

Motivation and Organizational Commitment: Key Determinants of Employee Performance in the Logistics Industry

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ABSTRACT

This study aims to analyze the influence of Work Motivation and Organizational Commitment on Employee Performance at PT. Ratu Intan Kargo. The research method used is a quantitative approach with descriptive and verificative analysis, which includes multiple linear regression analysis, multiple correlation analysis, coefficient of determination, as well as t-tests for partial testing and F-tests for simultaneous testing. The sample used consisted of 50 employees selected using a saturated sampling technique. The results of the study show that: 1) Work Motivation has no significant effect on Employee Performance, with a calculated t-value (1.071) smaller than the t-table value (1.675) and a significance value of 0.290 (> 0.05). 2) Organizational Commitment also has a positive and significant effect on Employee Performance, with a calculated t value (4.960) greater than the table t value (1.675) and a significance value of 0.000 (< 0.05). 4) Simultaneously, Work Motivation and Organizational Commitment have a significant effect on Employee Performance, with a calculated F value (93.650) greater than the table F value (2.366) and a significance value of 0.000 (< 0.05). These findings indicate that Organizational Commitment plays an important role in improving Employee Performance, while Work Motivation needs to be enhanced with a more appropriate approach to have a significant impact on performance.

Keywords : Work Motivation, Organizational Commitment, Employee Performance,

INTRODUCTION

Important aspects that influence the success of an organization include human resources. One element of management science that studies the arrangement and management of human resources in achieving organizational goals is human resource management (HRM). This management has a very broad scope of discussion. Managers need HRM to make decisions and implement them, such as in the processes of recruiting personnel, screening, training, and evaluation. The future success of an organization is determined by the arrangement of human resources. Individuals with skills, reliability, and idealism are required by the company to achieve targets. Successful organizations are closely linked to human resource management that performs well. Performance can be observed from two aspects, namely organizational performance and employee performance. (Hamid, N., & Shaleha, W. M. 2021).

HRM covers various aspects, including recruitment, screening, training, and employee assessment. The future success of an organization greatly depends on the optimal arrangement of human resources. Employee performance, as an integral part of HRM, has a significant impact on achieving organizational goals. In the context of PT Ratu Intan Kargo, the importance of employee performance becomes a primary focus. Although HRM is recognized as a key factor, field observations show that employee performance in this company has not yet reached an optimal level. There is a tendency for employees to frequently arrive late or leave early, as well as delays in achieving organizational targets. (Hardi, S. F. 2020).

This phenomenon raises questions about the factors related to employee performance at PT Ratu Intan Kargo. In the context of performance measurement, there are several aspects that can be used to assess employee performance. Some of these include the quality of work, timeliness in completing tasks, and interpersonal impact. Interpersonal impact includes the extent to which an employee is able to maintain self-esteem, reputation, and good cooperation with colleagues and subordinates.

The results of the previous employee performance pre-survey highlighted several important points. Fifty percent of employees felt they were working according to company procedures, while the other 50% felt they were not performing optimally. Understanding of leadership directions was also evenly split, with half of the employees feeling knowledgeable, while the others did not. Only 30% felt capable of achieving company targets, whereas 70% experienced difficulties. Cooperation among employees was considered effective by 40%, but 60% felt it still needed improvement. Meanwhile, 50% of employees felt that the work environment and feedback from supervisors supported their performance. These results indicate a need for improvement in communication, teamwork, and work environment support.

Through this research, it is hoped that a deep and practical solution to the problem can be found. Essential questions that may be posed include: to what extent salary factors influence employee motivation and performance, how organizational commitment correlates with performance levels, and whether there are other factors that need to be considered to improve productivity and achieve organizational targets. (Sari, I. P., & Nugraheni, R. 2019). By delving deeper and analyzing each factor that may affect employee performance, this study is expected to provide concrete recommendations that can be implemented by PT Ratu Intan Kargo's management to enhance efficiency, productivity, and the achievement of the company's goals.

LITERATURE REVIEW

Work Motivation toward Employee Performance.

Work motivation is an internal or external drive that pushes an individual to achieve certain goals in their job. According to (Robbins & Judge, 2017), motivation includes the intensity, direction, and persistence of a person in completing tasks. In the work context, motivation plays an important role because it can determine the level of productivity and efficiency of employees in carrying out their responsibilities. Work motivation is divided into intrinsic motivation, such as personal satisfaction and recognition of work results, and extrinsic motivation, such as salary, incentives, and supportive working conditions. Various theories have been developed to explain work motivation. Maslow's Hierarchy of Needs theory emphasizes the importance of fulfilling needs from physiological needs to self-actualization, which gradually affects the level of motivation.

Herzberg's Two-Factor Theory distinguishes between motivation factors (intrinsic) such as recognition and responsibility, and maintenance factors (extrinsic) such as salary and job security. Additionally, Vroom's Expectancy Theory indicates that work motivation arises when employees believe that their efforts will lead to the desired performance and result in valuable outcomes. Employee performance, defined as the level of success an individual achieves in carrying out tasks according to organizational standards, is greatly influenced by motivation. According to Mangkunegara (2015), motivation, along with ability and work environment, is a

key factor in determining performance. Research shows a positive relationship between work motivation and employee performance. Employees with high motivation tend to work with enthusiasm, focus, and the ability to complete tasks well.

Organizational Commitment toward Employee Performance.

Organizational commitment is the level of emotional attachment, identification, and involvement of employees with the organization they work for. According to Meyer & Allen (1991), organizational commitment consists of three main dimensions: affective commitment, which relates to employees' emotional attachment to the organization; continuance commitment, which refers to employees' awareness of the consequences of leaving the organization; and normative commitment, which reflects employees' sense of moral obligation to remain with the organization. This commitment plays an important role in determining employees' loyalty, dedication, and effort in carrying out tasks and achieving organizational goals.

Employee performance, which refers to an individual's ability to fulfill tasks and responsibilities according to the standards set by the organization, is often influenced by the level of organizational commitment. Employees with high affective commitment tend to show better performance because they feel emotionally connected to the organization and are motivated to contribute. On the other hand, employees who only have continuance commitment may work to avoid personal losses, such as losing income or career opportunities, resulting in less optimal performance. Meanwhile, normative commitment can encourage employees to work hard because they feel obligated to support the organization.

METHODS

Qualitative and Quantitative Research types use flexible research designs to explore social phenomena in depth. Data is collected through in-depth interviews, participatory observation, and document analysis. Data analysis is conducted using thematic, narrative, or grounded theory methods, focusing on the development of themes and theories from the obtained data. Validity and reliability are achieved through triangulation, member checking, and calculations, ensuring consistency and transparency of findings. Data Sources: Primary data is obtained from the research objects through interviews and questionnaires distributed to employees of PT Ratu Intan Kargo, then processed using statistical tools.

Data Collection Techniques: Data were collected through interviews with relevant parties, as well as through questionnaires designed to gather respondents' responses on Work Motivation, Organizational Commitment towards Employee Performance at PT Ratu Intan Kargo. Data Analysis Techniques: Validity and reliability tests were conducted to ensure that the questionnaire used as a research instrument was appropriate. Validity ensures that measurements are accurate and correct according to the purpose, while reliability ensures consistency and accuracy of measurements. The research design includes surveys, experiments, or correlational studies with predetermined hypotheses. Data were collected using questionnaires, controlled experiments, or secondary data. Data analysis involves descriptive and inferential statistics, such as t-tests, F-tests, ANOVA, regression, and R-squared.

RESULTS AND DISCUSSION

RESULTS

Regression Test

This test aims to examine the effect of Work Motivation (X1) and Organizational Commitment (X2) on Employee Performance (Y) using a multiple linear regression model. The following are the test results with the help of the SPSS program:

Table 1. Regression Test

Model		Coefficients ^a		
		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2.856	3.121	
	Motivation	0.154	0.143	0.119
	Organizational Commitment	0.547	0.110	0.461

a. Dependent Variable: Performance (Y)

The analysis of the results of this multiple linear regression shows the influence of two dimensions of Work Motivation, Organizational Commitment on Employee Performance at PT Ratu Intan Kargo. The obtained regression equation is:

$$Y = 2.856 + 0,154 X1 + 0,547 X2 + e$$

The constant value of (2.856) indicates that if there is no influence from the two service variables (Work Motivation, Organizational Commitment), then the Employee Performance level is predicted to be 2.856. This means that without considering Work Motivation and Organizational Commitment, it is at a good level.

Interpretation of Independent Variable Coefficients:

1. Work Motivation (X1): A coefficient of 0.154 indicates that each one-unit increase in Work Motivation will increase Employee Performance by 0.154, assuming other variables remain constant. This means that the better the level of Work Motivation, the higher the Employee Performance.
2. Organizational Commitment (X2): A coefficient of 0.547 indicates that each one-unit increase in Organizational Commitment will increase Employee Performance by 0.547, assuming other variables remain constant. In other words, the higher the level of Organizational Commitment, the better the Employee Performance.

Table 2. F-Test Results

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	736.271	2	245.424	93.650	.000 ^b
	Residual	120.549	46	2.621		
	Total	856.820	49			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation, Organizational Commitment

We can see that the results from the table above show that the F-test in this study has a

coefficient value of 93.650 with a significance value of $0.000 < 0.05$. This result indicates that the independent variables simultaneously affect the dependent variable, which is positively significant. Based on the F table at a 0.05 significance level, the F table value is 2.366. Since the calculated $F > F$ table ($93.650 > 2.366$) and the significance value < 0.05 ($0.00 < 0.05$), H_a is accepted, which means there is a significant effect of Work Motivation (X1) and Organizational Commitment (X2) on the dependent variable (Employee Performance). These three independent variables together influence the dependent variable.

Partial Test or t-Test

Table 3. T-Test Results

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2,856	3,121		0,915	0,365
	Motivation	0,154	0,143	0,119	1,071	0,290
	Organizational Commitment	0,547	0,110	0,461	4,960	0,000

a. Dependent Variable: Performance

1. Work Motivation (X1) has a calculated t-value of 1.071, which is smaller than the table t-value of 1.675, and a significance value of 0.290 at a 5% or 0.05 alpha coefficient. Since the significance value is greater than 0.05, it can be interpreted that Work Motivation does not have a significant effect on Employee Performance.
2. Organizational Commitment (X3) has a calculated t-value of 4.960, which is greater than the table t-value of 1.675, and a significance value of 0.000 at a 5% or 0.05 alpha coefficient. Since the significance value is less than 0.05, it can be interpreted that Organizational Commitment has a positive and significant effect on Employee Performance.

Testing the Determinant Coefficient R²

We can see from the data processed using SPSS.26 that there is a model summary output and it can be explained as follows:

Table 4. Results of the R² Determination Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.927 ^a	0.859	0.850	1.61884	1.489

a. Predictors: (Constant), Motivation, Organizational Commitment

b. Dependent Variable: Performance

We can see from the table above that the correlation coefficient (R) is 0.927. This indicates that there is a relationship between the dependent variable (Employee Performance) and the independent variables Work Motivation (X1) and Organizational Commitment (X2). The relationship obtained with the coefficient of determination (R Square) is 0.859. This result means that the contribution of the independent variables Work Motivation (X1) and Organizational Commitment (X2) affecting the dependent variable (Employee Performance) is 85.0%, while the

remaining 15.0% is influenced by other variables outside the current model.

DISCUSSION

The influence of work motivation on employee performance.

Based on the results of the t-test, it is known that the Work Motivation variable (X1) has a calculated t-value of 1.071, which is smaller than the table t-value of 1.675, with a significance value of 0.290 at a 5% alpha coefficient level (0.05). Because the significance value is greater than 0.05, it can be concluded that Work Motivation does not have a significant effect on Employee Performance. This result indicates that although work motivation is considered one of the factors that can influence performance, in the context of this study, work motivation has not become a primary determinant of employee performance. This may occur because employee work motivation may not be optimal or because other factors, such as organizational culture or leadership style, have a more dominant influence on performance (Robbins & Judge, 2017).

Furthermore, Herzberg's theory in the Two-Factor Theory approach explains that work motivation is often only a "hygiene factor" if it is not accompanied by adequate incentives or recognition. When basic needs are met, work motivation alone may not be sufficient to improve performance without fulfilling other factors such as skill development and appreciation (Herzberg, 1966). Other research by (Sutrisno, 2019) also indicates that work motivation has a significant impact only when supported by proactive organizational policies, such as providing rewards, training, and career development opportunities. Therefore, to improve employee performance, organizations need to pay attention to the combination of motivational factors with other elements that can support work success.

The effect of organizational commitment on employee performance.

Based on the results of the t-test, the Organizational Commitment variable (X3) has a calculated t-value of 4.960, which is greater than the table t-value of 1.675, with a significance value of 0.000 at a 5% alpha coefficient level (0.05). Because the significance value is less than 0.05, it can be concluded that Organizational Commitment has a positive and significant effect on Employee Performance. This result confirms that organizational commitment, which includes loyalty, a sense of belonging, and the desire to contribute to organizational goals, plays an important role in improving employee performance. This is in line with the theory (Meyer & Allen, 1991), which divides organizational commitment into three main dimensions: affective commitment (emotional attachment to the organization), normative commitment (a sense of obligation to remain), and continuance commitment (consideration of the costs of leaving the organization). These three dimensions significantly affect employee motivation and productivity. (Robbins & Judge, 2017) also mention that employees with a high level of organizational commitment tend to be more task-focused, have more harmonious working relationships, and exhibit extra-role behaviors that support organizational success.

Organizational commitment creates a strong emotional bond between employees and the organization, motivating employees to work optimally. Another study by (Sutrisno, 2019) shows that organizations capable of building organizational commitment through supportive policies, such as career development, effective communication, and recognition of employee contributions, will achieve better performance. Thus, organizational commitment not only affects

individuals but also has a positive impact on the overall achievement of organizational goals. To strengthen organizational commitment, companies can adopt strategic approaches such as creating an inclusive work culture, providing relevant training, and offering performance-based reward programs. This will create a work environment that supports achieving higher levels of performance.

CONCLUSION

1. The Effect of Work Motivation on Employee Performance: Work motivation does not have a significant effect on employee performance, as indicated by the calculated t-value (1.071) being smaller than the t-table value (1.675) and a significance value of 0.290 (> 0.05). This suggests that individual increases in work motivation are not sufficient to have a tangible impact on employee performance.
2. The Effect of Organizational Commitment on Employee Performance: Organizational commitment has a positive and significant effect on employee performance, as evidenced by the calculated t-value (4.960) being greater than the t-table value (1.675) and a significance value of 0.000 (< 0.05). Employees with a high level of commitment to the organization tend to show loyalty and maximum contribution to achieving organizational goals.

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