

Sources: Primary data are processed, 2016

and multicollinearity test. Normality test results by Kolmogorov-Smirnov is shown in Table 3, below.

The result of normality test by Kolmogorov-Smirnov in Table 3 shows that the value of sig = 0812 = 81.2% > 5%, then the data is said to be normally distributed. Multicollinearity test results are shown in Table 4 below.

Multicollinearity test results in Table 4 show that each independent variable has a value of tolerance

≥ 0.1 and VIF ≤ 10. It can be concluded that there is no multicollinearity between independent variables in the regression model in this study. Heteroskedasticity test results are presented in Table 5.

Based on Table 5 it can be seen that all independent variables have a sig ≥ 0.05. So there is no independent variables are statistically significant Absut affect the dependent variable. This is evident from the sig on each independent variable entirely above

Table 3. The Results Normality Test with the Kolmogorov-Smirnov

| | | Unstandardized Residual |
|--------------------------------|----------------|-------------------------|
| N | | 78 |
| Normal Parameters ^a | Mean | .0000000 |
| | Std. Deviation | 5.32392266 |
| Most Extreme Differences | Absolute | .082 |
| | Positive | .082 |
| | Negative | -.067 |
| Kolmogorov-Smirnov Z | | .634 |
| Asymp. Sig. (2-tailed) | | .812 |

Sources: Primary data are processed, 2016
 Note: Test distribution is Normal.

Table 4 The Results of Multicollinearity Test

| Model | Coefficients ^a | | | | | Collinearity Statistics | |
|---------------|-----------------------------|------------|---------------------------|-------|-------|-------------------------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients | | Sig. | Tolerance | VIF |
| | B | Std. Error | Beta | t | | | |
| 1. (Constant) | 8.143 | 1.816 | | 4.485 | 0.003 | | |
| Commitment | 0.412 | 0.125 | 0.441 | 2.476 | 0.000 | 0.926 | 1.080 |
| Culture | 0.387 | 0.115 | 0.391 | 3.365 | 0.000 | 0.755 | 1.324 |
| Motivation | 0.721 | 0.205 | 0.493 | 5.084 | 0.000 | 0.778 | 1.285 |

Sources: Primary data are processed, 2016.
 Note: Dependent Variable: KK

Table 5. The results of Heteroskedasticity test Coefficients^a

| Model | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|--|--------|-------|
| | B | Std. Error | Beta | | | |
| 1 (Constant) | 1.423 | 0.363 | | | 3.917 | 0.000 |
| Commitment | -0.030 | 0.021 | -0.212 | | -1.414 | 0.163 |
| Culture | -0.065 | 0.426 | -0.023 | | -0.153 | 0.879 |
| Motivation | 0.001 | 0.004 | 0.057 | | 0.370 | 0.713 |

Sources: Primary data are processed, 2016.
 Note: Dependent Variable: AbsUt

0.05. So we can conclude that the regression model does not contain any heteroscedasticity.

Hypothesis Testing

The results of multiple linear analysis in this study are presented in Table 6.

Table 6. Results of Linear Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | |
|-------|-----------------------------|------------|---------------------------|-------|-------|-------|
| | B | Std. Error | Beta | | | |
| 1 | (Constant) | 8.143 | 1.816 | | 4.485 | 0.003 |
| | Commitment | 0.412 | 0.125 | 0.441 | 2.476 | 0.000 |
| | Culture | 0.387 | 0.115 | 0.391 | 3.365 | 0.000 |
| | Motivation | 0.721 | 0.205 | 0.493 | 5.084 | 0.000 |

Sources: Primary data is processed, 2016.

Note: Dependent Variable: KK

Based on table 6 it can be concluded that the variables of organizational commitment level of significance of 0.000, where $0.000 \leq 0.05$, it can be concluded that variable of organizational commitment significantly and positive effect on employee performance, variable organizational culture significance level of 0.000, where $0.000 \leq 0.05$, it can be concluded that the variable organizational culture positive and significant effect on the performance of employees, and the motivation variable significance level of 0.000, where $0.000 \leq 0.05$, it can be concluded that the motivation variable positive and significant effect on employee performance.

DISCUSSION

Influence of Organizational Commitment on Employee Performance

The variable commitment of the organization to have a significance level of 0.000, where $0.000 \leq 0.05$, it can be concluded that variable of organizational commitment and significant positive effect on employee performance. So that H1 is accepted. It can be interpreted that if the organization's commitment increases, the performance of employees of PT INTI will also increase. This is in line with research Fauzan and Sumiyati (2014) found that it is known that the commitment the organization has an influence 61.3% on employee performance. This means that organizational commitment and significant positive effect on employee performance. Factors affecting performance by Stephen P. Robbins and Timothy A. Judge (2013) in Fauzan and Sumiyati (2014), committed employees will have little chance for them to be involved in things that could hurt the company

because it has a high sense of loyalty. These results are not in line with the research Handayani (2008) which found that organizational commitment negatively affects employee performance.

Influence of Organizational Culture on Employee Performance

Organizational culture variable level of significance of 0.000, where $0.000 \leq 0.05$, it can be concluded that variable of organizational culture positive and significant effect on employee performance. So that H2 is accepted. It can be interpreted that if the organizational culture increases, the performance of employees of PT. INTI will also increase. Good organizational culture will provide a good working environment atmosphere anyway so will result in better employee performance. The results are consistent with research Haryanti (2013), which states that organizational culture has no significant effect on employee performance. However, these results do not concur with those of Trilaksono (2013), which found that organizational culture influence on employee performance.

Effect of Motivation on Employee Performance

Organizational culture variable level of significance of 0.000, where $0.000 \leq 0.05$, it can be concluded that variable of organizational culture positive and significant effect on employee performance. So H3 is accepted. It can be interpreted that if the employee motivation increases, the performance of employees of PT INTI will also increase. The results are consistent with research Trilaksono (2013), who found that the motivational effect on employee performance.

The results of this study are not consistent with the results of research by Rahmawati (2013), who found that motivation does not affect the performance of employees.

CONCLUSION AND SUGGESTION

Conclusion

The conclusion of this study is the variable of organizational commitment has a positive and significant impact on the performance of employees of PT INTI, variable organizational culture has a positive and significant impact on the performance of employees of PT INTI, and the motivation variable has a positive and significant impact on the performance of employees of PT INTI.

Suggestion

The advice given authors in this study is the organization should create a working environment with good organizational culture as it will be able to have an impact on employee performance. Employees must continually improve organizational commitment and motivation to work because it will affect the employee performance. Employee performance indirectly affects the achievement of corporate goals because employees are the driving force of an organization. Limitations of this study are the use of variables that only direct impact on performance, so as to further research could add other variables that mediate the relationship between organizational commitment, organizational culture, and motivation on employee performance.

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