

Effect Of Motivation And Organizational Culture  
On Employees Performance Through  
Organizational Commitments At Cooperative In  
Badung Regency

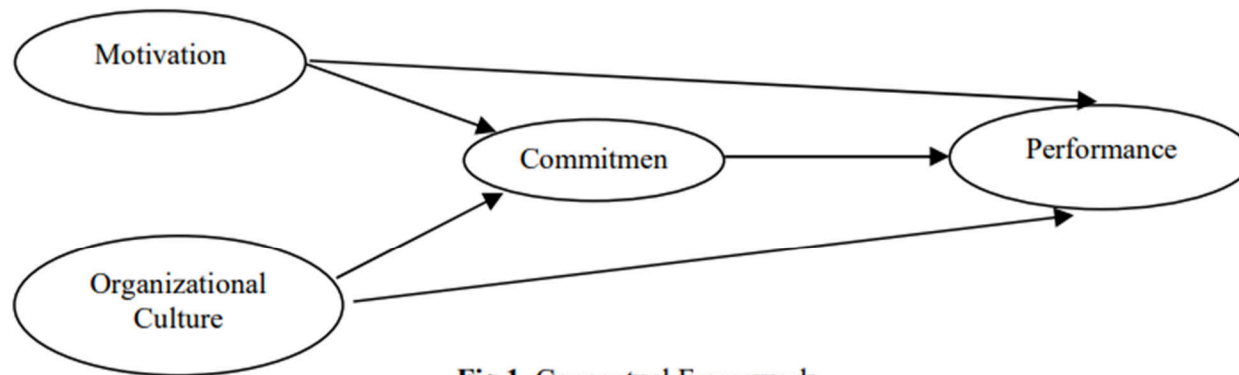
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# Introduction

- Employees who have a high performance will definitely facilitate the organization in achieving their goals.
- Employee performance is often interpreted as an achievement of tasks, where employees in working must be in accordance with a work program of the organization to show the level of organizational performance in achieving the vision, mission, and goals of the organization.
- Employee performance is influenced by motivational factors, organizational culture and organizational commitment.

- In a previous research found the effect of exogenous constructs on inconsistent performance means that it needs to be examined again by considering other factors such as organizational culture.
- Based on the background aforementioned, accordingly the influence of motivation, organizational culture and organizational commitment is inconsistent, which means that it is important to be examined again by taking the object of study at cooperatives in Bali.
- Based on the Data from BPS Bali 2017, the number of cooperatives that are actively decreasing and those that are not active increases as well as the total cooperatives. This means that there are indications that the cooperative has not been optimal, it caused by a decrease in the performance of cooperative employees.
- Based on the issues, this study aims to determine and explain the role of organizational commitment in mediating the effect of motivation and organizational culture on the performance of employees at Cooperative in Badung regency.

The relationship among the variables is presented in the following:



**Fig.1.** Conceptual Framework

Concerning the background of the problem, formulation of the problem, and the research concept above, the hypothesis that developed in this study are:

- H1: Work motivation has a significant effect on employee performance.
- H2: Organizational culture has a significant effect on employee performance.
- H3: Organizational commitment has a significant effect on employee performance.
- H4: Motivation affects employee organizational commitment.
- H5: Organizational culture has a significant effect on organizational commitment.
- H6: Organizational commitment is able to mediate motivation on employee performance.
- H7: Organizational commitment is able to mediate organizational culture on employee performance.

## . Method

- This study uses a quantitative type survey method.
- The variables identified are exogenous and endogenous constructs. The sample in this study is Cooperative employees in Badung Regency determined by using probability random sampling.
- Sample calculation is done using the Slovin formula amounted to 97 people.
- The validity test used is Person Correlation method through SPSS Version 21 program.
- To test the reliability of the questionnaire, the Cronbach Alpha technique was used.
- Moreover, data analysis conducted in this study uses descriptive analysis and inferential analysis methods.

# Result And Discussion

- Validity Test of Research Instruments : The results of the validity test show that all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significance 0.05 or 0.10. That mean all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significance of 0.05, it means that all indicators show the valid results.
- Reliability Test of Research Instruments The reliability test results of the research instrument. The results of the test show that all indicators used reflecting the constructs studied with Cronbachs Alpha value is greater than 0.70 which means that all indicators measured are reliable.

# Effects of Motivation on Employee Performance.

- Based on the results of testing regarding the effect of motivation on employee performance shows that motivation has a negative and not significant effect on employee performance, this means that the lower the motivation for employee performance is high, the negative relationship can be caused by motivation measured by intrinsic or extrinsic motivation such as intrinsic motivation causing employees to interact can determine the performance. This study is contrary with the previous study which found that it has a positive and significant effect on the performance of employees of Regional Companies of the Rural Bank (Bpr) of Bank Lamongan (Akbar et al, 2017).

# Effect of Organizational Culture on Employee Performance

- The effect of negative and not significant organizational culture on employee performance means that the stronger the organizational culture the lower the employee's performance. Organizational culture is reflected by indicators of trust and moral or ethical aspects that are valued when working. The effect of organizational culture that is not significant on performance is caused by organizational commitment. The results of this study are not supported by the results of previous studies which found that organizational culture has a positive and significant effect on organizational commitment and employee performance in the Breadfruit and Turpentine of Perum Perhutani Gondorukem and Independent Business Units in Gondorukem and Turpentine II.



# Effect of Organizational Commitment on Employee Performance

- Based on the results of testing organizational commitment to employee performance shows that organizational commitment has a positive and significant effect on employee performance. This means that the employees who have a high and strong commitment will produce a good performance. In this study the dominant organizational commitment explained by indicators of employee is proud to be part of the organization, it has an outer loading of 0.73 and indicators of employees like to boast this organization to people outside this organization with an outer loading of 0.62.

# Effect of Motivation on Organizational Commitment

- Based on the results of the testing regarding the effect of motivation on organizational commitment, it shows that motivation has a positive and insignificant effect on organizational commitment. This means that the higher the employee motivation the stronger the organizational commitment of employees at the Cooperative in Badung Regency.

# Effect of Organizational Culture on Organizational Commitments

- Based on the results of testing regarding the effect of organizational culture on organizational commitment, it shows that organizational culture has a positive and significant effect on organizational commitment. This means that the higher the culture in an organization, the employee has a strong commitment to the organization.

# Role of Organizational Commitment in Mediating Motivation on Employee Performance

- Employees who are highly motivated will also have a high commitment to the company. Employees who are given encouragement will feel cared for, appreciated, and feel involved in organizational activities, then will grow a commitment to the organization. The results of the study show that work motivation with the mediation of organizational commitment had a positive and significant effect on the performance of employees of PLN Gianyar Rayon in Gianyar Regency.

# Role of Organizational Commitment in Mediating Organizational Culture of Employee Performance.

- Organizational commitment is a perfect mediation in mediating organizational culture on performance, it has meaning that a good organizational culture affect employees to have strong organizational commitment and produce good performance. The results of this study are supported by the results of previous studies found that organizational culture has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on the performance of employees of PT Sido Muncul, Semarang.

# Conclusions

- Based on the descriptions and results of the study, some conclusions can be made as follows:
  1. Motivation has a negative and not significant effect on employee performance at the Cooperative in Badung Regency. This means that the lower the motivation the more performance increases.
  2. Organizational culture has a negative and not significant effect on employee performance at the Cooperative in Badung Regency. This means that the organizational culture of the Cooperative is not good enough, but the employees produce good performance.
  3. Organizational commitment has a positive and significant effect on employee performance at the Cooperative in Badung Regency. This means that strong organizational commitment at the Cooperative in Badung Regency has a good impact on improving employee performance.
  4. Motivation has a positive and not significant effect on employee organizational commitment at the Cooperative in Badung Regency. This means that the better the motivation, the stronger the organizational commitment.
  5. Organizational culture has a positive and significant effect on organizational commitment at the Cooperatives in Badung Regency. This means that a good organizational culture can affect employees to commit to the Cooperative.
  6. Organizational commitment is not able to mediate the effect of motivation on employee performance at the Cooperative in Badung Regency. This means that the effect of motivation on employee performance is not able to be delivered properly by organizational commitment.
  7. Organizational commitment is a perfect mediation in mediating organizational culture on employee performance at the Cooperative in Badung Regency. This means that the effect of organizational culture on employee performance is delivered very well by organizational commitment.

TANK YOU

# Effect Of Motivation And Organizational Culture On Employees Performance Through Organizational Commitments At Cooperative In Badung Regency

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**Abstract.** This study aims to determine and explain the role of organizational commitment in mediating the effect of motivation and organizational culture on the performance of employees at Cooperative in Badung regency. This study uses a quantitative type survey method with 97 people as sample calculated by slovin formula. To determine the sample size used probability sampling method. The data used in this study are primary and secondary data both quantitative and qualitative data. Data analysis conducted in this study are descriptive analysis and inferential analysis methods. The results showed that motivation had a negative and not significant effect on employee performance as well as the organizational culture that had a negative and a not significant effect on the performance of employees at the Cooperative in Badung regency. However, in terms of organizational commitment, this study found a positive and significant influence on employee performance and fostered a positive motivation. The organizational commitment is the perfect mediation in mediating the organizational culture of employee performance at the Cooperative in Badung regency.

**Keywords:** Cooperative, Motivation, Organizational Culture, Organizational Commitment, Employee Performance

## 1. Introduction

Employees who have a high performance will definitely facilitate the organization in achieving their goals. Employee performance is often interpreted as an achievement of tasks, where employees in working must be in accordance with a work program of the organization to show the level of organizational performance in achieving the vision, mission, and goals of the organization [1]. Employee performance is influenced by motivational factors, organizational culture and organizational commitment [2]. Motivation is defined as a process that describes a person's strength, direction and perseverance in an effort to achieve goals. In a previous research found that work motivation has a significant effect on organizational commitment and work motivation has a significant effect on employee performance [3]. [4] also found that work motivation with organizational commitment mediation had a positive and significant effect on employee performance, but different results show that partially of work



motivation did not affect employee performance while organizational commitment negatively affected employee performance [5]. The results of the study indicate the effect of motivation on inconsistent performance means that it needs to be examined again by considering other factors such as organizational culture. Organizational culture and performance satisfaction have a significant influence on commitment and organizational culture, job satisfaction and commitment as predictors for employee performance. The motivation and organizational culture have a significant effect on performance [6]. Moreover, there is a significant influence between culture to organizational commitment, organizational commitment to performance, and organizational culture to performance. Employee commitment also has a positive effect on employee performance. In the study by [7] found that organizational culture and organizational commitment had an effect on performance with mediation of satisfaction because a low employee commitment could lead to a decrease in performance or reduced employee loyalty. Conversely, in a high employee commitment, employees will be more responsible for their work.

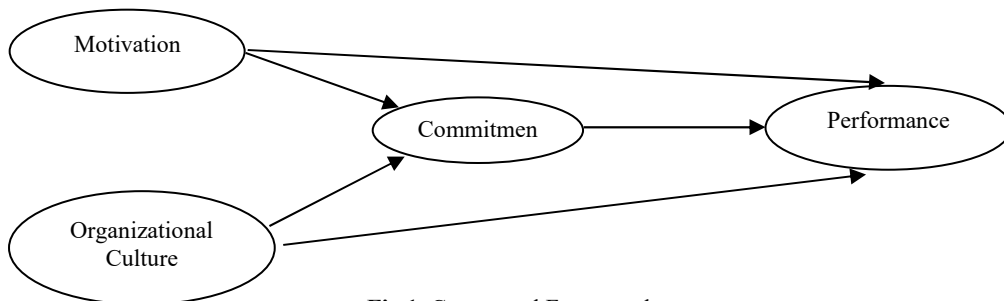
Based on the background aforementioned, accordingly the influence of motivation, organizational culture and organizational commitment is inconsistent, which means that it is important to be examined again by taking the object of study at cooperatives in Bali. Data of Cooperative performance in Bali on 2017 are presented in the following table:

**Table 1.** Data of Cooperative Development based on Regency/City

No	Regency /City	Active	Non Active	Total	Members		Total
					Male	Female	
1	Buleleng	279	51	330	45.075	18.912	63.987
2	Jembrana	253	8	261	34.284	20.511	54.795
3	Tabanan	448	107	555	65.605	29.213	94.818
4	Badung	482	121	603	93.937	43.050	136.987
5	Denpasar	1062	2	1064	83.351	55.070	138.421
6	Gianyar	973	238	1211	163.206	38.973	202.179
7	Bangli	205	22	277	56.420	5.050	61.470
8	Klungkung	115	7	122	31.491	17.349	48.840
9	Karangasem	307	3	310	72.494	37.413	109.907
10	Nivo Province	159	8	167	90.745	57.794	148.539
	Total	4283	567	4850	736.608	323.335	1.059.943
	Amount since December 2016	4472	523	4995	695.439	319.196	1.014.635
	Development	(189)	44	(145)	41.169	4.139	45.308
	%	-4,23%	8,41%	-2,90%	5,92%	1,30%	4,47%

**Source:** BPS Province Bali 2017

Based on table 1, the number of cooperatives that are actively decreasing and those that are not active increases as well as the total cooperatives. This means that there are indications that the cooperative has not been optimal, it caused by a decrease in the performance of cooperative employees. Based on the issues, this study aims to determine and explain the role of organizational commitment in mediating the effect of motivation and organizational culture on the performance of employees at Cooperative in Badung regency. Performance is very important for every organization, the factors that determine performance are motivation, organizational culture, and organizational commitment. The relationship among the variables is presented in the following:



**Fig.1.** Conceptual Framework

Concerning the background of the problem, formulation of the problem, and the research concept above, the hypothesis that developed in this study are:

- H1: Work motivation has a significant effect on employee performance.
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- H5: Organizational culture has a significant effect on organizational commitment.
- H6: Organizational commitment is able to mediate motivation on employee performance.
- H7: Organizational commitment is able to mediate organizational culture on employee performance.

## 2. Method

This study uses a quantitative type survey method. The variables identified are exogenous and endogenous constructs. The sample in this study is Cooperative employees in Badung Regency determined by using probability random sampling. Sample calculation is done using the Slovin formula [8] amounted to 97 people. The validity test used is Person Correlation method through SPSS Version 21 program. To test the reliability of the questionnaire, the Cronbach Alpha technique was used [8]. Moreover, data analysis conducted in this study uses descriptive analysis and inferential analysis methods.

## 3. Result And Discussion

### 3.1 Validity Test of Research Instruments

The results of the validity test show that all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significance 0.05 or 0.10.

#### 3.1.1 Validity Test of Motivation Variable (X1)

**Table 2** Validity Test Results of Motivation Variable (X1)

Variable	Statements	Validity	Descriptions
Motivation	X1.1 I feel satisfied with the amount of salary, the bonus that has been received	0,705	Valid
	X1.2 I feel comfortable with safety and security facilities,	0,785	Valid

Variable	Statements	Validity	Descriptions
	including social security, health benefits and health insurance.		
	X1.3 I feel comfortable in interacting with others, including by establishing harmonious working relationships, the need to be accepted in groups and the need to love and be loved.	0,848	Valid
	X1.4 I get awards based on ability, that are the need to be respected and appreciated by other employees and leaders for the work performance of each employee	0,633	Valid
	X1.5 I get a lot of interesting and challenging work, in which I will mobilize my skills; and abilities.	0,711	Valid

Source: Data processed 2019

Based on table 3, shows that all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significance of 0.05, it means that all indicators show the valid results.

### 3.1.2 Validity Test of Organizational Culture Variable (X1)

**Table 3.** Validity Test Results of Organizational Culture (X2)

Variable	Statements	Validity	Descriptions
Organizational Culture	X2.1 There are beliefs and moral or ethical aspects that are appreciated when working	0,763	Valid
	X2.2 I have the desire to do or produce the best. Including responsibility, discipline, and future orientation.	0,73	Valid
	X2.3 I can be emulated and followed by other parties because of a good and right actions and attitudes which including the acting fairly, decisively, and wisely.	0,700	Valid
	X2.4 I appreciate Human Resources as the company's main asset and maintain their quality, respect, and reward their work results.	0,645	Valid

Source: Data processed 2019

Based on table 4, the results of the validity test show that all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significance of 0.05, it means that all indicators show valid results.

### 3.1.3 Validity Test of Organizational Commitments Variable (Y1)

**Table 4.** Validity Test Results of Organizational Commitment (Y1)

Variable	Statements	Validity	Descriptions
Organizational Commitment	Y1.1 I am proud to be part of this organization	0,66	Valid
	Y1.2 I like to boast this organization to people outside this organization	0,700	Valid
	Y1.3 I am very concerned about the fate of this organization	0,610	Valid
	Y1.4 I am happy that I chose to work in this organization	0,600	Valid

Variable	Statements	Validity	Descriptions
	Y1.5 My values are same as the values of this organization	0,400	Valid
	Y1.6 I am willing to work overtime for this organization to succeed	0,330	Valid

Source: Data processed 2019

Based on table 5, the results of the validity test show that all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significant 0.05, which has meaning that all indicators show valid results.

### 3.1.4 Validity test of Performance Variable (Y2)

**Table 5.** Validity Test Results of Performance Variable (Y2)

Variable	Statements	Validity	Descriptions
Performance	Y2.1 I have technical skills to complete work on time	0,800	Valid
	Y2.2 I can complete the work carefully as expected	0,870	Valid
	Y2.3 I feel I have a responsibility for the work that is burden to me	0,895	Valid
	Y2.4 I can complete duties and fulfill their responsibilities with a time limitation	0,901	Valid
	Y2.5 I have good initiation to carry out new duties	0,740	Valid

Source: Data processed 2019

Based on table 6, the results of the validity test show that all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significance of 0.05, which has meaning that all indicators show valid results.

### 3.2 Reliability Test of Research Instruments

The reliability test results of the research instrument are shown in Table 6. The results of the test show that all indicators used reflecting the constructs studied with Cronbachs Alpha value is greater than 0.70 which means that all indicators measured are reliable.

**Table 6.** Reliability Test Results

No	Constructions	Alpha Cronbach's	Descriptions
1	Motivation (X1)	0,787	Reliable
2	Organization Culture (X2)	0,779	Reliable
3	Organization Commitment (Y1)	0,707	Reliable
4	Performance(Y2)	0,814	Reliable

Source: Data processed 2019

### 3.3 Effects of Motivation on Employee Performance

Based on the results of testing regarding the effect of motivation on employee performance shows that motivation has a negative and not significant effect on employee performance, this means that the lower the motivation for employee performance is high, the negative relationship can be caused by motivation measured by intrinsic or extrinsic motivation such as intrinsic motivation causing employees to interact can determine the performance. This study is contrary with the previous study which found that it has a positive and significant effect on

the performance of employees of Regional Companies of the Rural Bank (Bpr) of Bank Lamongan (Akbar et al, 2017).

### **3.4 Effect of Organizational Culture on Employee Performance**

The effect of negative and not significant organizational culture on employee performance means that the stronger the organizational culture the lower the employee's performance. Organizational culture is reflected by indicators of trust and moral or ethical aspects that are valued when working. The effect of organizational culture that is not significant on performance is caused by organizational commitment. The results of this study are not supported by the results of previous studies which found that organizational culture has a positive and significant effect on organizational commitment and employee performance in the Breadfruit and Turpentine of Perum Perhutani Gondorukem and Independent Business Units in Gondorukem and Turpentine II, Ponorogo [2].

### **3.5 Effect of Organizational Commitment on Employee Performance**

Based on the results of testing organizational commitment to employee performance shows that organizational commitment has a positive and significant effect on employee performance. This means that the employees who have a high and strong commitment will produce a good performance. In this study the dominant organizational commitment explained by indicators of employee is proud to be part of the organization, it has an outer loading of 0.73 and indicators of employees like to boast this organization to people outside this organization with an outer loading of 0.62. Considering the characteristics of the respondents who were sampled in this study, it was dominated by employees aged 20-30 years by 42%, such ages were still classified as productive age and had a high commitment to advance the goals of the organization. These results are supported by previous study which found that organizational commitment has a positive and significant effect on employee performance at PT. Sido Muncul, Kaligawe Semarang [10].

### **3.6 Effect of Motivation on Organizational Commitment**

Based on the results of the testing regarding the effect of motivation on organizational commitment, it shows that motivation has a positive and insignificant effect on organizational commitment. This means that the higher the employee motivation the stronger the organizational commitment of employees at the Cooperative in Badung Regency. In this research the most dominant motivation is explained by indicators of employee feel comfortable interacting with others, by establishing a harmonious working relationship, with an outer loading of 0.74 and getting lots of interesting jobs in which employees will deploy their own skills with an outer loading of 0,60. Having a high commitment can be seen from the organizational commitment described with the indicators of employee proud to be part of the organization, it has an outer loading of 0.73 and indicators of employees like to boast this organization to people outside of this organization with an outer loading of 0.62. Fortunately, the results of this study are supported by the results of previous studies [4] found that motivation has a positive and significant effect on organizational commitment at PLN Gianyar Rayon.

### **3.7 Effect of Organizational Culture on Organizational Commitments**

Based on the results of testing regarding the effect of organizational culture on organizational commitment, it shows that organizational culture has a positive and significant effect on organizational commitment. This means that the higher the culture in an organization, the employee has a strong commitment to the organization. In this study the dominant organizational culture is explained by employee indicators the existence of trust and

moral or ethical aspects are valued when working with an outer loading of 0.70 and employees have the desire to do or produce the best including responsibility, discipline, and future orientation with outer loading of 0.60. This research is supported by previous study which found that organizational culture has a significant effect on employee organizational commitment at the Batu City Education Office [11].

### **3.8 Role of Organizational Commitment in Mediating Motivation on Employee Performance**

Employees who are highly motivated will also have a high commitment to the company. Employees who are given encouragement will feel cared for, appreciated, and feel involved in organizational activities, then will grow a commitment to the organization. The results of the study show that work motivation with the mediation of organizational commitment had a positive and significant effect on the performance of employees of PLN Gianyar Rayon in Gianyar Regency [4].

### **3.9 Role of Organizational Commitment in Mediating Organizational Culture of Employee Performance.**

Organizational commitment is a perfect mediation in mediating organizational culture on performance, it has meaning that a good organizational culture affect employees to have strong organizational commitment and produce good performance. The results of this study are supported by the results of previous studies [10] found that organizational culture has a positive and significant effect on organizational commitment, organizational commitment has a positive and significant effect on employee performance, organizational culture has a positive and significant effect on the performance of employees of PT Sido Muncul, Semarang.

## **4. Conclusions**

Based on the descriptions and results of the study, some conclusions can be made as follows:

1. Motivation has a negative and not significant effect on employee performance at the Cooperative in Badung Regency. This means that the lower the motivation the more performance increases.
2. Organizational culture has a negative and not significant effect on employee performance at the Cooperative in Badung Regency. This means that the organizational culture of the Cooperative is not good enough, but the employees produce good performance.
3. Organizational commitment has a positive and significant effect on employee performance at the Cooperative in Badung Regency. This means that strong organizational commitment at the Cooperative in Badung Regency has a good impact on improving employee performance.
4. Motivation has a positive and not significant effect on employee organizational commitment at the Cooperative in Badung Regency. This means that the better the motivation, the stronger the organizational commitment.
5. Organizational culture has a positive and significant effect on organizational commitment at the Cooperatives in Badung Regency. This means that a good organizational culture can affect employees to commit to the Cooperative.

6. Organizational commitment is not able to mediate the effect of motivation on employee performance at the Cooperative in Badung Regency. This means that the effect of motivation on employee performance is not able to be delivered properly by organizational commitment.
7. Organizational commitment is a perfect mediation in mediating organizational culture on employee performance at the Cooperative in Badung Regency. This means that the effect of organizational culture on employee performance is delivered very well by organizational commitment.

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