



The influence of organizational culture, work competence and work motivation on organizational commitment

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ABSTRACT

Having human resources who are loyal to the company is an asset that is expected for company owners to establish the company's business progress. To get employees who have a high sense of commitment to the place where they work can be influenced in various ways. One of them is by paying attention to aspects of organizational culture, work competence, and employee motivation. In addition, the commitment instilled in employees is also able to influence in developing the company itself so that employees have a role to play in achieving company goals. This study aims to analyze the influence of organizational culture, work competence and work motivation on organizational commitment at PT Kalbe Farma which causes an increase in employees resigning every month. The type of research used is quantitative research. With a population of employees and sampling with the Probability Sampling technique with a sample of 77 respondents. The data obtained from the research sample is in accordance with the statistical data which is then interpreted. Data collection techniques include observation, distributing questionnaires and literature study. The analytical methods used are validity test, reliability test, classical assumption test, multiple linear regression and hypothesis testing through t test, and classical assumption test using SPSS 26 program. The results of the analysis show that organizational culture, work competence and motivation to work together positive and significant effect on organizational commitment. The results of this study concluded that organizational culture, work competence and work motivation had a significant partial and simultaneous effect on PT Kalbe Farma's organizational commitment.

Keywords: Organizational Culture, Work Competence, Work Motivation, Organizational Commitment, Loyalty

1. INTRODUCTION

Nowadays, along with the development of globalization and technology, the pressure of business competition is getting tougher, it's no wonder now not a few companies in Indonesia are demanding their employees to be able to further improve the excellence and quality of human resources. Human Resources is one of the most important elements for a company. As human resources who carry out various activities within the organization without a workforce, an organization will not run smoothly. This is where the point of success is found for organizations that depend on individual performance in carrying out activities within a company to achieve organizational goals. If human resources are not regulated properly, it will not create a workforce or employees who have good quality and are competent in doing a job or responsibility. One of the company's strategies and roles to retain employees is to continue to increase employee commitment to the organization.

Organizational commitment is a condition or condition in which an employee maintains membership to achieve a goal or desire in the organization (Robbins, 2007). Employees with high commitment will show an attitude where employees need and have high expectations of the organization where employees work, and are more motivated at work. Meanwhile, according to Hollenbeck (2017) Organizational Commitment is the identification and involvement of an employee in his organization not to be willing to leave it.

Another factor that influences organizational commitment is work organizational culture. Organizational culture has an important influence on the system in determining the personality of an organization, so that it will increase organizational commitment. According to Sembiring (2012), organizational culture is based on a shared meaning system followed by members as a differentiator from other organizations. This means that in the system of shared meaning, it is closely shaped by its citizens who are at the same time a differentiator with other organizations.

Organizational culture can reflect the personality of employees in terms of organizational commitment. Personality of employees who are able to increase organizational commitment are employees who are able to work together to achieve organizational goals and objectives. It can be said that if the organizational culture is going well, then the members of the organization involved in it give the organization an image that they are qualified human resources. Therefore, organizational culture greatly influences the behavior of workers and the value system system that is used as a reference for human behavior in achieving organizational goals that are applied.

The next strategy formed by the company in increasing employee commitment is to increase employee work competence. Employee competence according to Mutia (2018) is the maximum limit that exists in someone who is able to make that person fulfill what is determined by an organization so that the organization can achieve the expected results. Competence is a concept that is closely related to work (Hutapea and THoha 2008)

One of the company's strategies that is also a benchmark in increasing organizational commitment to work is to motivate employees. Motivation is an important and main factor that affects human resources to work optimally and improve the performance of a company. Everyone will be motivated because of unmet needs based on their level (Tri Andjarwati, 2015). While human needs consist of several levels, including the lowest level, namely physiological needs and the highest level, namely self-actualization needs. Motivated employees are more committed to their work. By looking at this explanation, motivation is an important thing to get good performance for the survival of a company.

PT Kalbe Farma is a multinational company that is developing in producing pharmaceuticals. The company is headquartered in South Cikarang. PT Kalbe Farma is known for its values. The implementation of organizational culture that we are familiar with seems to be discipline. Among them are discipline in dressing, discipline in entering and leaving work hours and discipline during breaks. Employees are orderly in carrying out the rules that have been implemented by the company, but there are still those who commit violations in terms of discipline, among others, by being late for work and being late for work when the break is over. So if this is done repeatedly, it will affect the employee to get punished and make it possible to resign from the company. It should also be noted that at work there is something called an employee competency assessment.

Table 1. Type Competency

No	Competence
1	Competence achievers
2	Competence in serve
3	Competence Leadership
4	Competence managerial
5	Competence thinking
6	Competence Personality .

Source : Journal (2018)

Table 1 shows that employees have assessment standards based on their categories. This means that if the employee has good competence, it will also be good for the career path he gets. However, if the employee's assessment is bad, it can make it possible that the employee is not competent in carrying out his

duties so that if the employee has a contract status, there will be no further contract extension or it is his own desire to resign or resign. At PT Kalbe Farma there is also a suggestion system or improvement. One part of the Improvement is making Pink tags and Green Tags. Which pink tag means things that can harm ourselves and others and Green tags are improvements that are around us and are able to overcome them.

Table 2. List of Green Tags and Pink Tags 2019

No	Collection of Green Tagg and Pink Tagg	Target	Period
1	22	50	January
2	20	50	February
3	46	50	March
4	20	50	April
5	30	50	May
6	18	50	June

Source : Processed data (2021)

Table 2 shows that there was an increase in employee motivation in March and a drastic decrease in June. So if the employee is not enthusiastic about making improvements in accordance with the target, there will be a possibility that the employee indicates that the employee does not have passion in achieving and allows to move places because of the many demands of targets at work.

One of the conditions that appears and often occurs in organizations is the difference in the frequency of generations in the workforce. The organization now has employees who are mixed between Gen X and Gen Y. As the term is known as baby boomers born from 1945-1962, Gen X (1963-1982), and Gen Y (1983-1997) according to (Ball & Gotsill, 2011) and Gen Z who were generally born after 2000. According to Yigit & Aksay (2015). So that the classification or generation category adds variants in the workforce, not only adrift on age, education, religion and culture.

Digital Natives is a term for the Gen Y generation. Where Gen Y was born in the digital era which has the potential to obtain information easily and quickly from various things in a matter of seconds. A career for Gen Y is not just the achievement of working in one company. Gen Y prefers and values diversity and will get additional input and insight from their co-workers in doing a job. Gen Y is more focused on a strong mission and not only on company performance but also cares about the environmental conditions in it. According to Queiri, Yussuf & Dweikat (2014) stated that Gen Y has big challenges in finding a career that matches their passion and work values. In the sense that Gen Y is more oriented towards career development, workplace comfort, working hours are not tight.

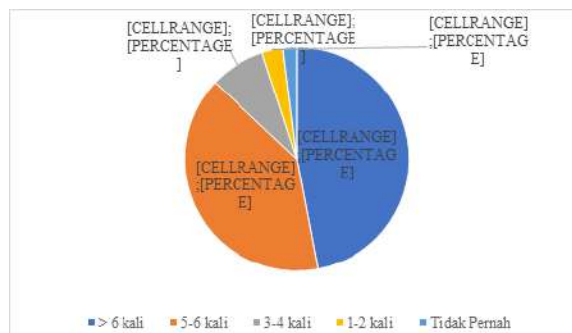


Figure 1. Gen Y experience moving work at PT Kalbe Farma
Source : Processed data sources

Based on the data in Figure 1, that organizational commitment there is an increase in the RND as much as 47% and there is a decrease in other parts. Employee resignation or resignation is the exit or removal of an employee's membership from a company. So that if an employee resigns, there will be a disconnect between the rights and obligations of the employee and the company. As stated by Mathis and Jakson (2006) about several reasons employees decide to resign or change places of work including: (1) Organizational components, values and culture of strategies or opportunities, orientation to results, continuity and job security; (2) career opportunities, continuity of training, development and guidance, career planning; (3) employee relations, discriminatory treatment, support from supervisors/management, relations between co-workers; (4) Task and job design, work responsibilities and autonomy, work flexibility, working conditions, work balance.

2. LITERATURE REVIEW

Organizational Commitment

Having a high commitment in an organization can affect the work situation of professional employees later. Organizational commitment is an employee's attitude related to having a sense of desire and willingness to work hard for the goals, objectives and vision of the organization so that it creates an encouragement in individuals to want to survive for the sake of the continuity of the organization. Commitment is often interpreted as a form of surviving a member by not leaving his membership from an organization. According to Darman (2017) states that organizational commitment is defined as a condition in which an employee maintains his membership to achieve a goal or desire in the organization. Meanwhile, according to Hollenbeck (2017) Organizational Commitment is the identification and involvement of an employee in his organization not to be willing to leave.

Organizational Culture

Organizational culture can be defined as the values created in an organization to form a personality or reflection of the organization. According to Sembiring (2012), organizational culture is based on a shared meaning system followed by members as a differentiator from other organizations. This means that in the system of shared meaning, it is closely shaped by its citizens who are at the same time a differentiator with other organizations. Organizational culture is a culture that represents the personality of an organization (Ari, 2020). Organizational culture can reflect the personality of employees to behave positively which is expected for the company for the progress of the company. A good employee personality is an employee who is able to work together to achieve organizational goals. Based on the understanding of organizational commitment above, it illustrates that employees who have a high work commitment will care about the work given to them and there is an internal drive to work better with a high level of job satisfaction and discipline so that they can provide more time to complete a job. .

Work Competence

Human resources in the organization have a very important role for the organization. This is because the success of an organization is largely determined by the quality of the employees who work in it. Every organization is formed to achieve certain goals and if it is achieved, then it can be called a success. To achieve success requires a strong foundation in the form of competencies possessed by employees. The competence possessed by an employee means being able to contribute to a good organization so that employees are also considered to have good performance which can later help for career development in the future. According to Mutia (2018), work competence is the maximum limit that exists in someone who is able to make that person fulfill what is determined by an organization so that the organization can achieve the expected results. Thoha (2008) explained that competence is a concept that is closely related to work, meaning that it tells which areas can make a person more superior and competent. while competence is the concept of people who are closely related to people. This means an employee who demonstrates behavior based on superior or competent performance.

Work Motivation

Motivation is the most important element in improving the quality of human resources, this is evidenced by the quality of human resources in a good company will be very helpful in company activities. If the motivation has been carried out to the maximum, the company's activities will be easily carried out, so entrepreneurs or heads of organizations must really pay attention to this element. According to Andjarwati (2015) that everyone will be motivated because of unmet needs based on their level. While human needs consist of several levels, including the lowest level, namely physiological needs and the highest level, namely self-actualization needs. According to Robbins (2015) explains that motivation is an action taken by a person to develop an unusual behavior based on a strong movement. Furthermore, according to Yorks (2001) that motivation is an impulse in a person who is able to arouse to meet needs in accordance with what he wants

3. METHODS

This study uses a quantitative method, which means that the researcher emphasizes the method of testing theories from the theoretical results obtained through measuring research variables with numbers and conducting analysis with statistical procedures, regardless of the context of time and situation and the type of data collected, especially quantitative data. This study uses quantitative methods by distributing questionnaires to employees who work at PT Kalbe Farma. Sugiyono (2015) defines data in the form of numbers or qualitative data that turns into numbers. While the population according to is a generalization area consisting of objects or subjects that have certain quantities or characteristics specified in the research to be studied and then draw conclusions. The sample is part of the

the population itself consisting of several characteristics and is representative. The population in this study were all analysts in the R & D laboratory. The number of samples that the researchers took were 77 employees and the sample method was using the slovin method, namely probability sampling. Probability sampling is a method to give every member of the population an equal chance to be a member of the sample.

4. RESULTS AND DISCUSSION

Table 3. Multiple Linear Regression Test Results

Model	Coefficients ^a		Beta	t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
1 (Constant)	2,684			1,415	,161
ORGANIZATIONAL CULTURE	,111	0.055	,128	2,027	0.046
JOB COMPETENCE	,576	,078	,526	7,366	,000
WORK MOTIVATION	,212	,033	,408	6,356	,000

Based on table on could is known formula base equality regression as following :

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

$$Y = 2.684 + 0.111X_1 + 0.576X_2 + 0.212X_3$$

Description :

Y : Commitment Organization

X1 : Culture Organization

X2 : Competence Work

X3 : Motivation Work

Equality the could interpreted that constant is of 2,684. It means could said if culture organization, Competence Work and Motivation Work considered same with zero, then variable commitment the organization of 2,684. The X1 coefficient is + 0.111 which means every 1 unit the value of X1 will be add Y value of 0.111. With thereby culture organization experience enhancement as big as 1 unit with assumption other variables fixed so commitment organization will experience increase after 0.111 . The X2 coefficient is + 0.576 which means every 1 unit X2 value adds Y value is 0.576. With thereby competence work experience enhancement as big as 1 unit with assumption other variables fixed so commitment organization will experience increase after 0.576 . The X3 coefficient is + 0.212 which means every 1 unit X3 value add Y value of 0.212. With thereby motivation work experience enhancement as big as 1 unit with assumption other variables fixed so commitment organization will experience increase after 0.212.

Discussion

Organizational Culture has a positive and significant effect on Organizational Commitment at PT Kalbe Farma. The processing results obtained are Tcount > T table, namely 2.027 > 1.665 and sig value 0.46 < 0.05. This states that Organizational Culture has a positive and significant effect on Organizational Commitment. According to Robbins in (Sembiring, 2012) that organizational

culture is based on a shared meaning system that is followed by members as a differentiator from other organizations. The organizational culture includes Innovation, Attention to detail, Result orientation, Individual orientation, Team orientation, Aggressiveness and Stability. The results of this study are supported by research by Zakia Mufida and Durinda Alfianin (2015) which concludes that organizational culture has a positive effect on organizational commitment.

Work Competence has a positive and significant effect on Organizational Commitment at PT Kalbe Farma. The processing results obtained are Tcount > T table, namely 7.366 > 1.665 and sig value 0.00 < 0.050. So it can be concluded that Work Competence has a positive and significant effect on Organizational Commitment. According to Hutapea and Thoha (2008) in (Indah Mutia, 2018) work competence is the maximum limit that exists on a person who is able to make that person fulfill what is determined by an organization so that the organization can achieve the expected results. The results of this study are supported by research by Ngatman, Istiatin, Djumali (2018) which concludes that Work Competence has a positive significant effect on organizational commitment.

Work Motivation has a positive and significant effect on Organizational Commitment at PT Kalbe Farma. The processing results obtained by Tcount > T table are 6.356 > 1.665 and sig value 0.00 < 0.050. So it can be concluded that work motivation has a positive and significant effect on organizational commitment. According to Maslow in (Tri Andjarwati, 2015) that everyone will be motivated because of unmet needs based on their level. The results of this study are supported by research by Fanidia Ifani Putri which states that work motivation has a positive and significant influence on organizational commitment.

5. CONCLUSION

Based on the results of research and analysis conducted by researchers on the variables of Organizational Culture, Work Competence and Work Motivation on Organizational Commitment at PT Kalbe Farma, this study concludes that organizational culture partially influences Organizational Commitment. This means that if the organizational culture is getting better, the employees will be more willing to stay in the organization as well. This is evidenced by the t value for the organizational culture variable which is 2,027 > t table 1,665 and a significant value of 0.46 < 0.05, which means that Organizational Culture has an effect on Organizational Commitment at PT Kalbe Farma. Work Competence partially has a significant positive effect on Organizational Commitment. This means that if the work competence is getting better, the employees will be more willing to stay in the organization as well. This is evidenced by the calculated t value for the Work Competency variable which is 7366 > t table 1.665 and a significant value of 0.00 < 0.05, which means that Work Competence has an effect on Organizational Commitment at PT Kalbe Farma. Work motivation partially has a significant positive effect on Organizational Commitment. This means that

that if the work motivation is getting better, the employees will be more willing to stay in the organization as well. This is evidenced by the calculated t value for the Work Motivation variable which is $6356 > t \text{ table } 1.665$ and a significant value of $0.00 < 0.05$ which means that Work Motivation has an effect on Organizational Commitment at PT Kalbe Farma.

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