The Influence of Work Motivation, Organizational Culture, and Job Engagement on Employee Performance

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Article Info

Abstract
This study aims to determine the effect of work motivation, organizational culture, job engagement, and organizational commitment to employee performance, and to test organizational commitment as an intervening variable between work motivation, organizational culture, job engagement on employee performance of PT Asuransi Bumiputera Muda 1967 Yogyakarta Branch Office. This research is causal assistive research. The sample in this study were 41 employees of PT General Insurance Bumiputera Muda 1967 Yogyakarta Branch Office. The data analysis technique used is multiple linear regression and indirect effect test. The results showed that work motivation, organizational culture, job engagement, and organizational commitment partially had a positive effect on employee performance, and organizational commitment could intervene work motivation, organizational culture and job engagement on performance.

Keywords: Work Motivation, Organizational Culture, Job Engagement, Organizational Commitment, Employee Performance

Introduction
Motivated employees will be able to work more effectively and efficiently so that the desired performance is achieved. One of the efforts that companies can do to improve employee performance is to manage employee motivation work. Robbins and Judge (2015) suggested that motivation as a process describing the intensity, direction, and persistence of an individual to achieve his or her goals. According to Maslow (1999), motivation can be grouped into several levels of necessity, a hierarchy of needs, which originally were Physiological Necessity, Safety and Security Needs, Sense of Love and Belonging, Esteem, and Self-Actualization. Zhang (2016) in his research proved that well-internalized extrinsic motivation is more important than intrinsic motivation in predicting performance. Performance improvement can also be pursued by the company by building an organizational culture. A study by Shahzad (2013) showed that organizational culture is positively and significantly influential to employee performance.

Engagement is a very interesting concept, but it's not just about working hard. When employees are very concerned about what they are doing and are committed to doing their best, they are encouraged to work better. Griffin (2004) stated that an organizational commitment is an attitude that reflects the extent to which an individual is familiar with and is tied to his or her organization. There is evidence suggesting that employee engagement correlates with individuals, groups, and performance (Albrecht, 2010). According to Mathis & Jackson (2006), performance is essentially what the employee does or does not do. Work motivation, organizational culture, and job engagement synergistically will make employees more committed, whose eventual impact is on performance enhancement. Taurisa & Ratnawati (2012) said that organizational commitment will be created when the company provides direction to its employees.

Budiono (2016) conducted research concerning the Influence of Organizational Culture on Employee Performance through Organizational Commitment as an intervening variable in PT Kerta Rajasa Ray, which stated that the commitment is able to intervene in the organizational culture against employee performance. Meanwhile, Firdaus (2019) conducted a study regarding the influence of occupational stress and work engagement on employee performance with organizational commitment as an intervening variable, which stated that the...
commitment is able to intervene job engagement against the employee performance. The next researcher is Handoyo (2017), who carried out a study concerning the analysis of the influence of work engagement and organizational culture on employee performance through the organizational commitment as a mediating variable (Survey of the Staffs in Cooperative and Manpower Office, Boyolali Regency).

PT. Asuransi Umum Bumiputera Muda 1967 (PT. Bumida 1967) is a company that always closely monitors and maintains the company’s performance to survive in the economic conditions and challenges of the industrial revolution as it is happening at this time. Based on the interview results, PT Bumida 1967 keeps on trying to maintain its performance that continues to experience such a strict competition, PT. Bumida 1967 continues to improve its performance and strategies. Based on the above statements thus made the researcher conduct research in respect of work motivation, organizational culture, and job engagement towards employee performance and whether an organizational commitment can or cannot improve the employee performance in PT. Asuransi Umum Bumiputera Muda 1967 of Yogyakarta Branch Office.

Method

The study used a quantitative method, a research method based on the philosophy of positivism, used to examine on certain populations or samples, the sample taking techniques, in general, are randomly performed, data collection by using research instruments, and data analysis is quantitative or statistics in nature for the purpose of testing a predetermined hypothesis (Sugiyono, 2010).

The population in this study is all employees at PT. Asuransi Umum Bumiputera Muda 1967 of Yogyakarta Branch office which amounted to 41 people. The study used a population research technique, in which if the subject of research amounted to less than 100 people, it would be better if all the subjects were taken entirely, thereby this research is called population research (Arikunto, 2006:112). Therefore, the members of the population become the respondents altogether. The population frames in this study were 4 heads of section, 5 technical staff, 1 marketing staff, 1 finance staff, and 30 marketing staff.

The research employed a regression analysis. According to Situmorang (2010), regression analysis is used to test the influence of one variable on other variables. The common form of its equation is as follows:

\[
Z = a + b_1X_1 + b_2X_2 + b_3X_3 + e
\]

\[
Y = a + b_1X_1 + b_2X_2 + b_3X_3 + bZ + e
\]

Indirect influence is an effect between independent variables and dependent variables through intermediaries of other dependent variables. In this study, it tried to find whether there is a direct influence or not between motivational variables on the employee performance variables, organizational culture variables on the employee performance variables, and job engagement variables on the employee performance variables. The magnitude of indirect influence can be calculated by multiplying the path coefficients passing the mediating variables in the linkage between those variables (Hair et al., 2006). The path diagram in this study can be seen in the following picture:

![Figure 2 Path Diagram](image-url)
Based on the path analysis thus total price coefficient of indirect influence is as follows (Hair et al., 2006):

a) The influence of $X_1$ on $Y$ through $Z = (b_1 \times b_7) + b_4$

b) The influence of $X_2$ on $Y$ through $Z = (b_2 \times b_7) + b_5$

c) The influence of $X_3$ on $Y$ through $Z = (b_3 \times b_7) + b_6$

Results and Discussion

An overview of the respondents observed in the study consisted of gender, age, and length of work. The overview analysis results of the respondents based on their gender showed that the majority of them are male employees, 26 (63.4 percent), whereas the remaining are female respondents. This indicates that the majority of employees in PT. Bumida 1967 is male. Based on their age, the majority of the respondents are 40 - 45 years old, namely 8 respondents (19.5 percent), and it indicates that the majority of the employees who are at least 45 - 50 years old are 3 respondents (7.3 percent). This indicates that the majority of employees in PT. Bumida 1967 is 40 - 45 years old. And, based on the length of their work, the majority of the respondents has been worked there for 25 - 30 years, those who have been worked more than 55 years are 13 respondents (31.7 percent), and those who have worked at least for 40 - 45 years are 2 respondents (4.9 percent). It indicates that the majority of the employees in PT. Bumida 1967 has been worked for 25 - 30 years and more than 55 years.

The descriptive analysis uses the average value. The study consisted of 7 variables analyzed through the questions or statements that the respondents have answered. Descriptive analysis results of the research variables presented in Table 1 below:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Motivation ($X_1$)</td>
<td>3.10</td>
<td>4.70</td>
<td>4.06</td>
<td>0.394</td>
</tr>
<tr>
<td>Organizational Culture ($X_2$)</td>
<td>3.14</td>
<td>5.00</td>
<td>4.12</td>
<td>0.452</td>
</tr>
<tr>
<td>Job Engagement ($X_3$)</td>
<td>3.00</td>
<td>5.00</td>
<td>4.15</td>
<td>0.506</td>
</tr>
<tr>
<td>Organizational Commitment ($Z$)</td>
<td>2.50</td>
<td>4.83</td>
<td>3.81</td>
<td>0.498</td>
</tr>
<tr>
<td>Employee Performance ($Y$)</td>
<td>1.83</td>
<td>4.83</td>
<td>3.96</td>
<td>0.625</td>
</tr>
</tbody>
</table>

Based on the descriptive statistical results in Table 4, it exhibits the respondents’ assessment results of the research variables. Based on Table 4.7, it finds out that the mean score for the work motivation variable was 4.06, which categorized as good. Next is the mean score for the organizational culture of 4.12, which categorized as good. The job engagement variable showed a mean score of 4.15, which categorized as good. The organizational commitment variable had a mean score of 3.81, which categorized as good. And the last is the mean score for employee performance of 3.96, which categorized as good.

The first multiple regression analysis method was used to test the work motivation, organizational culture, and job engagement towards organizational commitment, with its significance level using $\alpha = 0.05$ (5 percent). As for the significance level of $\alpha = 0.05$ (5 percent). The following are the test results in this study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta Coefficient</th>
<th>t count</th>
<th>Sig.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Motivation ($X_1$)</td>
<td>0.309</td>
<td>2.770</td>
<td>0.009</td>
<td>Significant</td>
</tr>
<tr>
<td>Organizational Culture ($X_2$)</td>
<td>0.290</td>
<td>2.267</td>
<td>0.029</td>
<td>Significant</td>
</tr>
<tr>
<td>Job Engagement ($X_3$)</td>
<td>0.381</td>
<td>2.865</td>
<td>0.007</td>
<td>Significant</td>
</tr>
</tbody>
</table>

$\text{Fcount} = 46.316$

$\text{Sig.} = 0.000$

$\textit{Adjusted R Square} = 0.773$

Hypothesis testing 1 up to Hypothesis 3 in this study used the multiple regression method. Based on Table 5, $\text{Fcount}$ value was 46.316 and significance value of the entire independent variables was 0.000, below the $\alpha$ value (0.05), thence the independent variables, such as work motivation, organizational culture, and job engagement towards the organizational commitment. The $\textit{adjusted R}^2$ value was 0.773. It means that 77.3 percent of the organizational commitment can be explained by the independent variables, namely work motivation, organizational culture, and job engagement, while the rest (100 percent - 77.3 percent = 22.7 percent) can be explained by other variables outside of this study.
Based on Table 2, it was obtained that the regression coefficient for work motivation was 0.309. At the significance level of (p) 0.009 < 0.05, it can be concluded that work motivation has a partially positive and significant influence on organizational commitment. This result is in line with the H2. According to Geenberg and Baron in Puspasari (2013), motivation is a process that generates, directs, and maintains human behavior in order to be directed or focuses on the objective. This study supports the research by (2013), stating that motivation has a positive and significant influence on organizational commitment. Also, in her study entitled *Pengaruh Karakteristik Pekerjaan dan Motivasi terhadap Komitmen Organisasi serta dampaknya terhadap Kinerja (The Influence of Job Characteristics and Motivation on the Organizational Commitment, and Their Impact on Performance)*, Mulyani (2014) declared that motivation has a positive influence on the organizational commitment.

The regression coefficient for the organizational culture was 0.290. At a significance level of (p) 0.029 < 0.05, a conclusion can be drawn that organizational culture has a partially positive and significant influence on organizational commitment. Therefore, it is in line with the H6. Robbins et al. (2004) explained that organizational culture is a system of value that is held and performed by members of a certain organization, so it can distinguish the organization from other organizations. If every company has a good organizational culture then an employee by himself or herself will also strive to remain in the company or have a commitment to the company. This study supports the research done by Rosyidah (2012), whose result of her research was that organizational culture positively influential to organizational commitment. This study also supports the research by Budiono (2016), where it discussed the influence of organizational culture on the performance of employees through organizational commitment as an intervening variable, and its results revealed that organizational culture influences the organizational commitment.

The regression coefficient for job engagement was 0.381. At a significance level of (p) 0.007 < 0.05, it can be concluded that job engagement has a partially positive and significant influence on organizational commitment. It is in line with the H2. Employees engaged in feel a sense of attachment to their organization, investing themselves not only in their roles but in the organization as a whole. This study result was supported by Ikhas (2014), wherein his research he found a significant relationship between job engagement and organizational commitment. Walden (2017) also found a positive linkage between job engagement and organizational commitment. Meanwhile, Simons & Buitendach (2013) stated that job engagement and job commitment indeed have a positive correlation. Employees who have a high sense of job engagement usually tend to have a high organizational commitment as well. However, this study does not support the study by Lau (2011) regarding the influence of job engagement on organizational commitment, stating that there is no positive influence between job engagement and organizational commitment.

The second multiple regression analysis method used to test work motivation, organizational culture, and job engagement on employee performance by using the significance level of α = 0.05 (5 percent). The significance level was at α = 0.05 (5 percent). The following is the testing result in this study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Beta Coefficient</th>
<th>t_count</th>
<th>Sig.</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Motivation (X1)</td>
<td>0.167</td>
<td>2.126</td>
<td>0.040</td>
<td>Significant</td>
</tr>
<tr>
<td>Organizational Culture (X2)</td>
<td>0.190</td>
<td>2.444</td>
<td>0.020</td>
<td>Significant</td>
</tr>
<tr>
<td>Job Engagement (X3)</td>
<td>0.196</td>
<td>2.294</td>
<td>0.028</td>
<td>Significant</td>
</tr>
<tr>
<td>Organizational Commitment (Z)</td>
<td>0.478</td>
<td>4.496</td>
<td>0.000</td>
<td>Significant</td>
</tr>
<tr>
<td>Fcount = 146.208</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. = 0.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adjusted R Square = 0.936</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Hypothesis Testing 4 up to Hypothesis 7 in this study used multiple regression method. Based on Table 4.13, Fcount value was 146.208 and significance value for all independent variables was 0.000, below the value of α (0.05), hence the independent variables, such as work motivation, organizational culture, and job engagement towards the organizational commitment. The adjusted $R^2$ value was 0.942. It means that 94.2 percent of the employee performance can be explained by the independent variables of work motivation, organizational culture, job engagement, and organizational commitment, whereas the rest (100 percent – 93.6 percent = 6.4 percent) can be explained by other variables outside this study.
Based on Table 3, the regression coefficient for work motivation was 0.167. At the significance level of (p) 0.040 < 0.05, it can be concluded that work motivation has a partially positive and significant influence on employee performance. It is in line with the Hₐ. This study is supported by earlier studies of Argensia (2014), Yenti (2012), Mulyani (2014), where they stated that motivation will affect employee performance. Motivated employees will work more than being expected by the company and will generate good performance. However, this study does not support the work by Brahmasari (2009), where it stated that motivation has no influence on employee performance.

The regression coefficient for organizational culture was 0.190. At the significance level of (p) 0.020 < 0.05, it can be concluded that organizational culture has a partially positive and significant influence on employee performance. It is in line with the Hₐ. This study supports the previous studies whose result was that organizational culture has a significant influence on employee performance (Badiono, 2016; Nilawati, 2009; and Fauzi, 2016). However, this study does not support the research by Lina (2014), whose result stated that organizational culture has a negative influence on employee performance. This research was conducted on the employees of PT. Bumida 1967 to test the research hypothesis and to prove the existing theory. This study used several theories, among others, a theory by Herzberg (1987) on the work motivation variable, Robbin and Judge (2015) on the organizational culture variable, Schaufeli and Bakker (2003) on the job engagement variable, Allen and Meyer (1990) on the organizational commitment variable, and Bernardin and Russel (1993) on the employee performance variable.

The regression coefficient for job engagement was 0.196. At the significance level of (p) 0.028 < 0.05, it can be concluded that job engagement has a partially positive and significant influence on employee performance. It is in line with the Hₐ. Job engagement has an influence on employee performance. Employees who consider themselves having a job engagement with the company will certainly be able to produce a good performance. This study result is supported by earlier studies by Firdaus (2019), Winowoda (2018), and Hali (2019), stating that job engagement has a positive influence on employee performance.

The regression coefficient for organizational commitment was 0.478. At the significance level of (p) 0.000 < 0.05, it can be concluded that organizational commitment has a partially positive and significant influence on employee performance. It is in line with the Hₐ. Organizational commitment is an attitude that reflects the extent to which an individual is familiar with (knows) and is tied (engaged) to his or her organization. The stronger the organizational commitment, the stronger the employee performance is, which is in tune with the study result done by Khan (2010), revealing that there is a positive correlation between organizational commitment and employee performance. However, this study does not support the study conducted by (2016) concerning the influence of organizational culture on employee performance through organizational commitment as the intervening variable, whose result disclosed that organizational commitment has no significant influence on employee performance.

In this study results, the presence or absence of direct influence between the motivational variable and the employee's performance variable, the organizational culture variable and the employee performance variable, and the job engagement variable and the employee performance variable. The magnitude of indirect influence can be calculated by multiplying the path coefficients passing the mediating variables in the linkage between those variables (Hair et al., 2006). The following is the testing result of indirect influence in this study. Picture below is the path analysis of employee’s work motivation on employee performance through organizational commitment as an intervening variable.

![Path analysis of employee’s work motivation on employee performance through organizational commitment](image)
The direct influence of work motivation on employee performance was significant with the path coefficient of 0.167. The amount of the indirect influence in this model was \((b_1 \times b_7) + b_5 = (0.309 \times 0.478) + 0.167 = 0.314\). The direct influence of work motivation on the employee performance and the indirect influence was significant, therefore the position of organizational commitment was partially mediating. The total influence of organizational culture on employee performance was 0.314. Employee’s work motivation is an essential thing in order to improve their working performance progress. Employees who have motivation will definitely have high commitment thus better performance as well. This study result supports the studies by Argenisia (2014), Yenti (2012), Arilawati (2018), and Surjana (2016), where organizational commitment is able to intervene in the work motivation on the employee performance. With the presence of this organizational commitment and highly-motivated employees, therefore employee performance is likely to be high. This study does not support the research done by Rahmawati (2014) that also conducting a study about the Influence of Work Motivation on the Employee Performance with Organizational Commitment as An Intervening Variable, whose result was organizational commitment was unable to intervene the work motivation on the organizational commitment.

Below is the picture of the path analysis of organizational culture on employee performance through organizational commitment as an intervening variable.

Komitmen organisasi = organizational commitment
Motivasi karyawan = employee’s work motivation
Kinerja karyawan = employee performance

Komitmen organisasi = organizational commitment
Kinerja karyawan = employee performance

The direct influence of organizational culture on employee performance was significant with the path coefficient of 0.190. The magnitude of indirect influence in this model was \((b_2 \times b_7) + b_5 = (0.290 \times 0.478) + 0.190 = 0.406\). The direct influence of organizational culture on employee performance and the indirect influence was significant thus the position of organizational commitment variable was partially mediating. The total influence of organizational culture on employee performance was 0.406. Good organizational culture and the one that gives comfort while working will lead to better employee performance, rather than an organizational culture that does not comply with the employee vision. Also, a good organizational culture is able to create commitment from its employees. This is because the culture that employees receive is in accordance with their wishes, thence will make them stay with the company. This study result supports the predecessor studies which stated that organizational culture has an influence on employee performance through organizational commitment (Fauzi, 2019; Hamid, 2017; Arifin 2010). However, this study does not support a study carried out by Jannah (2016) regarding the influence of organizational culture on the employee performance through organizational commitment as an intervening variable (A Study at PT.PG Rajawali I Surabaya), whose result was commitment was unable to intervene the organizational culture on the employee performance.

The following is the picture of the path analysis of job engagement on employee performance through organizational commitment as an intervening variable.
Figure 5 Path Analysis of Job Engagement on the Employee Performance through Organizational Commitment

The direct influence of job engagement on employee performance was significant with the path coefficient of 0.196. The amount of the indirect influence in this model was \( (b_2 \times b_7) + b_5 = (0.381 \times 0.478) + 0.196 = 0.378 \). The direct influence of organizational culture on employee performance and the indirect influence were significant thus the position of the organizational commitment variable was partially mediating. The total influence of organizational culture on employee performance was 0.378. Job engagement of the employees is able to improve employee performance since this engagement is about the employee’s feelings towards his or her job. This job engagement will generate commitment from an employee to work better. This study result supports the studies by Firdaus (2019), Hali (2019), and Handoyo (2017), where their results stated that there is an influence of job engagement on the employee performance through the organizational commitment. Meanwhile, this study does not support the research by Winowoda (2018) which conducted study regarding the influence of the employee performance and job satisfaction on the employee performance through organizational commitment as an intervening variable at the Hotel Grand Inna, Malioboro, Yogyakarta, whose result disclosed that commitment was unable to intervene the job engagement on the employee performance.

Conclusion

Based on the study, the following are some conclusions offered.

1. Work motivation has a positive and significant influence on organizational commitment.
2. Organizational culture has a positive and significant influence on organizational commitment.
3. Job engagement has a positive and significant influence on organizational commitment.
4. Work motivation has a positive and significant influence on employee performance.
5. Organizational culture has a positive and significant influence on employee performance.
6. Job engagement has a positive and significant influence on employee performance.
7. Organizational commitment has a positive and significant influence on employee performance.
8. Work motivation has a positive and significant influence on employee performance through organizational commitment as an intervening variable.
9. Organizational culture has a positive and significant influence on employee performance through organizational commitment as an intervening variable.
10. Job engagement has a positive and significant influence on employee performance through organizational commitment as an intervening variable.

Recommendations

Based on the study results, the researcher is highly aware that there are still a lot of drawbacks in the study, therefore the following are some suggestions as a matter of further consideration.

1. For future researchers, they are expected to undertake long-term research and more in-depth data collection and assessment. During data collection, the researchers are expected not only to use the questionnaires but also add them with interviews thus they will get more in-depth data.
2. For companies/organizations
   Companies should keep on looking at or monitor their employees’ performance so that the results generated from their job are able to increase or improve the company’s profitability. Therefore, companies must keep on motivating their employees, creating a comfortable organizational culture and a strong feeling of job engagement so as to create employees’ strong commitment to the company that ultimately improves performance as well.
References


<table>
<thead>
<tr>
<th>Authors Information</th>
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