

The Influence of Organizational Culture and Work Motivation on Organizational Commitment

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ABSTRACT

This study examines and analyzes the influence of organizational culture and work motivation on organizational commitment at the Department of Women's Empowerment and Child Protection in the Mamasa Regency. Data collection using primary data with a questionnaire technique. The population in this study were all employees who worked at the Department of Women's Empowerment and Child Protection in Mamasa Regency. As many as 68 employees used a saturated sample so that 68 samples were obtained. The questionnaire results have been tested for validity and reliability, as well as tested classical assumptions in the form of normality assumptions and heteroscedasticity assumptions. Methods of data analysis using multiple regression techniques. Based on the results of the analysis, it turns out that the research results prove that all hypotheses are accepted because Organizational Culture and Work Motivation have a positive and significant effect partially and simultaneously on Organizational Commitment at the Department of Women's Empowerment and Child Protection in the Mamasa Regency. It means that if employees can improve their organizational culture and work motivation at work, they can increase Organizational Commitment to the Office of Women's Empowerment and Child Protection in the Mamasa Regency.

INTRODUCTION

Human resource management carried out by the organization will affect the achievement of organizational goals (Storey, 2016; Alam et al., 2021). Human resources play an essential role in determining the future fate of the agency so that it becomes the most valuable asset owned by the agency (Halim, 2021). The organization's role is needed to form employee commitment, requiring the organization to provide support to employees. Employees who have organizational commitment can determine their participation in the organization. Competition and change require agencies to adapt to changes and developments through agency management. Organizations must understand that improving quality and productivity must involve employees because employees are the leading force in facilitating change and are more actively involved in planning the change (Robbins & Timothy, 2017). Setiawan & Yuniarsih, (2018) added that agency leaders and professional human resources must understand the situation, anticipate changes and win the business competition in organizational commitment.

Employees showing a commitment to the organization require a feeling of recognition, loyalty, and involvement that is considered towards the organization or organizational unit (Wijaya & Rifa'i, 2016). Organizational commitment is divided into 3 forms, namely affective commitment, ongoing commitment, and normative commitment. The association of a person's strong positive attitude towards the organization can be a commitment. Robbins & Timothy (2017) divide organizational commitment into three indicators, namely Affective Commitment, Continuing Commitment, and Normative Commitment. Organizational culture and work motivation are needed to be factors in dealing with commitment issues to run well. Organizational efforts made to increase organizational commitment to employees can not be separated from the organizational culture adopted and supported by employee work motivation (Heriyanti & Zayanti, 2021).

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An organizational culture that supports the completion of employee work is essential to ensure that high organizational commitment is maintained and high work motivation from employees can realize the commitment to optimal service (Siwi et al., 2020).

In organizational culture, an employee must have a set of assumptions or belief systems, values, and norms developed for the organization used as behavioral guidelines for other employees to overcome external adaptation and internal integration (Mangkunegara, 2017). According to Tika, (2014) the indicators of Organizational Culture are individual initiatives, integration, rewards, and communication patterns. The relationship between organizational culture and organizational commitment, according to Awadh & Saad, (2013) says organizational culture can improve employees in terms of a mixture of values, beliefs, communication, and behavioral explanations that guide people to increase organizational commitment to optimize work productivity.

On work motivation, Sarinah & Mardalena, (2017) say that motivation can be a driving force, directing and strengthening behavior. Motivation can also be an impulse from within, described as hopes, desires, and others, activating or moving individuals to act or behave to meet needs (Mariana, 2020). The main components contained in the word motivation are needs, drives, and goals (Wahyudi et al., 2020). Efforts to provide motivation aim to realize the work commitment of employees at the agency. It is supported by the statement of Nickels & McHugh, (2013) which explains the relationship between motivation and organizational commitment, which says that employees who are not happy are likely to leave the agency to suffer losses. The statement assumes that if employees have high motivation, they will be happy and enjoy the work provided by the agency so that employees have loyalty and commitment to the institution where the employee works.

The optimal work productivity of employees has proved optimal organizational commitment to the Office of Women's Empowerment and Child Protection in the Mamasa Regency. It is evidenced by the commitment that has been instilled in employees to improve the quality of life of women and children in various fields, improve the quality of institutions for gender mainstreaming and mainstreaming children, and increase the role of women and child protection in development. The things that the Mamasa Regency Women's Empowerment and Child Protection Service did to achieve the performance of these strategic targets were adequate funding support, leadership commitment in controlling employees, and employees' awareness of their duties and responsibilities. To further improve the discipline of the apparatus, as well as preparing procurement support, supervision and control of the leadership on employee performance are carried out regularly and increase employee awareness regarding their roles and responsibilities.

The phenomenon that occurs at the Mamasa Regency Women's Empowerment and Child Protection Service is that employees are less than optimal at creating and maintaining a good work atmosphere. In the agency, there is less harmonious cooperation between employees, relationships between leaders who are concerned with their respective fields, causing gaps and a lack of communication between employees. Due to conflicting organizational cultures and various parties defend their opinions, it happens, so they are not focused on improving organizational performance. It is common in every service because Kusuma & Rahardja (2018) said sometimes employees do not participate in activities or meetings with or without giving reasons, which becomes a habit. After all, it is easy to only apply for permission not to participate in activities. Employees should be able to implement the rules that have been mutually agreed upon.

Based on this background review, the researchers took the title "The Influence of Organizational Culture and Work Motivation on Organizational Commitment at the Office of Women's Empowerment and Child Protection in Mamasa Regency. With the aim of 1) To examine and analyze the influence of Organizational Culture on Organizational Commitment, 2) To examine and analyze the effect of Work Motivation on Organizational Commitment, 3) To examine and analyze the influence of Organizational Culture and Work Motivation simultaneously on Organizational Commitment at the Women's Empowerment Service and Mamasa District Child Protection.

Organizational commitment is a sensation of recognition, persistence, and contribution that worries associations or hierarchical units. Organizational commitment is divided into 3 forms, namely affective commitment, ongoing commitment, and normative commitment. Commitment is a person's connection, which is a solid inspirational perspective on the association. Robbins & Timothy (2017) divide organizational commitment into three indicators, namely Affective Commitment, Continuing Commitment, and Normative Commitment. Every employee organization must have a high commitment to running well, and one of them

is organizational culture and work motivation.

In Organizational Culture, Mangkunegara, (2017) suggests that organizational culture is a set of assumptions or belief systems, values, and norms developed in organizations that serve as behavioral guidelines for its members to overcome external adaptation and internal integration. According to Tika, (2014) the indicators of Organizational Culture are individual initiatives, integration, rewards, and communication patterns. On Work Motivation, Sarinah & Mardalena, (2017) say that motivation is an energy that drives, directs, and strengthens behavior. Motivation is an impulse from within which is described as hopes, desires, and so on, which is to activate or move individuals to act or behave to meet needs. The leading indicators of motivation are physical needs, security and safety needs, social needs, and the need for appreciation (Hasibuan, 2016). Efforts to provide motivation are one way to realize the work commitment of employees at the agency. Siwi et al., (2020) stated that an organizational culture that supports the completion of employee work is essential to ensure that high organizational commitment is maintained. High work motivation of employees can realize the commitment to optimal service. Research conducted by Siwi et al., (2020) proves that organizational culture and work motivation have a significant positive effect partially and simultaneously on employee organizational commitment. By referring to the problem formulation, theoretical basis, and framework, the hypothesis proposed in this study can be formulated as follows:

H1: Organizational Culture has a positive and significant effect on Organizational Commitment

Awadh & Saad (2013) stated that organizational culture is a mixture of values, beliefs, communication, and behavioral explanations that guide people in increasing organizational commitment to optimize work productivity. Research conducted by Siwi et al., (2020) proves that organizational culture has a significant positive effect partially and simultaneously on employee organizational commitment. Nickels & McHugh (2013) stated that unhappy workers are likely to leave the agency and usually suffer losses. The statement assumes that if employees have high motivation, they will be happy and enjoy the work provided by the agency so that employees have loyalty and commitment to the institution where the employee works. Research conducted by Siwi et al., (2020) proves that work motivation has a significant positive effect partially and simultaneously on employee organizational commitment.

H2: Work Motivation has a positive and significant effect on Organizational Commitment

The structure of the hypothesis in this study will clarify the relationship between each factor, which can be seen in Figure 1 of the Theoretical Research Framework Model below:

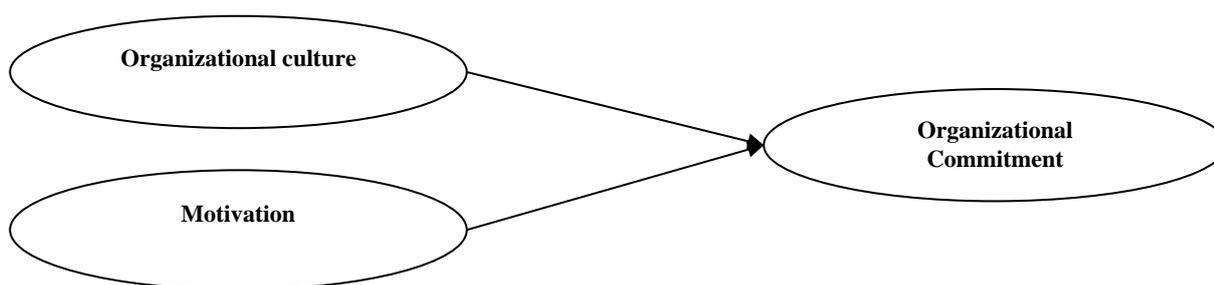


Figure 1. Research Model

METHOD

The population in this exam is 68 workers in the Office of Women's Empowerment and Child Protection, Mamasa Regency. The number of test samples using saturated samples. Sugiyono, (2018) states that the saturated sample is an examination procedure when all population samples are used as samples. It is often done when the population is generally tiny. Another embedded test term is statistics, in which all individuals

from society are examined. There were 68 representatives at the Mamasa Regency Women's Empowerment and Child Protection Service in this examination.

In obtaining information and data according to this examination, specialists use a questionnaire survey that is offered to the respondents as an instrument to collect related information and data. Exploration will use polling, where respondents' answers will be estimated using a Likert scale. With a Likert scale, the factors to be estimated are converted into variable markers. Then the marker is used as an initial stage to arrange instrument objects that can be in questions or articulations. Responses to each instrument using a Likert scale have a slope from positive to negative, which can be in words and for quantitative research purposes.

Multiple regression analysis techniques were used to determine the effect of organizational culture and work motivation as an independent variable on Organizational Commitment as the dependent variable. Multiple linear analysis is used to predict how the condition (up and down) of the dependent variable if one independent variable as a predictor factor is manipulated. This analysis uses the following equation formula:

$$Y = a + b_1 X_1 + b_2 X_2$$

Organizational commitment. According to Robbins & Timothy (2017), the indicators are Affective Commitment, Continuing Commitment, and Normative Commitment. Organizational culture. According to Tika, (2014) the indicators are individual initiatives, integration, rewards, and communication patterns. Work motivation. According to Hasibuan (2016), the indicators are physical needs, security and safety needs, social needs, and the need for appreciation.

RESULT & DISCUSSION

Characteristics of respondents based on male sex as many as 29 people (42.65%) and respondents with female sex as many as 39 people (57.35%). Based on this explanation, the respondents who filled out the questionnaire were, on average, female. Characteristics of respondents based on age under 25 years were 17 people (29.31%), age 25-35 years were 23 people (39.66%), age 36-45 years were 15 people (25.86%), and age above 45 years were 3 people (5.17%). Based on this explanation, the respondents who filled out the questionnaire were average aged 25-35 years. Characteristics of respondents based on the last education SMA/SMK as many as 17 people (25%), the last education S1 as many as 46 people (67.65%), and respondents with the last education S2 as many as 5 people (7.35%). Based on this explanation, the respondents who filled out the questionnaire on average had the last education of S1. Characteristics of respondents based on length of work under 1 year as many as 12 people (20.69%), length of work 1-5 years as many as 23 people (39.66%), length of work 6-10 years as many as 17 people (29.31%), and length of work over 10 years as many as 6 people (10.34 %). Based on this explanation, the respondents who filled out the questionnaire had an average of 1-5 years of service.

An instrument is said to be valid if it can measure what is desired. In other words, able to obtain the correct data from the variables studied. The minimum requirement to be considered eligible is if r count r table (0.30). An instrument is reliable if it has a reliability coefficient (Alpha Cronbach) of 0.6 or more. So if the reliability value > Cronbach's Alpha value (0.6). For further researchers make a recapitulation of the results of the validity test and reliability test.

Table 1 shows that all items of the independent variable instrument (Organizational Culture and Work Motivation) and the dependent variable (Organizational Commitment) (Y) are declared valid because r count > 0.30 . Based on the value of the instrument's item validity test for all the variables above, it can be concluded that the questionnaire data used by the researchers in this study is represented in the sense of being able to disclose data correctly.

From the table above, it is known that all items of the independent variable instrument (Organizational Culture and Work Motivation) and the dependent variable (Organizational Commitment) are declared Reliable because the Alpha Coefficient value is > 0.60 . Based on the reliability test scores for all of the above variables, it can be concluded that the questionnaire data used by the researchers in this study is reasonably reliable. In the sense of being able to reveal the data and variables studied appropriately.

Table 1. Validity Test Results and Reliability Test

Variable	Item	Validity test			Reliability Test		
		r count	r table	Information	Cronbach Alpha	Limit Cronbach Alpha	Information
Organizational culture (X1)	X1.1	0,663	0,3	Valid	0,683	0,6	Reliabel
	X1.2	0,773	0,3	Valid			
	X1.3	0,716	0,3	Valid			
	X1.4	0,728	0,3	Valid			
Work motivation (X2)	X2.1	0,828	0,3	Valid	0,828	0,6	Reliabel
	X2.2	0,789	0,3	Valid			
	X2.3	0,743	0,3	Valid			
	X2.4	0,810	0,3	Valid			
	X2.5	0,604	0,3	Valid			
	X2.6	0,665	0,3	Valid			
Organizational Commitment (Y)	Y1.1	0,742	0,3	Valid	0,780	0,6	Reliabel
	Y1.2	0,788	0,3	Valid			
	Y1.3	0,740	0,3	Valid			
	Y1.4	0,633	0,3	Valid			
	Y1.5	0,675	0,3	Valid			
	Y1.6	0,603	0,3	Valid			

Multiple linear regression analysis was used in this study to know whether there was an influence of the independent variable on the dependent variable. Statistical calculations in multiple linear regression analyses used in this study used the computer program SPSS for Windows version 23.0. The summary of the results of data processing using the SPSS program is as follows

Table 2. Multiple regression analysis results analysis

Variable	Standardized Coefficients Beta	t	Sig.	F	Sig.
Organizational culture	0,502	5,814	0,000	68,867	0,000
Work motivation	0,423	4,900	0,000		

The results of testing Hypothesis 1 show organizational culture with a value of tcount (5.814) > t-table (1.997) and a significance value (0.000) < (0.05), so it is evident that the organizational culture variable has a positive and significant effect on Organizational Commitment and with a coefficient value regression (β) of 0.502, then the error rate of 5% is stated for the first hypothesis that H_a is accepted and H_0 is rejected.

The results of Hypothesis 2 testing show Work Motivation (X2) with a value of tcount (4.900) > t-table (1.997) and a significance value (0.000) < (0.05) it is proven that the Work Motivation variable has a positive and significant effect on Organizational Commitment and with a regression coefficient value (β) is 0.423, then at an error rate of 5%, it is stated for the second hypothesis that H_a is accepted and H_0 is rejected.

The results of testing Hypothesis 3 show that together the independent variables have a significant effect on the dependent variable. It can be proven from the fcount value of 68,867 > f-table of 3.138 (this value is obtained from MsExcel = FINV(5%,2.65) then enter) with a significance value (sig) of (0.000) < (0.05) and then in the error rate of 5% can be said that the third hypothesis is accepted, which means that organizational culture and work motivation have a positive and significant effect simultaneously on organizational commitment.

Discussion

The results of this study are also in line with Mangkunegara, (2017), suggesting that organizational culture is a set of expectations or frameworks of beliefs, values, and standards created in an association that serves as a behavioral rule for individuals to conquer external variation and internal reconciliation. According to Tika, (2014), the indicators of Organizational Culture are individual initiatives, integration, rewards, and

communication patterns. The relationship between organizational culture and organizational commitment, according to Awadh & Saad, (2013) says organizational culture is a mixture of values, beliefs, communication, and behavioral explanations that guide people in increasing organizational commitment to optimize work productivity. It is in line with research conducted by Siwi et al., (2020) proving that organizational culture has a significant positive effect partially and simultaneously on employees' organizational commitment. At the same time, the results of this study are different from the results of research conducted by Heriyanti & Zayanti (2021) which proves that organizational culture does not affect organizational commitment.

According to Sarinah & Mardalena, (2017) the findings of this study are based on the belief that motivation is an energy that drives, directs, and strengthens behavior. Motivation is an inner drive described as hope, desire, etc., that initiates or moves people to act or continue to overcome a problem (Nurlina & Jumady, 2021). The leading indicators of motivation are physical needs, security and safety needs, social needs, and the need for appreciation (Hasibuan, 2016). Efforts to provide motivation are one way to realize the work commitment of employees at the agency. It is supported by the statement of Nickels & McHugh (2013), which explains the relationship between motivation and organizational commitment, that unhappy workers (employees) are likely to leave the agency and the agency usually suffers losses. The statement assumes that if employees have high motivation, they will be happy and enjoy the work provided by the agency so that employees have loyalty and commitment to the institution where the employee works. It is in line with research conducted by Siwi et al. (2020) which proves that work motivation has a significant positive effect partially and simultaneously on employees' organizational commitment. In comparison, the results of this study are different from the results of research conducted by Wahyuni & Kurniawan, (2018) which proves that motivation does not affect organizational commitment.

The results of this study can be a solution to the phenomenon that occurs at the Mamasa Regency Women's Empowerment and Child Protection Service, where employees are less than optimal in creating and maintaining an excellent working atmosphere where the agency there is less harmonious cooperation between employees, relationships between leaders who are concerned with their respective fields. Respectively, causing gaps and a lack of communication between employees with one another. The solution is that the Mamasa District Women's Empowerment and Child Protection Service can build a union for each worker, precisely the extent to which an association can encourage hierarchical units to work in a planned way and improve the design of correspondence, especially the extent to which correspondence within associations that are limited by conventional power arrangements can run well. The results of this study are also in line with research conducted by Siwi et al., (2020) which proves that organizational culture and work motivation have a significant positive effect partially and simultaneously on employee organizational commitment. At the same time, the results of this study are different from the results of research conducted by Heriyanti & Zayanti, (2021) which proves that organizational culture does not affect organizational commitment and Wahyuni & Kurniawan, (2018) which proves that motivation does not affect organizational commitment.

CONCLUSION

This study examines and analyzes the influence of organizational culture and work motivation on organizational commitment at the Office of Women's Empowerment and Child Protection in the Mamasa Regency. From the formulation of the research, problem proposed, the data analysis that has been carried out can draw several conclusions, namely: Organizational culture has a positive and partially significant effect on Organizational Commitment at the Office of Women's Empowerment and Child Protection in Mamasa Regency, it is stated that the first hypothesis is accepted. It means that if the organizational culture increases in terms of the Integration indicator, it can increase the Organizational Commitment in terms of the Affective Commitment indicator with a significant impact and vice versa. Work Motivation has a positive and partially significant effect on Organizational Commitment at the Office of Women's Empowerment and Child Protection in the Mamasa Regency. It is stated that the second hypothesis is accepted. It means that if Work Motivation increases in terms of the "Need for appreciation" indicator, it can increase Organizational Commitment in terms of the Affective Commitment" indicator with a significant impact and vice versa. Organizational culture and work motivation have a positive and significant effect on Organizational

Commitment at the Office of Women's Empowerment and Child Protection in Mamasa Regency. It is stated that the third hypothesis is accepted. It means that if organizational culture increases in terms of the "Integration" indicator and Work Motivation also increases in terms of the "Need for appreciation" indicator, it can increase Organizational Commitment in terms of the "Affective Commitment" indicator with a significant impact, on the contrary.

Based on the conclusions obtained in this study, suggestions are proposed to complement the research results that can be given as follows. Future researchers are expected to examine other variables outside of the variables that have been studied to obtain more varied results that can affect Organizational Commitment. For the Office of Women's Empowerment and Child Protection in the Mamasa Regency, the agency should pay attention to its employees by improving approaches that aim to influence employees in organizational commitment. Knowing Organizational Commitment can be known through organizational culture in terms of individual initiatives, integration, rewards, and communication patterns. In looking at work motivation, it can be emphasized in terms of physical needs, safety and security needs, social needs, and appreciation. For other parties, it is better to see how the Organizational Commitment can be seen in terms of quality, quantity, implementation of tasks, and responsibilities.

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