

The Effect of Organizational Culture and Motivation to Employees Performance through Organizational Commitment: Case Study on Directorate Employees Export of Agricultural Products and Forestry Ministry of Trade

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Original Research Article

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Article History

Received: 20.01.2018

Accepted: 28.01.2018

Published: 20.02.2018

DOI:

10.36347/sjavs.2018.v05i02.005



Abstract: This study aims to analyze the influence of organizational culture and motivation on employee performance simultaneously, analyze the influence of organizational culture on the performance of employees partially, analyze the influence of motivation on employee performance partially, analyze the influence of organizational commitment to employee performance partially, performance through organizational commitment and analyze the influence of motivation on employee performance through organizational commitment variable. The research was conducted on the employees of the directorate of export of agricultural products and forestry of commerce ministry. The sampling technique used a saturated sample involving 72 employees. Data analysis using path analysis. The results showed that organizational culture and motivation affect the performance of employees simultaneously. Organizational culture, motivation and organizational commitment affect the performance of employees partially. Organizational commitment is not an intervening variable from the influence of organizational culture and motivation on employee performance.

Keywords: Organizational Culture, Motivation, Organizational Commitment, Employee Performance.

INTRODUCTION

Organizational culture is a value shared by the members of the organization that will be the spirit in developing the organization. Waridin and Masrukhin [1] stated that organizational culture is a system of values acquired and developed by the organization and the basic habits and philosophy of its founder, formed into a rule used as a guide in thinking and acting in achieving organizational goals.

In research Kusmono [2] states that organizational culture affects the performance of employees, especially employees in the production section. The unit of analysis is the production employee of the wood processing industry sub-sector in East Java. Other results also suggest that organizational commitment and organizational culture affect performance. The results of this study can be used by the next researcher as a research material in the field of science of organizational behavior or similar science.

Another factor that affects employee performance is the motivation of employees in work. According to Uno [3], motivation can be interpreted as an internal and external impulse in a person indicated by the existence; desires and interests; encouragement and need; hopes and aspirations; appreciation and respect. According to Weiner [4] cited Elliot *et al.*, [5], motivation is defined as an internal condition that

awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities. Motivation is the impact of one's interaction with the situation it faces [6].

Abrivianto research [7] stated that the motivation affects the performance of employees who work in a company. This research was conducted at PT. Arthawena Sakti Gemilang Malang. The study population is 130 employees. Sampling technique using proportional random sampling so that the population of 130 employees sampled as many as 57 employees.

Another factor that affects employee performance is organizational commitment. In research Tobing [8] stated that organizational commitment affect the performance of employees who work in a company. This research was conducted at PT. Perkebunan Nusantara III in North Sumatra.

LITERATURE REVIEW

Employee Performance

Understanding performance according to Siswanto [9] states that the performance is the work of quality and quantity achieved by a person in carrying out tasks and jobs given to him. Rivai [10] said that performance is a real behavior that is displayed every person as a work performance generated by employees in accordance with its role in the company. Result of work or activity of an employee in quality and quantity in an organization to achieve goal in carrying out task and work given to him.

Employee Performance Measurement

Measuring employee performance according to Dharma [11] said the way performance measurement needs to consider the following matters:

- a) Quantity, ie the amount to be completed or achieved.
- b) Quality, the quality that must be produced (whether or not). The qualitative measurements of the output reflect the measurement or the level of satisfaction that is how well the settlement is
- c) Timeliness, which is in accordance with the planned time.
- d) Meanwhile, according to Mathis [12] which became an indicator in measuring employee performance is as follows:
- e) Quantity of work, ie the volume of work produced under normal conditions.
- f) Quality of work, which can be neatness accuracy and relevance of the results by not ignoring the volume of work.
- g) Utilization of time, ie the use of working periods adjusted to the discretion of the company or government agency.
- h) Cooperation, namely the ability to handle relationships with people

Organizational Culture

Robbins [13] states that organizational culture is a system of shared meanings within an organization that determines in a higher level how employees act. Organizational culture is a value system that all members of the organization believe and studied and applied and developed on an ongoing basis that serves as an overall system. Robbins [14] states: organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations. This system of shared meaning is, on closer analysis, a set of key characteristics that the organization value. Further, Robbins [13] argues that: "Organizational culture as the dominant values disseminated within the organization employed as a working philosophy of employees that guide the organization's policy in managing its employees and consumers.

Organizational culture has a broad meaning. According to Dessler [15] organizational culture is a characteristic of the values, traditions and behavior of employees within the company. According to Luthans [16] organizational culture is the norms and values that direct the behavior of members of the organization. Each member will behave in accordance with the prevailing culture to be accepted by the environment.

According to Robbins [14] Member Identity, ie the identity of members in the organization as a whole, compared with the identity in the work group or professional field respectively.

- a) Emphasis Group, ie how much joint work activity is more emphasized than individual work.
- b) People Focus, ie how far management decisions are taken to consider those decisions for members of the organization.
- c) Unit Integration, ie how far units within the organization are conditioned to operate in a coordinated manner.
- d) Control, ie the number/number of rules and direct supervision is used to supervise and control employee behavior.
- e) Risk Tolerance, which is the amount of encouragement for employees to become more aggressive, innovative, and risk-taking.
- f) Reward Criteria, ie how much rewards are allocated in accordance with the performance of employees versus allocations by seniority, favoritism, or other nonperformance factors.
- g) Conflict Tolerance, which is the amount of encouragement given to employees to be open to conflict and criticism.
- h) Means-ends Orientation, which is the intensity of management in emphasizing the cause or outcome, compared to the techniques and processes used to develop the results.
- i) Open-system Focus, which is the amount of organizational oversight and response provided to change the external environment.

Organizational Culture Indicators

Denison and Misra [17] formulate organizational culture indicators as follows:

- a) mission,
- b) consistency,
- c) adaptability, and
- d) engagement

Motivation

Motivation is a drive of will that causes a person to perform an action to achieve a certain goal. Motivation comes from the word motif which means "encouragement" or stimulation or "driving force" that exists within a person. According to Weiner [4] cited Elliot *et al.*, [5], motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities.

According to Uno [3], motivation can be interpreted as an internal and external impulse in a person indicated by the existence; desires and interests; encouragement and need; hopes and aspirations; appreciation and respect. According to Weiner [4] cited Elliot *et al.*, [5], motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities. Motivation is the impact of one's interaction with the situation it faces [6].

From the above description can be granted that the etymological motivation is the drive or the driving force that there is a driving force within a person to perform an action to achieve a goal.

Type of Motivation

Psychologists try to classify the motivation that exists within man or an organism into several classes. Amir Dien Indra Kusuma in his book "Introduction to Science Education" divides the motivation into two parts, namely: intrinsic motivation and extrinsic motivation. Intrinsic motivation is the motivation that comes from within the child itself, and extrinsic motivation is the motivation from outside the child. While Sudarman arguing that intrinsic motivation is the motives - motives that become active or functioning unnecessary stimulation from the outside, because in each individual there is a drive to do something.

While according to Suryabrata, intrinsic motivation is the motives - the motive does not need to be stimulated from the outside. While the devise of intrinsic motivation according to another opinion of motivation is the driving force that comes from outside the child's self.

Based on the above definition, it can be understood that extrinsic motivation is essentially a drive that comes from outside someone. Positive extrinsic motivations such as gabjara, praise, gifts and so on can stimulate children's activities to study hard.

Organizational Commitment

According to Robbins and Judge [18] organizational commitment is a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership in the organization. Thus, high employment involvement means siding with the particular job of an individual,

while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin [19] organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization. A highly committed individual individual will likely see himself as a true member of the organization. Meanwhile, according to kreitner and kinicki [20] that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the individual psychological state associated with strong beliefs, beliefs and acceptance of organizational goals and values, a strong willingness to work for the organization and the degree to which it wants to remain an organization member.

Organizational Commitment Dimension

Robbins and Judge [18] state that there are three separate dimensions of organizational commitment:

- Affective commitment is an emotional feeling for the organization and belief in its values. For example: a Petco employee may have an active commitment to his company because of his involvement with animals.
- Sustained commitment is the economic value that is felt to persist in an organization when compared to leaving the organization. An employee may be committed to an employer because he or she is highly paid and that the resignation of the company will destroy his family.
- Normative commitment is a duty to persist in the organization for moral and ethical reasons. For example: an employee who pioneered a new initiative might persist with an employer because he felt leaving someone in a difficult situation when he left.

RESEARCH METHODS

Research Design

The research was conducted on employees of the Directorate of Export of Agricultural and Forestry Products of the Ministry of Trade. This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

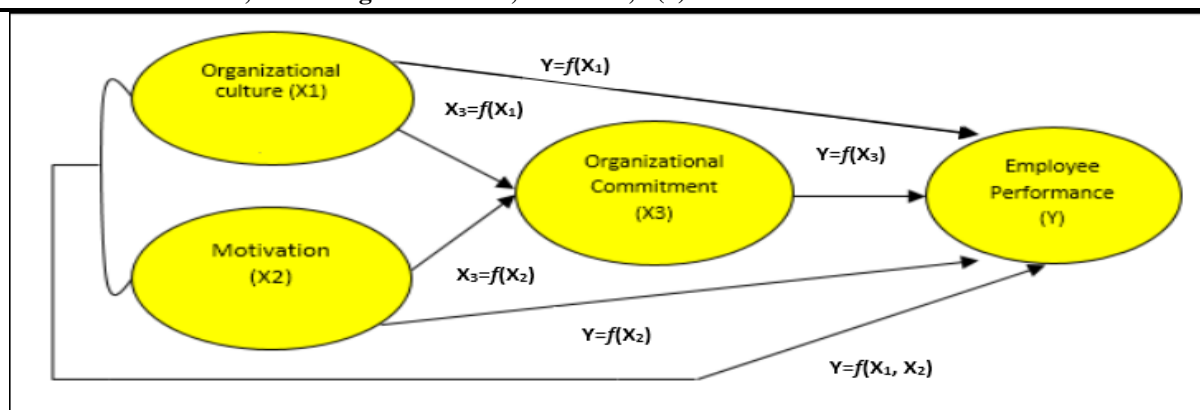


Fig-1: Design of Research

Population and Sample

The sample used in this study is the number of employees of the organization that is as many as 72 people. The number of samples is taken entirely on the basis of the existing population and sampling is called a saturated sample.

Method of Collecting Data

To obtain a concrete and objective data then the researchers collect primary and secondary data:

Primary data is data obtained directly from the object of research. In this case the primary data obtained from field research that is data collection method used premises direct research on the object of research in question. Primary data collection using questionnaires. Respondents were asked to fill out the questionnaire answers by checking (√) on the measurement scale listed below according to the respondents' most correct assessment of the statements in the questionnaire. The measurement scale used in the questionnaire has a score between 1-5, the more to 1 then the answer the more disapproving to the next to 5 means the answer strongly agree

Secondary data is data obtained indirectly from research object. In this case the secondary data obtained from the library research data collecting method that is done by studying and understanding books of literature of the author's work that can be justified theoretical basis.

Data Processing Technique

Test Data Validity

Validity is intended to test the accuracy of an instrument in measuring the concept to be measured or performing its measuring function. An instrument is said to be valid if the instrument measures what should be measured [21]. Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with the total score which is the number of each score item. The correlation coefficient used is Product Moment correlation coefficient.

Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but it is a range between several values, eg 0-10 or 0-100 or scales of 1-3, 1-5, or 1-7, and so on can use alpha coefficients (α) from Cronbach Alpha. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable.

Hypothesis Testing

Simultaneous Significance Test (F Test)

The simultaneous significance test (F test) aims to analyze the influence of all independent variables on the dependent variable. Determination of acceptance or rejection of the hypothesis as follows:

The null hypothesis (H_0) is accepted if $F_{count} < F_{table}$ or by looking at the value of $P_{Sig} > 0.05$ then the independent variables (Organizational Culture, Motivation and Organizational Commitment) included in the model have no simultaneous or simultaneous influence on the dependent variable Employee Performance). To find the value in F table use the formula with 2-sided test ($df_1 = k - 1$ and $df_2 = n - k$) with a significance level of 0.05 where k is the number of variables and n is the number of regression-forming samples.

Alternative hypothesis (H_a) is accepted if $F_{count} > F_{table}$ or by viewing the value of $P_{Sig} < 0.05$ then the independent variables (Organizational Culture, Motivation and Organizational Commitment) included in the model have a simultaneous or simultaneous influence on the dependent variable (Performance employee).

Partial Significance Test (t test)

Partial significance test or t test is used to test the partial ability (significance) of each independent variable in explaining the dependent variable. The basis of decision making used in the t test is as follows:

The null hypothesis (H_0) is accepted if $t < t_{table}$ or by looking at the P_{Sig} value greater than 0.05

then each independent variable (Organizational Culture, Motivation or Organizational Commitment) included in the model has no partial effect on the dependent variable (Performance Employee). According to Supranto [22]. if value t count is negative, then the test is done on the left side, so the ttable value must be negative, then H0 is accepted if $-t \text{ count} > -t \text{ tabel}$. The negative number t is not minus (count) but has the meaning that hypothesis testing is done on the left side. To find the value in ttable can be seen from distribution table t (degrees of freedom = $n - 2$, with two-sided test).

Alternative hypothesis (Ha) is accepted if $t \text{ count} > t \text{ table}$ and if t is negative signified then $-t$

count $< -t \text{ table}$ or by looking at P Sig value less than 0.05 then each independent variable included in the model has partial effect on the dependent variable.

RESULTS AND DISCUSSION

Test Validity and Reliability

Analysis of Organizational Cultural Variables

The organizational culture variable includes 7 questions. The question was then submitted to 72 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table-1: Instrument Validity Test Results of Organizational Culture Variables

| Variable | Statement | R arithmetic | R table | Description |
|------------------------------------|------------|--------------|---------|-------------|
| Organizational culture (X1) | Question 1 | 0,840 | 0,232 | Valid |
| | Question 2 | 0,587 | 0,232 | Valid |
| | Question 3 | 0,587 | 0,232 | Valid |
| | Question 4 | 0,634 | 0,232 | Valid |
| | Question 5 | 0,608 | 0,232 | Valid |
| | Question 6 | 0,632 | 0,232 | Valid |
| | Question 7 | 0,602 | 0,232 | Valid |

Source: Primary Data, processed in 2017

Based on Table-1 it is known that the correlation value between items with a total larger than the value of 0.232. The value is taken from table r with the level $df = 72 - 2 = 70$. This means that all items of the question asked are valid so that it can be used for further analysis.

Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

Table-2: Reliability Test Results Instrument Variable Organization Culture

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,682 | 7 |

Source: Primary Data, processed in 2017

Based on Table 2 note that the value of Cronbach alpha of 0.682 value is greater than 0.6 so it can be said that the question on organizational culture variable is reliable.

Analysis of Variable Motivation Results

The motivation variable includes 6 questions. The question was then submitted to 72 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table-3: Validity Test Results Instrument Variable Motivation

| Variable | Statement | R arithmetic | R table | Description |
|------------------------|------------|--------------|---------|-------------|
| Motivation (X2) | Question 1 | 0,869 | 0,232 | Valid |
| | Question 2 | 0,783 | 0,232 | Valid |
| | Question 3 | 0,849 | 0,232 | Valid |
| | Question 4 | 0,758 | 0,232 | Valid |
| | Question 5 | 0,776 | 0,232 | Valid |
| | Question 6 | 0,766 | 0,232 | Valid |

Source: Primary Data, processed in 2017

Based on t Table 3 it is known that the correlation value between the items with the total is

greater than the value of 0.232. The value is taken from table r with the level $df = 72 - 2 = 70$. This means that

all items of the question asked are valid so that it can be used for further analysis.

Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of

Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

Table-4: Reliability Test Results Instrument Variable Motivation

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,832 | 6 |

Source: Primary Data, processed in 2017

Based on Table it is known that Cronbach alpha value is 0.832. The value is greater than 0.6 so it can be said that the question on the motivation variable is reliable.

Analysis of Organizational Commitment Results

Organizational commitment variables include 5 questions. The question was then submitted to 72 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table-5: Validity Test Result Instrument of Organizational Commitment

| Variable | Statement | R arithmetic | R table | Description |
|---------------------------------------|------------|--------------|---------|-------------|
| Organizational Commitment (X3) | Question 1 | 0,641 | 0,232 | Valid |
| | Question 2 | 0,487 | 0,232 | Valid |
| | Question 3 | 0,451 | 0,232 | Valid |
| | Question 4 | 0,238 | 0,232 | Valid |
| | Question 5 | 0,482 | 0,232 | Valid |

Source: Primary Data, processed in 2017

Based on Table-5 it is known that the correlation value between items with a total is greater than the value of 0.232. The value is taken from table r with the level of $df = 72 - 2 = 70$. This means that all question items submitted are valid so that can be used for further analysis.

Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

Table-6: Reliability Test Results Instrument Variable Organizational Commitment

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,733 | 5 |

Source: Primary Data, processed in 2017

Based on Table 6 it is known that Cronbach alpha value of 0.733 value is greater than 0.6 so it can be said that the question on the motivation variable is reliable.

Analysis of Employee Performance Variables Results

Employee performance variable includes 12 questions. The question is then submitted to 72 employees. Before analyzed further then the results of the questionnaire is seen the validity and reliability. Validity test results can be seen in the following table.

Table-7: Validity Test Results of Employee Performance Instruments

| Variable | Statement | R arithmetic | R table | Description |
|--------------------------|-------------|--------------|---------|-------------|
| Employee Performance (Y) | Question 1 | 0,622 | 0,232 | Valid |
| | Question 2 | 0,618 | 0,232 | Valid |
| | Question 3 | 0,554 | 0,232 | Valid |
| | Question 4 | 0,518 | 0,232 | Valid |
| | Question 5 | 0,518 | 0,232 | Valid |
| | Question 6 | 0,598 | 0,232 | Valid |
| | Question 7 | 0,528 | 0,232 | Valid |
| | Question 8 | 0,601 | 0,232 | Valid |
| | Question 9 | 0,612 | 0,232 | Valid |
| | Question 10 | 0,568 | 0,232 | Valid |
| | Question 11 | 0,560 | 0,232 | Valid |
| | Question 12 | 0,606 | 0,232 | Valid |

Source: Primary Data, processed in 2017

Based on Table 7 it is known that the correlation value between items with a total greater than the value of 0.2319. The value is taken from table r with $df = 72 - 2 = 70$. This means that all of the question items submitted are valid so that they can be used for further analysis.

Another test that needs to be done to see the quality of data generated is to perform reliability testing. This test is done by comparing the value of Cronbach alpha with a value of 0.6. If the value of Cronbach alpha is greater than 0.6 then it can be said that the question is reliable. Cronbach alpha calculations using SPSS version 21 with the following results.

Table-8: Reliability Test Results Instrument Variable Employee Performance

| Cronbach's Alpha | N of Items |
|------------------|------------|
| ,798 | 12 |

Source: Primary Data, processed in 2017

Based on Table 8 it is known that Cronbach Alpha value is 0.768. The value is greater than 0.6 so it can be said that the question on employee performance variable is reliable.

Hypothesis Testing
The Influence of Organizational Culture and Motivation of Employee Performance

Linear analysis model can be seen based on calculation by using SPSS program as follows.

Table-9: First Equation Analysis Results

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 22,164 | 3,986 | | 5,560 | ,000 |
| Org_Culture | ,488 | ,141 | ,352 | 3,474 | ,001 |
| Motivation | ,383 | ,102 | ,381 | 3,759 | ,000 |

a. Dependent Variable: Employee Performance

Source: Primary Data, processed in 2017

Based on Table 9, the simultaneous structural equations can be described as follows:

$$Y = 0.352X_1 + 0.381X_2$$

The value of F arithmetic can be obtained from the following table

Table-10: Calculate the F value Simultaneous equations

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 637,370 | 2 | 318,685 | 15,285 | ,000 ^b |
| Residual | 1438,616 | 69 | 20,850 | | |
| Total | 2075,986 | 71 | | | |

A. Dependent variable: Employee Performance

B. Predictors: (constant), Motivation, Org_Culture

Source: Primary Data, processed in 2017

Based on Table 10 it is known that the value of F arithmetic is 15.285 and the significance of 0.05. This value is less than 0.05. This means that the organizational culture and motivation variables affect

the performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table-11: The value of r squared First Regression Model

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|--|-------------------|----------|-------------------|----------------------------|---------------|
| 1 | ,554 ^a | ,307 | ,287 | 4,56613 | ,986 |
| a. Predictors: (Constant), Motivation, Org_Culture | | | | | |
| b. Dependent Variable: Employee Performance | | | | | |

Source: Primary Data, processed in 2017

Based on Table 11 it is known that r square value of 30.7% means the organizational culture variable and motivation effect on employee performance of 30.7% while the rest is influenced by other variables that are not included into the equation model.

Analysis of the Influence of Organizational Culture on Performance of Employees Partially

The result of the analysis of the influence of organizational culture on performance partially can be seen in the following table.

Table-12: Results of Second Regression Equation Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 27,196 | 4,092 | | 6,646 | ,000 |
| Org_Culture | ,564 | ,152 | ,406 | 3,721 | ,000 |
| a. Dependent Variable: Employee Performance | | | | | |

Source: Primary Data, processed in 2017

The structural equation of data 12 can be seen as follows: $Y = 0.406X_1$

Based on the Table 12 above analysis results note that the organizational culture coefficient of 0.406. The value of t is 3.721. Value significance of 0.00. This

value of significance is smaller than 0.05. This means that the organizational culture variables affect the performance of employees partially. The amount of influence culture organization on employee performance can be seen in the following table.

Table-13: The r value of Square of the Second Equation

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|--|-------------------|----------|-------------------|----------------------------|
| 1 | ,406 ^a | ,165 | ,153 | 4,97598 |
| a. Predictors: (Constant), Org_Culture | | | | |

Source: Primary Data, processed in 2017

Based on Table-13 it can be seen r square value of 0.165. This means that the influence of organizational culture variable on employee performance is 16.5% and the rest is influenced by other variables that are not included in the equation model.

Analysis of Influence Motivation Against Employee Performance Partially

The result of analysis of the influence of Motivation on performance partially can be seen in the following table.

Table-14: Results of the Third Regression Equation Analysis

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 34,274 | 2,081 | | 16,469 | ,000 |
| | Motivasi | ,433 | ,108 | ,431 | 3,997 | ,000 |
| a. Dependent Variable: Employee Performance | | | | | | |

Source: Primary Data, processed in 2017

The structural equation of data 14 can be seen as follows: $Y = 0.431X_2$

Based on Table 14 above analysis results note that the coefficient of Motivation of 0.431. The value of t is 3.997. Value significance of 0.00. This value of

significance is smaller than 0.05. This means that the variables of motivation affect the performance of employees partially. The amount of influence Motivation on employee performance can be seen in the following table.

Table-15: The r value of the Square of the Third Equation

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,431 ^a | ,186 | ,174 | 4,91383 |

a. Predictors: (Constant), Motivation

Source: Primary Data, processed in 2017

Based on Table 15 it can be seen r square value of 0.186. This means that the effect of motivation variable on employee performance is 18.6% and the rest is influenced by other variables that are not included in the equation model.

Influence Analysis of Organizational Commitment To Performance Of Employees Partially

The result of analysis of the influence of organizational commitment to performance partially can be seen in the following table.

Table-16: Results of Fourth Regression Equation Analysis

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 34,169 | 2,766 | | 12,351 | ,000 |
| | Org_commitment | ,511 | ,171 | ,337 | 2,998 | ,004 |

a. Dependent Variable: Employee Performance

Source: Primary Data, processed in 2017

The structural equation of data 16 can be seen as follows: $Y = 0.337X_3$

Based on the table above analysis results note that the motivation coefficient of 0.337. The value of t is 2.998. Value significance of 0.00. This value of

significance is smaller than 0.05. This means that the variable of organizational commitment affect the performance of employees partially. The amount of influence of organizational commitment to employee performance can be seen in the following table.

Table-17: The value of r Square Fourth Equation

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,337 ^a | ,114 | ,101 | 5,12655 |

a. Predictors: (Constant), Org_commitment

Source: Primary Data, processed in 2017

Based on Table 17 it can be seen r square value of 0.114. This means that the effect of motivation variable on employee performance is 11,4% and the rest is influenced by other variable not included in equation model.

Analysis of the Influence of Organizational Culture on Employee Performance through Organizational Commitment Variables

Based on the partial path analysis above it can be described as follows. The analysis is an analysis on the path with sub-structure picture as follows.

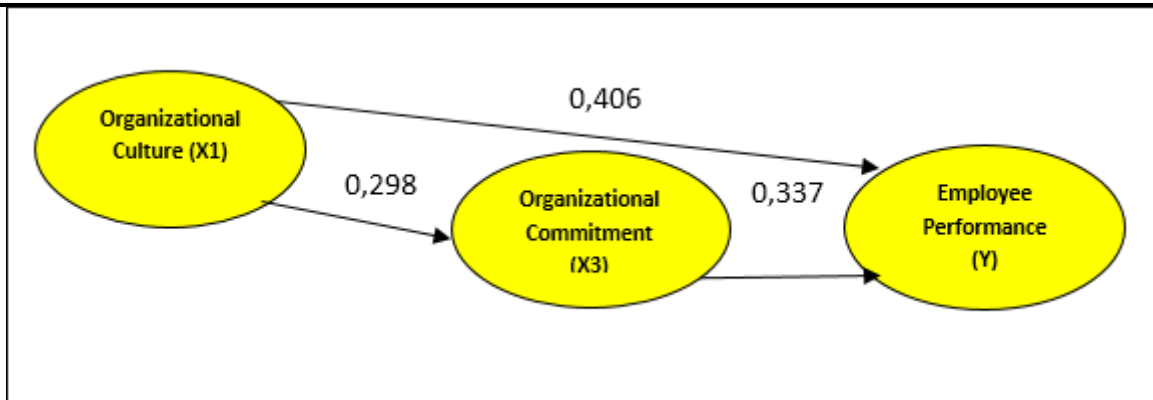


Fig-2: Analysis of Influence of X1 Line Against Y Through X3

Coefficient of influence organizational culture on motivation can be seen in the following table 18.

Based on Figure 2 and Table 18 it can be seen that the influence of organizational culture on employee performance is 0.406. The influence of organizational

culture on employee performance through motivation is $0.298 \times 0.337 = 0.1004$. In this case the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not as intervening variable.

Table-18: The Influence of Organizational Culture on Organizational Commitment

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 8,529 | 2,821 | | 3,024 | ,003 |
| Org_culture | ,273 | ,105 | ,298 | 2,617 | ,011 |

a. Dependent Variable: Org_commitment

Source: Primary Data, processed in 2017

Analysis of Influence Motivation Against Employee Performance Through Organizational Commitment Variables

Based on the partial path analysis above it can be described as follows. The analysis is an analysis on the path with sub-structure picture as follows.

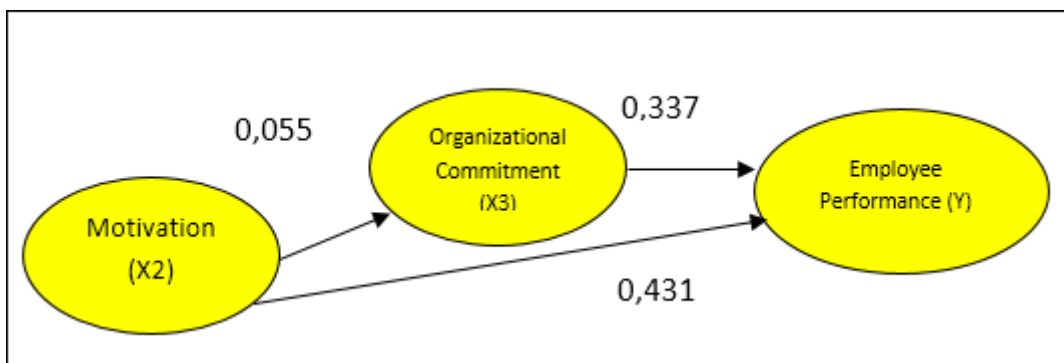


Fig-3: Path Analysis of Influence X2 Against Y Through X3

The value of motivation coefficient on motivation can be seen in the following table.

Based on Figure 3 and Table 19 it can be seen that the direct effect of motivation on employee performance is 0.431. While the influence of motivation

on employee performance through motivation is $0,055 \times 0,337 = 0,0185$. In this case the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not as intervening variable.

Table-19: Value of Effect of Motivation Coefficients Against Organizational Commitment

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|--------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 15,166 | 1,520 | | 9,980 | ,000 |
| Motivation | ,036 | ,079 | ,055 | ,457 | ,649 |

a. Dependent Variable: Org_commitment

Source: Primary Data, processed in 2017

CONCLUSIONS AND SUGGESTIONS

CONCLUSION

Organizational culture variable and motivation have an effect on employee performance simultaneously. F value counted 15,285 and significance equal to 0,05. This value is less than 0.05. The r square value of 30.7% means the organizational culture and motivation variables affect employee performance of 30.7% while the rest is influenced by other variables that are not included into the equation model.

Variable organizational culture affects the performance of employees partially. The value of t is 3.721. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.165. This means that the influence of organizational culture variable on employee performance is 16.5% and the rest is influenced by other variables not included in equation model.

Motivation variables affect the performance of employees partially. The value of t is 3.997. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.186. This means the effect of motivation variable on employee performance of 18.6% and the rest influenced by other variables that are not included into the equation model.

Organizational commitment variable affect the performance of employees partially. The value of t is 2.998. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.114. This means that the effect of motivation variable on employee performance is 11,4% and the rest is influenced by other variable not included in equation model.

The influence of organizational culture on employee performance is 0.406. The influence of organizational culture on employee performance through motivation is $0.298 \times 0.337 = 0.1004$. In this case the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not as intervening variable.

The direct effect of motivation on employee performance is 0.431. While the influence of motivation on employee performance through motivation is $0,055 \times 0,337 = 0,0185$. In this case the direct influence is greater than the indirect effect so that it can be said that

the organizational commitment variable is not as intervening variable.

Suggestion

Applying the correct organizational culture can improve employee performance in work. Therefore, the culture must be considered in the organization. This is done by appreciating and applying the culture that applies to the organization and awareness of the attitude of employees in understanding the organizational culture.

Development of employee motivation in work also needs to be considered. Employees who have high motivation is expected to produce good performance. Fulfillment of the needs of employees, applying justice to the organization and good attention to employees can also increase the employee's motivation.

Organizational commitment also needs to be developed. Employees with high organizational commitment to the organization need to be appreciated both in the form of awards and in other forms. This will allow other employees to participate in increasing their organizational commitment to the workplace.

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