



The effect of motivation and commitment organization on employee performance (Case study of PT. PLN Bantar Gebang Bekasi)

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ABSTRACT

Performance means that work will occur in terms of quality as well as quantity achieved by an employee in carrying out his duties following the responsibilities given to him. In building good performance, the factors that are claimed to be important are work motivation and work discipline. The purpose of this study is to determine and analyze the effects of work motivation and organizational commitment on the performance of employees of PT. PLN (Persero) Bantar Gebang, Bekasi. This study uses the HRM theory related to employee performance, work motivation, and organizational commitment. The research uses quantitative methods using an associative approach. The sample used in this study means that 35 people use a saturated sample. Data collection techniques used are interviews and questionnaires consisting of validity and reliability tests. The data analysis technique used is the Multiple Linear Regression Test, and the Classical Estimation Test consisting of normality, multicollinearity, heteroscedasticity tests. The hypothesis consists of the origin of the t-test, f test, and coefficient of determination. The results of this study share that the work motivation variable (X1) has a positive and significant effect on the performance of employees of PT. PLN (Persero) Bantar Gebang, Bekasi, as evidenced by the t arithmetic value for the motivation variable (X1) as much as 2.740 and the value in the 5% distribution as much as 2.034 then $t\text{-count } 2.740 > t\text{-table } 2.034$ and also the value is significantly smaller than 0.05 ($0.001 < 0.05$), meaning that there is a significant influence between motivation on employee performance. The calculated F value is greater than the F table value, namely F arithmetic $22.229 > F\text{ table } 3.28$ and also the value is significantly smaller than 0.05, namely $0.000 < 0.05$. This means that the variables of motivation and work discipline together (simultaneously) have a positive and significant influence on employee performance originating that there will be a t-test with a t-count of five,431 while t-table is 2,005 and has a significant number of $0.000 < 0.05$ H_0 is rejected. From the result of testing the work discipline variable (X2), it indicates that discipline has a positive and significant effect on the performance of PDAM Tirtanadi employees, Tusan Medan Branch, as evidenced by the results of the t-test using t-count as much as 3.473 while t-table is 2.005 and has a significant number of $0.001 < 0.05$ H_0 rejected, where $F\text{-count } 92.868 > 3.18 F\text{-table}$.

Furthermore, the value of R Square in the regression model is 0.582, or 58.2% of employee performance is explained by the variables of work motivation (X1) and organizational commitment (X2), and 41.5% is explained by other factors not examined.

Keywords: Motivation, Organizational Commitment, Employee Performance

1. INTRODUCTION

Every company has certain goals to be achieved for its survival. The achievement of the company's goals shows the work or work performance of the company as organizational performance. The better the performance of a company, the greater the opportunity for the company to achieve its goals. The company's performance is obtained through a series of activities

that are needed to achieve company goals.

An organizational commitment shows a person's power in identifying his involvement in a part of the organization. Organizational commitment is built based on workers' trust in the values of the organization, the willingness of workers to help realize organizational goals, and loyalty to remain members of the organization. Therefore, organizational

commitment will create a sense of belonging (sense of belonging) for workers to the organization.

In addition to organizational commitment, to achieve organizational goals in a better direction, motivation is needed both internally and externally. Internal motivation is the motivation that arises from within the mind, heart, and desires of the self. External motivation is the motivation that arises because of encouragement from outside the person, for example from other people and the organization where he works.

As employees, they have the motivation to complete their work well as something fun, because usually, employees will get satisfaction through high employee performance. Employees can be given wider responsibility for making decisions and carrying out employee duties because employees already have the drive to work well and are more likely to achieve company goals in a good way. Motivation is very important for companies, because motivation is part of the company's activities in the process of coaching, developing, and directing humans at work. In carrying out a job an employee must have motivation so that it can encourage so that employees can work hard and can improve employee performance.

Performance is basically what employees do that affects how much they contribute to the organization or company. High employee performance is expected by a company. The higher the performance of employees, the productivity of the company as a whole will increase so that the company will be able to maintain its continuity, for that employee are required to be able to complete their duties and responsibilities effectively and efficiently.

In the process of improving organizational performance, organizational leaders should have HR development management programs through good planning to encourage the performance of each employee through efforts to increase motivation at work, increase organizational commitment to achieve organizational goals, and accelerate the achievement of organizational goals that have been set so that it is beneficial for organizational development.

2. STUDY OF THEORY

Motivation

Motivation comes from the Latin word *move* which means to encourage or move. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates, so that they want to work together productively and successfully achieve and realize the goals that have been determined.

In general, the definition or understanding of motivation can be interpreted as a goal or a driving force, with the actual goal being the main driving force for a person in trying to get or achieve what he wants either positively or negatively. The term in terms of motivation comes from the English word, namely motivation. However, the original word is *motive* which has also been used in Malay, namely the word *motif* which means a goal or any effort to encourage someone to do something. In summary, in addition, the notion of motivation is a change that occurs in a person that appears feelings, psychological and emotional symptoms that encourage individuals to do or act something caused by needs, desires, and goals.

According to Malayu (2011), motivation comes from the Latin word "move" which means to encourage or move. Motivation questions how to direct the power and potential to work to achieve the specified goals. A person works because he wants to fulfill his life needs. The drive for desire in a person is different so that human behavior tends to vary at work.

Every organization wants to achieve its goals. To achieve this goal, the role of humans involved in it is very important. To move people by what the organization wants, it must be understood the motivation of humans working in the organization, because this motivation determines the behavior of people to work, or in other words, behavior is the simplest reflection of motivation. (Edwin B. Flippo 2013), says that motivation is a skill in directing an employee & an organization to be able to work to be successful until the employees and the goals of the organization are achieved.

Motivation can come from within a person in the form of awareness of the importance of the benefits of the work he does. According to (Robbins, 2017), motivation is a process that explains the intensity, direction, and persistence of an individual to achieve his goals. In this definition, there are three elements, namely: effort, goals, and needs. The element of effort is a measurement of intensity. The effort that is directed towards and consistent with organizational goals is the type of effort that should be sought and motivation is a process of fulfilling needs.

Organizational Commitment

Organizational commitment is a feeling of psychological and physical attachment or attachment to the organization where he works or the organization of which he is a member. Psychological connection means that employees feel happy and proud to work for or become members of the organization. This linkage or attachment has three forms of complying with organizational norms, values, and regulations, identifying with the organization, and internalizing organizational norms, values, and regulations (Wirawan, 2015). In other words, it is an attitude that reflects employee loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress.

A worker with high or low organizational commitment will have a different attitude towards the organization. Employees with high organizational commitment will produce work performance that is in line with expectations, low levels of absenteeism, and low levels of employee turnover.

Employees with high organizational commitment will produce work performance that is in line with expectations, low levels of absenteeism, and low levels of employee turnover. When commitment is given to the organization, the expected psychological behavior will emerge through the relationship between organizational goals and employees (Frimayasa & Lawu, 2020).

Organizational commitment is a condition where employees are very interested in the goals, values, and goals of the organization. Furthermore, organizational commitment means more than just formal membership, because it includes an attitude of liking the organization and a willingness to put forth a high level of effort for the benefit of the organization in order to achieve goals (Steers and Porter 2011).

(Robbins, 2017) Stating organizational commitment means that a worker identifies an organization, its goals, and expectations to remain a member. Most research has focused on emotional engagement in organizations and belief in their values as the 'gold standard for employee commitment.

Aspects of organizational commitment proposed by (Luthans, 2014): 1) Effective commitment, Effective commitment is the emotional attachment of employees, identification, and involvement in the organization. 2) Continuance commitment, Continuance commitment is a commitment based on losses associated with leaving employees from the organization. This may be due to loss of seniority over promotions or benefits. 3) Normative commitment, Normative commitment is a feeling of obligation to be in the organization because it must be so, the action is the right thing to do.

Employee performance

Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Bosses or managers often don't notice unless it's gone bad or things are going awry. Too often managers don't know how badly performance has deteriorated and the company/agency faces a serious crisis. Deep organizational bad impressions result in and ignore warning signs of declining performance.

Or performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Frimayasa et al., 2018). Performance is very important and must be considered by all management, both at the small and large organizational levels. The work achieved by the organization or employee is a form of accountability to the organization and the public. Performance in carrying out its functions does not stand alone, but is always related to employee job satisfaction and the level of compensation given, and is influenced by skills, abilities and individual characteristics.

Performance is the result of someone's work that describes the quality and quantity of work that has been done. Performance from one person to another may differ, due to different driving factors. Employee performance is very important because the performance of an employee in an agency will determine the effectiveness of the agency's performance. If the employee's performance is not good, the agency's performance will be not good. And vice versa (Frimayasa & Lawu, 2020).

According to (Rivai 2016), performance is a general term used in part or all of the actions or activities of an organization in a period with a reference to some standards such as projected past costs based on efficiency, management responsibility or accountability and the like. According to (Hasibuan, 2017) Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity and time. Meanwhile, according to (Wirawan 2015) explains that performance is the output produced by the functions or indicators of a job or a profession within a certain time. Performance is an achievement or level of success achieved by an individual or an organization in carrying out work in a certain period. Performance can also be interpreted as an achievement achieved in carrying out services to the community in a period. Performance improvement cannot be realized if there is no good management or management, which can encourage institutional efforts to improve performance.

Every performance management effort is intended to be used to encourage performance to reach the highest level in every organization (Lawu et al., 2019).

3. RESEARCH METHODS

This study uses quantitative methods, and descriptive analysis by interpreting the existing data to provide an overview assisted by the SPSS 22.0 application program tools and the various tests carried out include;

1. Multiple Regression Test Regression aims to test the relationship between one variable and another variable
2. Coefficient of Determination (R²)

The coefficient of determination (R²) is used to determine the percentage of the connection between the independent variables simultaneously on the dependent variable. This coefficient shows how big the percentage of independent variables used in the model is, able to explain the variation of the independent variables. The value of the coefficient of determination is between zero and one. A small value of R² means the ability of the independent variables to provide almost all the information needed to predict the variation of the dependent variable.

3. Hypothesis testing Hypothesis testing is carried out to test the truth of the hypotheses that have been compiled based on research data. The hypothesis test used is the f-test statistical test and the t-test statistical test:

a. F . statistic test

The F test aims to determine whether all the independent variables included in the regression model have a simultaneous(together) effect on the dependent variable or not.

b. t statistic test

Statistical t test is used to measure how far the influence of the independent variables individually in explaining the variation of the dependent variable. If the t-count value is greater than the t-table value.

So it can be stated that the independent variables individually have a positive effect on the dependent variable. If the significance value of $t < 0.05$, it can be stated that the independent variables individually have a significant effect on the dependent variable.

4. RESEARCH RESULT

VALIDITY TEST

A validity test is a tool used to measure the validity or validity of a questionnaire. The test of the questionnaire aims to find out the measuring instrument used has measured what the tool should measure, namely the questionnaire. In testing the level of validity of data, it can be done in two ways, namely: factor analysis and item analysis. This study uses item analysis, namely, the total score of items is seen as an X value and the total score is seen as a Y value. The validity test uses the help of the SPSS 22 program. The results of the calculation of r arithmetic are then consulted with an r-table with a significant level less than 0.05. If $r_{\text{count}} > r_{\text{table}}$ then the item statement can be said to be valid, but if $r_{\text{count}} < r_{\text{table}}$ then it can be said that the statement item is invalid.

Variable Validity Test Results

Variable	Item Question	r - calculate	r-table	description
MOTIVATION	X1.1	0,652	0,324	VALID
	X1.2	0,626	0,325	VALID
	X1.3	0,711	0,326	VALID
	X1.4	0,529	0,327	VALID
	X1.5	0,643	0,328	VALID
ORGANIZATIONAL COMMITMENT	X2.1	0,673	0,329	VALID
	X2.2	0,846	0,330	VALID
	X2.3	0,772	0,331	VALID
	X2.4	0,776	0,332	VALID
	X2.5	0,720	0,333	VALID
EMPLOYEE PERFORMANCE	Y1.1	0,649	0,334	VALID
	Y1.2	0,624	0,335	VALID
	Y1.3	0,633	0,336	VALID
	Y1.4	0,649	0,337	VALID
	Y1.5	0,533	0,338	VALID
	Y1.6	0,601	0,339	VALID

Source: Data processed by SPSS 22.0 (2021)

Based on the table of validity test results above, it is known that the statement items used in this study to measure the motivational variables, organizational commitment, and employee performance statistically, the relationship numbers obtained must be compared in the r person correlated table numbers. if $r_{\text{count}} > r_{\text{table}}$ then the statement item is said to be valid. r-table is determined by selecting the number of all statement items on the motivation variable, organizational commitment, and employee performance meet the requirements.

RELIABILITY TEST

The reliability test provides accuracy, precision, and consistency of surveys on measuring variables (Latan and Temalagi, 2013). The reliability of distributing an instrument

can be considered to be used as a data collection tool because the instrument is already good. Instruments called reliable are instruments that if used several times to measure the same object will form the same data, instruments that can be considered will make data more valid as well. The reliability of the questionnaire in this study was using the Cronbach's alpha coefficient formula, using a way to compare the alpha values using the standard. Reliability is said to be good if it has a Cronbach's Alpha value of 0.60. according to the description above, it is presented that there will be data processing about testing the reliability of the data in the research variables.

Variable Reliability Results

Variable	Cronbach's Alpha	Minimal Cronbach's Alpha	description
MOTIVATION	0,621	0,60	Reliable
ORGANIZATIONAL COMMITMENT	0,814	0,60	Reliable
EMPLOYEE PERFORMANCE	0,670	0,60	Reliable

Source: Data processed by SPSS 22.0,(2021)

Based on the Reliability table, namely the results of data processing regarding reliability, which shows that all of the statement items submitted are reliable, it can be concluded that all variables are reliable because they have Cronbach's Alpha values above 0.60. according to the Reliability table, which is the result of processing data on reliability, which shows that all of the proposed statement items are reliable, as result, it can be concluded that all variables are reliable because they have Cronbach's Alpha values above 0.60.

MULTIPLE LINEAR REGRESSION TEST

Multiple linear regression analysisThe data from this study were processed with the help of the SPSS 22.0 program to test the research hypothesis which states that motivation and organizational commitment affect employee performance at the PT. PLN (Persero) Bantar Gebang, Bekasi.

Multiple Linear Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,398	3,250		1,968	0,058
	Motivation (X ₁)	0,244	0,141	0,216	0,740	0,91
	Organizational Commitment (X ₂)	0,668	0,127	0,651	5,238	0

Source: Data processed by SPSS 22.0 (2021)

Based on the results of the Multiple Linear Analysis table, it can be seen that the regression equation formed is: $Y = 6.398 + 0.243 X_1 + 0.668 X_2$ From the above equation, it can be explained that:

- The constant value of 0.6398 means that if the motivation and organizational commitment variables are equal to zero, then the employee's performance is 0.6398.
- The value of the coefficient $b_1 = 0.243$ X1 or 24.3% indicates that motivation influences employee performance, if the motivation is to achieve goals, work enthusiasm, initiative, and creativity as well as employee responsibility in the company, it will be estimated that employee performance will also increase with the assumption that the variable other constant.
- The value of the coefficient $b_2 = 0.668$ X2 or 66.8% indicates that organizational commitment discipline influences employee performance. other constant.

Coefficient of Determination (R²)

The coefficient of determination shows how much the independent variable is capable of indicating the variation of the dependent variable. in other terms, this coefficient of determination is used to measure how far the independent variables are in indicating the dependent variable. The value of the coefficient of determination is determined by the adjusted R-square value as can be seen in the table of the following Coefficient of Determination.

Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.556	128,141

Source: Data processed by SPSS 22.0 (2021)

Based on the table of the results of the coefficient of determination, it is known that the R Square value is 0.582, this means that the X1 and X2 variables simultaneously on the Y variable are 58.2%.

t-test

The partial hypothesis test was used to determine the effect of each independent variable, namely motivation and organizational commitment on the dependent variable of employee performance at the Makassar City Statistical Center Office. based on multiple linear regression in the t-test table, it is done by comparing the t-count value with the t-table value.

From the comparison of t-count and t-table, it can be concluded that if $t\text{-count} > t\text{-table}$, the independent variables (X1 and X2) have a significant effect on the dependent variable (Y). On the other hand, if $t\text{ count} < t\text{ table}$, it can be concluded that the intended variable X does not have a significant effect on variable Y.

$$T\text{ table} = t(a/2; n - k - 1) = t(0.05/2; 35 - 2 - 1) = 2.034$$

Partial Test Results (t-test)

Variabel	t _{hitung}	Sig.	t _{tabel}
Motivation	2,740	0,001	1,990
Organization Commitment	5,238	0,00	

Source: Data processed by SPSS 22.0,(2021)

Based on the partial test table (t-test) it can be explained that the partial test (t-test)

derived from each variable, namely:

- The t-count value for the motivation variable (X1) is 2.740 and the value in the 5% distribution is 2.034, then the t-count is $2.740 > t\text{-table } 2.034$ and the value is significantly smaller than 0.05 ($0.001 < 0.05$). This means that there is a significant influence between motivation on employee performance.
- The calculated t value for the Organizational commitment variable (X2) is 5.238 and the value in the 5% distribution is 2.034, so t-count is $5.238 > t\text{ table } 2.034$, and also the value is significantly smaller from 0.05 ($0.00 < 0.05$). There is a significant impact between organizational commitment to employee performance.

F Uji test

To test the impact of independent variables together using the F test. The F test is carried out by comparing the calculated F value using the F table value if $F\text{ arithmetic} > F\text{ table}$ then there is a simultaneous (together) effect between motivation and organizational commitment to employee performance. On the other hand, if $F\text{-count} < F\text{ table}$, it can be concluded that there is no simultaneous effect between the independent variable and the dependent variable. due to simultaneous regression calculations obtained as follows: $F\text{ table} = F(k;n-k) = F(2;35-2) = 3,28$.

Test Results –F

Model	Sum of Squares	df	Mean S Square	F	Sig
1 Regression	72,999	2	36,500	22,229	.000 ^b
Residual	52,545	32	1,642		
Total	125,544	34			

Source: Data processed by SPSS 22.0 (2021)

Based on the table, the results of the F test show that the calculated F value is greater than the F table value, namely $F\text{ arithmetic } 22.229 > F\text{ table } 3.28$, and also the value is significantly smaller than 0.05, namely $0.000 < 0.05$. This means that the variables of motivation and organizational commitment simultaneously (simultaneously) have a positive and significant impact on employee performance.

5. CONCLUSION

- The results of hypothesis testing show that there is an impact between motivation on employee performance. considered derived from the calculation that has been done, the coefficient value is 2.034 and the t-count is 1.740 with a significant level of a result of 0.091, which is smaller than 0.05. based on what will happen it can be concluded that motivation has a positive effect on employee performance at PT. PLN (Persero) Batar Gebang, Bekasi.

2. As a result of testing the hypothesis, there is an impact between organizational commitment to employee performance. seen from what will occur, the calculations that have been carried out obtained a coefficient value of 2.034 and a t-count of 5.238 with a significant level of results as much as 0.000 smaller than 0.05. According to the result, it can be concluded that organizational commitment has a positive effect on employee performance at PT. PLN (Persero) Batar Gebang, Bekasi.

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