

The Influence of Motivation, Organizational Commitment, and Organizational Culture to the Performance of Employee Universitas Pembangunan Panca Budi

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ABSTRACT

Human Resources effectively is a way for an organization to maintain survival and growth in the future. In other words the success or setback of an organization depends on the commitment, motivation and culture of the organization to each of its employees who work in it. Motivation is an effort of the company to provide an incentive for employees to complete tasks on time. This research was conducted to determine the effect of motivation, organizational commitment and organizational culture on the performance of five minded university development employees. The results of SPSS 17.0 statistical analysis showed that the motivation variable (X1) organizational commitment (X2) and organizational culture (X3) had a positive and significant effect on employee performance (Y) at UNPAB with a calculated Fcount value of $16.522 > F_{t.7} 2.7$ and its significance value (0,000) smaller than alpha 5%. The partial test results of motivation variables on performance, where from the t-test results it is known as $1,608 > t\text{-table } 1,671$ and the Significance value for the motivation variable (0.113) is greater than the value of $\alpha = 5\%$ (0.05) for the commitment variable on performance, where the t-test results known for $-1,161 < t\text{-table } 1,671$ and the Significant value (sig. t) for the commitment variable (0,250) is greater than alpha (0.05) while the motivational variable for performance, where from the results of tcount is known as $1,608 > t\text{-table } 1,671$ and the Significance value for motivation variable (0.113) is greater than the value of $\alpha = 5\%$ (0.05). It was concluded that the influence of the three independent variables showed that if simultaneously increased motivation, commitment and organizational culture, performance would increase

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

INTRODUCTION

The role of Human Resources (HR) in an organization is a very important determinant for the effectiveness and success of the organization in achieving its goals. The success and performance of a person in a field of work is largely determined by the level of competence, professionalism, and also his commitment to the field is occupied by him. Human resources are the key to excellence that is

difficult for other organizations to copy. Human resources have become one of the important players in the overall management function. Every organization will always try to improve employee performance, with the hope that what the organization's goals will be achieved. Therefore, the organization encourages its employees to be able to excel and be able to create conducive situations and conditions so that employees will frustration to work

which results in slack morale. Employee performance is one way for internal and external parties of the organization to assess overall organizational performance.

In managing good human resource management greatly affects the quality of the performance of its employees. UNPAB has personnel who are permanent employees, orientation employees, contract employees and apprentices who are considered competent in their fields. So that the performance of its employees is expected to be optimal in accordance with the standard Operational Procedure Performance (SOP) stated in the UNPAB regulation statute. Implementation of the organization at UNPAB is carried out by the service and administration unit which includes academic administration, HR administration, financial administration, infrastructure administration, library administration, laboratory administration, information system administration, research institute administration and student administration, namely as administrative staff serving or providing excellent service for educative staff (lecturers) and optimal administrative services for students optimally. University of Pembangunan Panca Budi has also taken strategic steps to improve employee performance. Among them are increasing employee commitments to the organization by socializing regulations that apply to all employees and promoting performance-based work contracts, and imposing disciplinary sanctions on employees who break the rules.

Besides managing good human resource management, UNPAB also gives responsibility to the administration leaders who are appointed and are directly responsible to institutional leaders in the form of bureaus, fields and institutions led by the head of the bureau, head of the division, head of affairs and institutions. While the faculty level as an administrative implementer is the administrative section of the faculty in charge of serving the needs of students and lecturers and is led by the Dean and Director. Providing good services will

increase satisfaction and give good grades to students and lecturer educators, such as serving students in administrative processes and student needs in accordance with Operational Procedure Performance (SOP) standards and regulations issued by UNPAB and ensuring that all decisions and actions must be in line with the quantity that must be completed / achieved with timeliness in accordance with the planned time, consistent, committed and systematic between students, administrative staff and leaders.

The most important resources of an organization are human resources, people who give energy, talent, creativity and effort to the organization. Therefore, employees are the key determinant of organizational success. For this reason, every permanent employee, orientation employee, contract employee and intern who has no special position at UNPAB is required to have knowledge, skills and abilities, must also have experience, motivation, self-discipline, and high morale and have a commitment with the organization so that if the company's employee performance is good then the organization's performance will also increase towards the achievement of company goals.

Motivation means a condition that encourages or becomes a reason for someone to do an act or activity, which takes place consciously and provides a high motivation so that an employee can carry out his work responsibilities in a timely manner, and provide an encouragement for employees in carrying out activities in a organization. Encouragement is called work motivation.

Commitment as a condition where an individual sits with the organization and his goals and desires to maintain membership in the organization and organizational commitment can also be said as a degree where employees believe and are willing to accept the goals of the organization and will remain or will not leave the organization. Organizational commitment is shown in the attitude of

acceptance, a strong belief in the values and goals of an organization, as well as a strong drive to maintain membership in the organization for the achievement of organizational goals.

The organizational culture in UNPAB is still considered to have little effect on the performance of its employees. The productivity of UNPAB employee performance has not been fulfilled to the fullest, in addition to the lack of maximum employee performance appraisals and the lack of rewarding or rewarding employees who carry out their duties on time as desired by employees, resulting in many employees who are less motivated to improve their performance.

The success of an organization is influenced by employee performance. Performance is the result of work achieved by an employee in carrying out tasks according to the responsibilities given to him. Factors that affect performance are ability and motivation. Each organization will strive to improve employee performance to achieve organizational goals that have been set. The desire of employees to work well in UNPAB provides the achievement of maximum work results and various ways taken to improve employee performance for example through education and training, and motivation to create a good work environment and motivation as a tendency for someone to involve themselves in activities that lead to the target. If the behavior leads to an object or target, then the motivation will obtain the achievement of targets or targets as much as possible so that the implementation can also be done as well as possible, so that the effectiveness of work can be achieved.

LITERATURE REVIEW

Basically motivation can spur employees to work hard so they can achieve their goals. This will increase employee productivity so that it affects the achievement of company goals. Motivation is a series of attitudes and values that influence individuals to achieve specific

things in accordance with individual goals. That attitude and value is an invisible that gives strength to encourage individuals to behave in achieving their goals, Veithzal Rivai (2006).

Motivation is something of the strength of drive / ability to move that is inherent in each individual, this causes the emergence of human behavior, Sofyandi (2008). In addition there are several aspects that affect employee work motivation. Namely: a sense of security at work, getting a fair and competitive salary. pleasant work environment, appreciation for work performance and fair treatment from management. By involving employees in making work decisions that are attractively challenging, groups and colleagues are pleasant, clarity of standards of success, expected outputs and, proud of the work and the company can be a trigger factor for employee work. , then motivation is an impulse in employees to carry out their main tasks and functions with indicators: hard work, caring for work, opportunities to learn something different, future orientation, loyalty to work.

Organizational commitment is a condition where an employee sides with a particular organization and its goals, and intends to maintain membership in that organization, Robbins (2003). As an attitude, organizational commitment is often interpreted as (1) a strong desire to become a member of the organization; (2) willingness to try as much as possible in the interests of the organization; and (3) fully believes in the goals and values of the organization, Luthans (1998). Organizational commitment from some of the above experts has almost the same emphasis that contains an understanding of the form of employee loyalty to remain in the organization whatever happens, then also identification of things closely related to the organizational world, and the involvement of members to remain in the organization for achieve the goals of the organization.

It can be concluded that employee commitment to the organization is the level of willingness of employees to identify themselves and actively participate in organizations marked by a desire to maintain their membership in the organization, trust and acceptance of the values and objectives of the organization, and a willingness to work as much as possible for the interests of the organization and there are indicators: willingness to work hard, equality of employee and organizational values, pride in the organization, organizational care, employee feelings of joy.

Organizational culture is a system of shared meanings shared by members that distinguishes an organization from other organizations. This system of shared meanings, if observed more closely, is a set of main characteristics valued by an organization. Organizational culture relates to how employees perceive the characteristics of an organizational culture, not whether employees like culture or not. Robbins (2003).

Organizational culture according to Stephen Robbins is a common perception held by members of the organization, a system of shared meaning. Organizational culture has an interest in how workers perceive the characteristics of an organizational culture, not whether they are or not, Wibowo (2010). Culture as a pattern of basic assumptions shared by the group when solving external adjustment and internal integration problems that have worked well enough to be considered valid and is therefore expected to be taught to new members as an appropriate way to accept, think and feel connected to the problem (Rivai, 2003). Organizational culture is a system of spreading trust and values that develop in an organization and direct the behavior of its members. Organizational culture can be the main competitive advantage instrument, that is, if the organizational culture supports the organizational strategy.

Organizational culture is the basic belief held by employees of the values developed to overcome problems, which control the behavior of members of the organization with indicators: Innovation and risk taking, Attention to details, There is a vision, mission, and corporate strategy, Orientation of people, Team orientation, Leadership decisions that always pay attention to employee interests.

Robbins (2000) states that performance is a measure of success in doing a job. So that Performance is a benchmark of success in doing a job so that a person's performance will appear in the situations and conditions of daily work, in carrying out a job that is obtained as a result of his work. Someone needs to work to meet the desired needs.

Employee performance is in carrying out its duties and responsibilities to achieve organizational goals with indicators: quantity of work, quality of work, employee efficiency, teamwork, knowledge, accuracy of work.

The concept of thought that is used as the basis for conducting this research is the variable of motivation, organizational commitment, organizational culture and employee performance by considering the existing conditions and boundaries of the problems discussed and processed with the approach of several disciplines that support each other so that a conclusion can be accounted for. Research conceptual framework as shown in Figure 1:

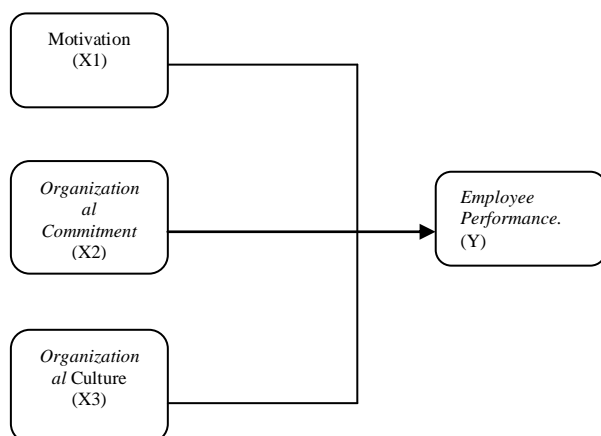


Figure 1: Conceptual frame work

Hypothesis

Based on the conceptual drawing framework, two hypotheses are formed, namely simultaneous hypotheses and partial hypotheses as follows:

1. Motivation has a positive and significant effect on the performance of UNPAB employees.
2. Organizational commitment directly influences the performance of UNPAB employees.
3. Organizational culture directly influences the performance of UNPAB employees.
4. Motivation, Organizational Commitment and Organizational Culture simultaneously influence the UNPAB Employee Performance.

MATERIALS & METHODS

This study aims to determine the extent of the influence of motivation, organizational commitment and organizational culture on the performance of UNPAB employees. And to find out which variable is the most dominant in influencing the performance of UNPAB employees.

The variables of this study consisted of four types, namely three independent variables and one dependent variable. The independent variable, namely motivation (X1), organizational commitment (X2), and organizational culture (X3) and the dependent variable, namely employee performance (Y). This study is a correlational study, with the target population in this study is UNPAB employees who are not included in the position of permanent employees who do not have positions, orientation employees, contract employees and interns, with a population of 65 people. The sample in this study is the whole of the population.

Types of data sources in this study use primary data and secondary data with a data analysis model that is used using multiple linear regression analysis.

RESULT AND DISCUSSION

Characteristics of Respondents by Gender

Table 1: Characteristics of Respondents by Gender

Gender	Amount	Percentage (%)
Men	40	61
Women	25	39
Tottal	65	100

Based on Table 1 Characteristics of the respondents above can be seen that based on sex, above it can be seen that respondents, based on the sex of men as many as 40 people (61%) and women as many as 25 people (39%) of the total.

Characteristics of Respondents by Education

Table 2: Characteristics of Respondents by Education

Education	Amount	Percentage (%)
High School	13	20
Bachelor	49	76
Undergraduate	3	4
Tottal	65	100

Based on Table 2 it can be seen that it is known that the majority of respondent education is 13 people in high school (20%), 49 people in Bachelor (76%), and 3 people in Postgraduate (4%).

Normalitas Data

Normal P-P Plot of Regression Standardized Residual

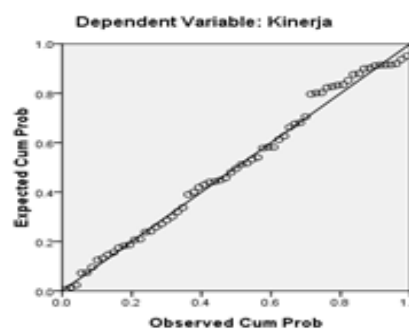


Figure 2: Result Normality Test

Based on the picture above it is known that the data has a normal distribution, in which the movement of the answers of 65 respondents approaches the diagonal line or linearity line.

Multicollinearity Test

Table 3: Recapitulation of Tolerance Values and VIF Values from Multicollinearity Test

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)					
	Motivation	.555	.202	.153	.436	2.291
	CCommitment	.532	-.147	-.110	.219	4.567
	Culture	.648	.401	.325	.224	4.468

The VIF value in the table above shows that the variables in this study did not experience multicollinearity. This is indicated by the VIF value is smaller than 10, while for the Tolerance Value in the table above shows that all the variables in this study did not experience multicollinearity, which is close to the value of 1. Then it can be concluded that all variables are free from multicollinearity.

Heteroscedasticity Test

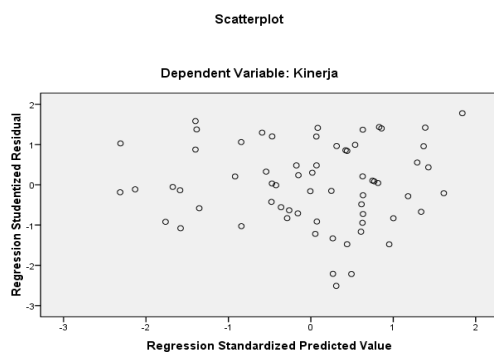


Figure 3: Result Heteroscedasticity Test

The results of this test indicate that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedastic.

Autocorrelation Test

To assess the presence or absence of autocorrelation, the Durbin-Watson statistical value obtained from the calculations in table IV-10 above, which shows a value of 1,258 is classified according to the criteria for measuring the autocorrelation in the above table. Judging from the table, the measurement of autocorrelation in this study shows that autocorrelation did not occur in this regression model. The classic assumption test results above indicate that the data to be processed in this study is free from multicollinearity, heteroscedasticity, and autocorrelation problems. The results of this test indicate that the data used as an independent variable qualifies to predict the dependent variable, namely performance.

Partial Test (t test)

Table 4: Partial Test Results (t Test) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.383	3.974		2.613	.011
	Motivation	.266	.165	.231	1.608	.113
	Commitment	-.257	.222	-.236	-1.161	.250
	Culture	.702	.205	.687	3.416	.001

Based on the above table, a partial t-test analysis can be discussed as follows:

a) Effect of variable X1 (Motivation) on variable Y (Performance)

The result of tcount is known as 1.608 > 1.671 table and the Significance value for the motivation variable (0.113) is greater than the value of $\alpha = 5\%$ (0.05). Based on the results obtained, then Ho is rejected and Ha is accepted, meaning there is a

significant influence between the X1 variable (motivation) on the Y variable (performance).

b) The effect of variable X2 (Commitment) on variable Y (Performance)

The result of tcount is known as -1,161 < ttable 1.671 and the value of Sinifikansi (sig. T) for the commitment variable (0.250) is greater than alpha (0.05). Based on the results obtained, H0 is accepted and Ha is rejected, meaning there is no significant

effect between the X2 variable (commitment) on the Y variable (performance). Thus the commitment does not have a significant effect on performance, the insignificant means no real / meaningful or meaningless, where the commitment is less able to provide a real and very meaningful contribution to the increase in performance. The higher the implementation of commitments and commitment actions, employee performance does not have to increase.

c) Effect of variable X3 (organizational culture) on variable Y (performance)

The result of tcount is known as $3.416 > t$ table 1.671 and the Significant value (sig. T) for organizational culture variables (0.001) is smaller than alpha (0.05). Based on the results obtained, H_a is accepted and H_o is rejected, meaning there is a significant influence between the X3 variable (organizational culture) on the Y variable (performance). Thus the organizational culture has a significant effect on performance, the significant of which contains a real / meaningful or meaningful meaning, where organizational culture is able to make a real and very significant contribution to the increase in performance.

DISCUSSION AND CONCLUSION

Effect of Motivation on Performance

Based on the results of data analysis it is known that there is a significant influence of motivation on performance. Significant influence of motivation on performance is an employee completing his work with full responsibility so that it will improve its.

Effect of Commitment on Performance he results of data analysis it is known that there is no significant effect of commitment variables on performance. Not significant because there is a negative influence of commitment to performance.

This insignificant commitment is due to the fact that there are some employees who do not carry out the correct procedures so that employee performance will not improve. There are problems related to not

completing work in a timely manner which impedes organizational goals, adherence to work that does not increase, leaders are not committed in decision making. Another thing that must be increased commitment is the existence of a complete division of work up to the lowest employees or officers, so that everyone knows consciously what their job is, how to do it, when the work starts and finishes, what kind of work results are required, and to whom is responsible answer the results of the work. For this reason, commitment to work must be developed in order to grow order and efficiency. So commitment in work must be developed between leaders and subordinates in order to achieve organizational goals well.

The Effect of Organizational Culture on Performance

Based on the results of data analysis, it is known that there is a significant influence of organizational culture variables on performance. The significant influence of organizational culture on performance is because the organization always pushes to be able to accept duties and responsibilities and can be given trust. Organizational Culture as a condition that exists around employees carrying out work is very supportive of the smooth work of employees. Organizational culture is a system of spreading trust and values that develop in an organization and direct the behavior of its members.

Effect of Motivation, Commitment and Organizational Culture on performance

High motivation given by leaders to employees which involves improvement to employees who have no ideals, future orientation and desire to advance in work and support from leaders to commit to work and have high characteristics to implement culture or values - the values inherent in the organization will encourage the performance of employees of University Pembangunan Panca Budi Medan.

CONCLUSION

Based on the result of research, discussion, and conclusions the suggestions that can be given are as follows :

- 1) There is a partially significant influence of motivation variables on performance, where the results of tcounts are known to be $1.608 > t_{table} 1.671$ and the Significance value for the variable of job satisfaction (0,000) is smaller than the value of $\alpha = 5\%$ (0.05). The better the level of motivation at work, the performance will increase.
- 2) There is a partially insignificant influence of the commitment variable on performance, where the result of tcount is known as $-1,161 < t_{table} 1.671$ and the value of Sinifikansi (sig. T) for the work discipline variable (0.250) is greater than alpha (0.05). The insignificant influence of commitment shows that because the commitment given to employees is not in accordance with organizational rules.
- 3) There is a partially significant influence of organizational culture variables on performance, the result of tcount is known as $3.416 > t_{table} 1.671$ and the value of Sinifikansi (sig. T) for the work discipline variable (0.001) is smaller than alpha (0.05). The significant influence of organizational culture shows that organizational culture is increasingly being applied to employees.
- 4) There is a significant simultaneous effect of motivation, commitment and organizational culture on employee performance, where the Fcount is known to be $16.522 > F_{table} 2.76$ and the significance value (0.000) is smaller than alpha 5%, meaning H_a is accepted and H_o is rejected Significant third effect Independent variables indicate that if simultaneously increasing motivation, commitment and organizational culture, performance will increase.

Recommendations

Based on the result of research, discussion, and conclusions the suggestions that can be given are as follows :

- 1) It is better to increase motivation so it must be supported by work facilities and equipment, because UNPAB must maintain and maintain existing facilities and equipment so that employees work optimally.
- 2) The commitment should be increased by looking at the physical and psychological conditions of employees at work, a target is needed in working so that employees are more responsible for their work and the leadership must also be able to take firm decisions so that the commitment between leaders and employees can be in line and there is no suspicion.
- 3) The organizational culture should be improved by looking at the physical and psychological conditions of employees at work, a comfortable environment is needed and the creation of a sense of kinship between colleagues and leaders so that in completing work on target and on time as well as creating values that contain Islamic and religious.

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