

Research.

RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND MOTIVATION TO WORK WITH THE COMMITMENT OF THE ORGANIZATION AT RSUD BOGOR

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Abstract. *The purpose of this study was to determine whether there is a relationship between organizational culture and work motivation and organizational commitment partially and simultaneously.*

The population for this study were permanent employees Bogor City Hospital with a population of as many as 533 employees are part of the medical and non medis. Sampel taken as many as 224 people by using techniques Slovin formula. Mechanical questionnaires using proportional random sampling technique.

The research instrument was a questionnaire. Collected data is processed using correlation analysis technique with SPSS (Statistical Package for Social Science).

The results showed that: First of organizational culture has a positive relationship with organizational commitment to the value of 0.782, this relationship into the category of a strong relationship. While the influence of organizational culture on organizational commitment of 61.1%. Both work motivation has a positive relationship with organizational commitment to the value of 0.766, this relationship into the category of a strong relationship. While the influence of work motivation on organizational commitment amounted to 58.7%. Third Culture organization (X_1) and motivation (X_2) simultaneously have a positive relationship with organizational commitment (Y) of = 0.841, this relationship indicates a very strong relationship between the variables of organizational culture and work motivation simultaneously with variable organizational commitment. The influence of organizational culture (X_1) and motivation (X_2) simultaneously with organizational commitment (Y) by 70.8% against organizational commitment (Y).

Keywords: Organizational Culture, Work Motivation and Organizational Commitment

INTRODUCTION

Background

Everyone who works for a company or organization must have commitment to work, because when an employee does not have any commitment to work for the company, it could jeopardize the effort of company to achieve its objectives. Nevertheless, sometimes the company or organization has ignored employee's commitment and it can decrease the performance and loyalty of employees.

A company is expecting and appreciating an employee who has strong commitment to work for obviously. The commitment of employees has been affecting other aspects at work.

The commitment of employees has been associated to the degree of willingness to share and to sacrifice for the company. They will be the employees who have participated mostly supporting the progress of the company which is the goals and the value of the company.

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Commitment of employees has made them being fully responsible for the company and having sense of belonging. Sense of belonging has influenced employees to work more productive and to have positive individual attitude related to reward and satisfaction.

Karya Bhakti Hospital is at Jalan Semeru Kelurahan Menteng Kecamatan Bogor Barat, has been officially confirmed being Rumah Sakit Umum Daerah (RSUD) (District Public Hospital) managed by Bogor Municipality. Formal ceremony of this official announcement was legitimated by Bogor mayor, Bima Arya accompanied by his vice-mayor, Usmar Hariman.

The continuity of an organization has been affected by its culture, organizational culture could be an important competitive effort to response any challenges and changes happened. Organizational culture can be the chain to meet same perception or point of view of the members upon the problems appeared, so that it could be strong support to reach the organization goals accordingly.

Benefits of organizational culture are as follows: 1) Roles limitation to distinguish organizations since organizations have varied roles so that strong culture and activities in the organization system are required, 2) building employees' sense of belonging as their identity; having strong organizational culture they feel like having specific identity and characteristic of organization, 3) priority the organization goals instead of individual needs, 4) protect the organization stability; organization components being attached due to the same understanding that will establish stable internal condition of organization relatively. The four functions aforementioned can build up behavior and attitude of the employees at work. Therefore, culture at organization should have to be introduced absolutely as early as possible to their employees.

An organization is a common place where people are working to achieve the same goals. Most of organizations have their own policy to build up their culture. Organizational culture is a norm and a value created by the people within an organization which is the ideology principles and values have created culture. The importance of organizational culture is described as follows.

Culture or principles and norms have determined the way how employee interacting each other at work. Good values and principles have been motivating the employees to work efficiently for the sake of the company development. When the employees have been applying company resources efficiently and optimum, good result can be achieved accordingly.

None of the company has identical ideology. Norms of the company is unique and it has created varied brand image. It takes time for a company to obtain the recognition from its prospect customers.

Employees of a company are coming from varied background. They have their own language, habits, etc, but general ideology has motivated them to work together as teamwork to succeed the company.

Business continuity of the company has relied on the employees' contribution. It does not mean that the company has exploited the employees, though the roles of the management are very important to issue the policy and to manage the company obviously. It explains that the existency of the company has not only relied on the management itself, but also the contribution of the employees as well.

Phenomena of decreasing employees' commitment at RSUD Bogor has been identified by having lots of employees coming late to work. It has been described on the table herebelow.

Table 1. Employees had not committed to RSUD Bogor in 2014 – 2015

No	Description	Percentage
1	Employees have been working for RSUD Bogor but partly working at the other company.	25%
2	Employees were absent during working hours.	18%
3	Employees did not have sense of belonging to the company affecting the unsatisfactory performance.	24%
4	Employees did not complete the job on requested date.	19%
5	Employees had been doing other activity during working hours	25%

Source : RSUD Bogor 2015

On the aforementioned table, it explains that the uncommitted employees have been figured out refers to lots of employees have still been working partly for other company instead of working for RSUD completely which is 25%, 18% were absent, 24% did not have sense of belonging and 19% did not complete the job on requested time and 25% had done other activities during working hours.

Other problems are as follows; employees have been working only for themselves ignoring the company purpose; they have avoided to do the jobs mentioned on their contract; job performance is not good and they do not have sufficient commitment for the company.

Employees having insufficient commitment for the company have affected their performance. Less absenteeism has been affecting job performance. On average the reasons why they did not work due to their family matter, etc. It has indicated a phenomena to be fixed by director to improve employee's job performance obviously, it has been indicated that lots of employees do not have an opportunity to get training related to their job, and some employees have been working at dynamic position. Therefore, the employees have been burnt out of their work. The company has not been promoting the employees according to their title or classification or the achievement of the employees. So that, when the employees have met their expectation, they would surely improve their job performance obviously. Some factors have been affecting unsatisfaction of the employees which is the unequal payment system. Organization has not implemented yet proper punishment and reward for the employees refers to the promotion according to the employees achievement. Some of the employees have received small salary and can not cover their family need. RSUD Bogor has to be aware of the phenomena related with the organizational culture, job motivation and organizational commitment to increase the performance of the employees accordingly which can support company efforts to develop the employees commitment.

Some phenomena coming up related to organizational commitment at RSUD Bogor are as follows:

1. Employees who have been using their working hour to do other things instead of their job to be completed.
2. Most of employees are waiting for their superior's instruction to do their job.
3. Organization has not given the employees an opportunity to continue their education or to do training relating to their qualification.
4. The employee has been appointed to work at standard and unvaried job.
5. Absenteeism record of employees is still low and sometimes it has not been recorded.
6. Organization has not implemented yet promotion based on the title or classification and the employee's achievement.

Most dominant factors affecting organizational commitment are organizational culture and job motivation. Organizational culture is management fundamental system and activity. Organizational commitment has been affected by organizational culture and employees' motivation at work.

Problems Formulation

1. Is there any relationship happened between organizational culture and organizational commitment?
2. Is there any relationship happened between job motivation and organizational commitment?
3. Is there any relationship happened between organizational culture and job motivation altogether upon organizational commitment?

THEORETICAL REVIEW

Organizational Commitment

Robbins (2011: p.171) defined organizational commitment is a situation where someone tends to be at organization and has the intention to keep good relationship among members of organization. Barron and Byrne (1997: p.502) described that employees commitment is the attitude of an employee upon the organization.

Furthermore, Becker in Didit Darmawan (2013: p.168) described, a commitment is a tendency to work consistently due to the consideration of other execution cost happened.

Luthans quoted by Sandjojo (2011: p.50) determined employees commitment definitions are as the following:

1. A strong willingness to be the member of organization moreover.
2. A willingness to do more efforts for the sake of organization.
3. Trustworthy and acceptance upon values and objectives of organization. On the other words, organizational commitment is employees' loyalty and continuous process of organization by expressing their concern toward the company success.

Types of organizational commitment within commitment concept by Allen and Meyer on Darmawan (2013: p.168), employees commitment is divided into three dimensions, as follows;

1. Affective commitment is employees emotional relationship with organization due to the involvement in organization and happiness to be the member of organization. This commitment has been evolved due to the security, safety and other benefits provided by the related organization instead of the other.
2. Continuance commitment is a tendency to execute consistent activity based on cost and benefit being the member of organization. It is an individual eagerness to work in organization because he/she needs to be there as he/she could not get it from other organization.
3. Normative Commitment is trustworthy being responsible for an organization. Normative commitment is an internal evolvment to perform in line with the objective and purpose of the organization related to moral responsibility, this commitment is connected with the benefits received affecting to the responsibility to response it.

According to the aforementioned theoretical reviews, it explains that the employee commitment is not only the loyalty of employees, but also depends on the existing process where employees can actualize their concern about the organization and high job performance.

An employee having a high commitment will have the identification of the company, will be involved seriously within the organization and will have loyalty and positive affection to the organization.

Based on the aforementioned theories, organizational commitment could be synthesized that organizational commitment is the stage where an employee has identified himself to be in line with company objectives and this person is eager to stay

longer at the company and is having strong spirit to work harder to reach the company achievement, by using the following dimension: (1) Affective commitment has indicators: a. Career development, b. discussion about organizational problems, c. become a part of organization, d. do their best for the company; (2) Continuance commitment has indicators: a. needs accomplishment, b. anxious to do new thing, c. motivation to do the job, (3) Normative commitment has indicators; a. be loyal to organization, b. develop the career, c. be self-driven, d. complete the job before due date.

Essence of Organizational Culture.

It is concluded that organizational culture is a set of system of meaning, trustworthy, values, norms, individual perception believed by all organization members as a foundation, a glue to unite the organization to achieve organization objectives and to distinguish the organization from another. Some indicators establishing it are as follows; 1) individual initiative, 2) directing, 3) integrating, 4) management supports, 5) self-identity, 6) communication patern.

Work Motivation Essence

Referring to Hamzah B, Uno (2011: p.71) Motivation is one of some factors determining people performance depending on their effort due to the intensity of motivation they give. Malayu S. P. Hasibuan (2010: p.95) defined motivation is a driven spirit to make people working enthusiastically, effectively and integrated with all their efforts to reach the satisfaction.

Based on the aforementioned, synthesis of work motivation is a set of process building up, directing and keeping human behavior to be effective and intergrated with varied efforts to reach the satisfaction. Work motivation indicators are (1) ready to take any responsibilities, (2) effort to reach the goals, (3) physical condition at work, (4) achievement spirit, (5) power needs, (6) affiliation needs.

Research Hipothesis

Based on the aformentioned descriptions, research hipothesis offered are as followed:

1. There is a relationship between organizational culture and organizational commitment.
2. There is a relationship between work motivation and organizational commitment.
3. There is a relationship between organizational culture and work motivation altogether upon organizational commitment.

RESEARCH METHOD

Data applied is quantitative data refers to survey result of the questionnaires distributed to the customers as sampling or respondent. Sampling total is 224 persons representing population. Validity test of the samples has applied pearson correlation method and reliability test has applied cronbach alpha method. Analysis requirement test has applied normality test and homogeneity test.

RESULT AND DESCRIPTION

Validity Test

An item is valid when $r_{\text{calculated}} > r_{\text{table}}$. Validity test result based on pearson correlation applying SPSS 16, resulting as the following;

1. Organizational commitment variable, 30 items are valid instead of 40 items.
2. Organizational culture variable, 32 items are valid instead of 40 items.
3. Work motivation variable, 33 items are valid instead of 40 items.

Reliability Test

A variable is reliable when cronbach alpha value ≥ 0.7 . Reliability test based on cronbach alpha method applying SPSS 16 has obtained cronbach's alpha value of organizational commitment variable which is 0.952; organizational culture 0.955, work motivation 0.964. So that, all variables are reliable.

Normality Test

Significance test is 0.061 or > 0.05 , so that, H_0 is rejected but H_a is accepted, it explains that organizational commitment variable scoring has distributed normal.

Significance test is 0.211 or > 0.05 , H_0 is rejected but H_a is accepted refers to organizational culture variable scoring H_a distributed normal.

Significance test is 0.501 or > 0.05 , H_0 is rejected but H_a is accepted refers to work motivation variable scoring has distributed normal.

Homogeneity Test

Homogeneity data between organizational culture (X_1) and organizational commitment (Y) have been examined using batrlett test. Resulting $X^2_{\text{calculated}} = 13.51$, $X^2_{\text{table}} = 258.84$. Data is homogeneous when $X^2_{\text{calculated}} < X^2_{\text{table}}$, therefore, it is concluded that H_0 is rejected but H_a is accepted which is data of organizational culture (X_1) and organizational commitment (Y) are from the population having the same variant (homogenous).

Homogeneity data between work motivation (X_2) and organizational commitment(Y) has been examined using bartlet test. Resultinf $X^2_{\text{calculated}} = 7.67$ but $X^2_{\text{table}} = 258.84$. The requirement of homogeneity data is $X^2_{\text{calculated}} < X^2_{\text{table}}$, so that, it is concluded that H_0 is rejected but H_a is accepted, it explains that work motivation data (X_2) and organizational commitment data (Y) are from the population having the same variants (homogeneous). The table undermentioned has indicated the homogeneity variant test of organizational commitment (Y) and organizational culture (X_1) and work motivation (X_2) applied Bartlett test.

Description

1. Correlation between organizational culture (X_1) and organizational commitment (Y).

Correlation between organizational culture (X_1) and organizational commitment (Y) applying product moment correlation technique has obtained a correlation coefficient $r_{y,1} = 0.782$. Both correlation is significant due to Sig = 0.000, this value is identical to p-value which is p-value is less than α (0.05). So that, H_0 is rejected but H_a is accepted, it indicates that positive and significant correlation between organizational culture (X_1) and organizational commitment (Y) has obviously occurred.

Determinant coefficient of organizational culture (X_1) and organizational commitment (Y) which is $r^2 = (r_{y,1})^2 = 0.611$. It indicates that the variable of organizational culture has been affecting 61.1% organizational commitment (Y).

Positive functional correlation between organizational culture and organizational commitment at RSUD Bogor has determined $\hat{Y} = 4.945 + 1.001X_1$.

This research is in line with the research done by Slamet Priadi (2011:66) regarding Relationship Between Organizational Culture and Emotional Intelligence upon Organizational Commitment, The Study at Traffic Management Authority and Public Transportation in Bogor. The result of the research has indicated positive correlation between organizational culture (X_1) and organizational commitment (Y)

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Also, it is in line with the research of Sumanto and Anik Herminingsih (2016:96) regarding The Effect of Organizational Culture and Work Motivation upon Organizational Commitment at PT Bank Central Asia, Tbk. Main branch office in Tangerang. Based on t-test result, organizational culture has partly affected organizational commitment which is $t_{\text{calculated}}$ is 3.740.

Furthermore, other research has been in line with this research is the research done by Maria Angella Widya Puspasari regarding The Effect of Motivation and Organizational Culture upon Organizational Commitment and Employees Performance. It indicates that organizational culture has been affecting significantly the development of organizational commitment.

2. Correlation between work motivation (X_2) and organizational commitment (Y).

Hypothesis of work motivation (X_2) and organizational commitment (Y) has applied product moment correlation technique resulting correlation coefficient $r_{y,2} = 0.766$. Both connection is significant as Sig = 0.000, it explains that it is identical to p-value which is p-value < α (0.05). So that, H_0 is rejected by H_a is accepted. It indicates that positive and significant correlation between work motivation (X_2) and organizational commitment (Y) has occurred obviously.

Determinant coefficient of work motivation (X_2) and organizational commitment (Y) which is $r^2 = (r_{y,2})^2 = 0.587$. It has determined that work motivation variable (X_2) has affected 58.7% organizational commitment (Y).

Result of analysis regarding functional relationship between work motivation and organizational commitment at RSUD in Bogor is at the following equations $\hat{Y} = 39.403 + 0.636X_2$.

This research has been in line with the research done by Sumanto & Anik Herminingsih (2016:96) regarding The Effect of Organizational Culture and Work Motivation upon Organizational Commitment at PT Bank Central Asia, Tbk, main branch office in Tangerang. Based on the t-test, part of work motivation has not affected significantly organizational commitment refers to $t_{\text{calculated}} = 1.852$. Referring to the research done by Maria Angella Widya Puspasari regarding The Effect of Motivation and Organizational Culture upon Organizational Commitment and Employees Performance. It has determined that motivation has affected significantly the development of organizational commitment.

Correlation between organizational culture (X_1) and work motivation (X_2) simultaneously has been affecting organizational commitment (Y) which is applied product moment correlation technique obtaining the correlation coefficient is $R_{y,1,2} = 0.841$. It has indicated that there is a strong relationship between organizational culture variable (X_1) and work motivation (X_2) simultaneously has been affecting organizational commitment (Y). Both correlation is significant due to Sig = 0.000 which is identical to p-value refers to p-value is less than α (0.05). So that, H_0 is rejected but H_a is accepted, it has indicated that positive and significant correlation between organizational culture (X_1) and work motivation (X_2) simultaneously affecting organizational commitment (Y).

Organizational culture (X_1) and work motivation (X_2) have affected simultaneously organizational commitment (Y) being calculated based on determinant coefficient which is $R^2 = (R_{y,1,2})^2 = 0.708$. It indicates that organizational culture variable (X_1) and work motivation (X_2) simultaneously have affected 70.8% organizational commitment (Y).

Functional relationship between organizational culture (X_1) and work motivation (X_2) simultaneously has affected organizational commitment (Y) determining multiple regression equations $\hat{Y} = 3.870 + 0.617X_1 + 0.359X_2$.

The result of this research has been in line with the research of Sumanto and Anik Herminingsih (2016:96) regarding The Effect of Organizational Culture and Work Motivation upon Organizational Commitment at PT Bank Central Asia, Tbk, at main

branch office in Tangerang. Simultaneously organizational culture and work motivation have been affecting significantly organizational commitment which is 0.000 of significant value. The Analysis result of multiple linear regression has determined $Y = 10.057 + 0.870X_1 + 0.444X_2$. And the research of Maria Angella Widya Puspasari regarding The Effect of Motivation and Organizational Culture upon Organizational Commitment and Employees Performance. Motivation and Organizational Culture have been affecting significantly the development of organizational commitment. Motivation and organizational culture simultaneously have affected 35.2 % organizational commitment. Motivation and organizational culture have been affecting significantly the improvement of employees' performance. Motivation and organizational culture simultaneously have affected 26.0 % the employees performance.

CONCLUSION AND SUGGESTIONS

Conclusion

1. Organizational culture has a positive relationship with organizational commitment which is 0.782, it has indicated strong relationship category. But the effect of organizational culture upon organizational commitment is 61.1 %.

The most powerful relationship dimension of organizational culture is individual initiative (X_{11}) having the strongest relationship with affective dimension (Y_1) on the organizational commitment variable refers to correlation coefficient 0.991 (the strongest relationship). It has concluded that organizational culture dimension has mostly affected organizational commitment at RSUD Bogor which is an individual initiative dimension.

2. Work motivation has a positive relationship with organizational commitment which is 0.766 refers to strong relationship category. But the effect of work motivation upon organizational commitment is 58.7%.

Work motivation dimension variable which is having strong relationship is the exertion of achievement (X_{24}) which is the strongest relationship with continuance dimension (Y_2) refers to organizational commitment variable having correlation coefficient of 0.692 (strong relationship). It is concluded that work motivation has been mostly determining organizational commitment at RSUD Bogor which is component of achievement exertion.

3. Organizational Culture (X_1) and Work Motivation (X_2) simultaneously have positive correlation with organizational commitment (Y) which is 0.841, it indicates strong relationship between organizational culture variable and work motivation which is simultaneously affecting organizational culture variable. Organizational culture (X_1) and work motivation (X_2) simultaneously have been affecting 70.8% organizational commitment.

Suggestions

1. Some suggestions to improve the organizational commitment thru organizational culture.
 - a. To improve an affective commitment, establishing a culture value at RSUD Bogor should have to be developed more in order to create strong employees commitment to an organization where they work for. It will exert the employees to meet their expectation accordingly.
 - b. In order to improve continuance commitment, the benefits given to employees should have to be improved so that they will have sense of belonging to the organization either financial or work condition.
 - c. In order to improve normative commitment, RSUD Bogor is expected to provide some activities to make people engaged to the organization.
2. Some items are required to develop in order to improve organizational commitment thru work motivation.

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- a. RSUD Bogor should have to approach people individually, invite the employees to communicate actively and create comfortable work condition which is relax and serious.
- b. RSUD Bogor should have to be able to motivate, refresh the employees to provide some leisure activities refers to gathering or other activity instead of routine jobs.
- c. RSUD Bogor should have to provide a training, training is able to motivate people. In order to make training effectively, it should have to be done regularly, or asking Professional Trainers to change the employees mindset and to build up their spirit to work better.
- d. RSUD Bogor should have to give a target to subordinates according to their skills and competencies. Exerting people to work better, the organization should have to be able to fulfill their rights to motivate them to stay at work. RSUD should have to treat employees as teamwork or win-win solution partners instead of being an object.
- e. RSUD Bogor should have to implement reward system given to the best employees' performance and punishment system to the employees neglecting their job.

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