

The Role of Motivation and Organizational Commitment on Employee Performance

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Abstract

This study aims to examine the influence of motivation and organizational commitment on employee performance. The researcher conducted this study at the Blood Donor Unit of the Indonesian Red Cross in Surabaya City. The study population included all 132 permanent employees, with a sample size of 57 people. Researchers gathered data from existing literature and secondary sources. The researcher carried out the data analysis using the partial least squares (PLS) technique with Smart PLS software version 2.0. The test results revealed that motivation can enhance employee performance by addressing physiological needs, security needs, and appreciation needs. This occurs when employees receive recognition from superiors for their completed work, thereby fostering a sense of self-actualization and progress in task implementation and completion. Organizational commitment doesn't significantly influence employee performance, and we need to enhance the indicators of organizational commitment, which include affective aspects such as building relationships, continuous aspects like persevering and increasing participation, and normative aspects like confidence and pride.

Keywords: motivation, organizational commitment, employee performance.

INTRODUCTION

The Central and Regional Governments, through the Blood Transfusion Unit and Hospital Blood Bank, implement the mandate of Republic of Indonesia Law Number 36 of 2009 concerning health in articles 87 and 88 concerning blood services. This network is organized by the Central Government, Regional Government, and social organizations involved in the Red Cross (PMI). The Surabaya City Indonesian Red Cross Blood Donor Unit is a non-profit social public organization that provides voluntary blood donation services in order to make a real contribution to the community. During the 10th Regional Tour, the General Chairperson of the Indonesian Red Cross, Drs. H. M. Jusuf Kalla, assessed that the Surabaya City PMI UDD was the best in Indonesia with the criteria for assessing HR, management systems, blood production, and aspects of office cleanliness. The level of ability and skills of an organization's employees plays a crucial role in determining its success and sustainability. If employees lack high work enthusiasm, the organization struggles to motivate them to produce quality work that meets expectations, making employee motivation a critical factor of concern. Motivation is the willingness to put forth a high level of effort towards organizational goals, conditioned by the ability of that effort to meet individual needs. The effort element is a measure of intensity. If someone is motivated, he will try hard.

Motivation is the emergence of behavior that leads to a certain goal with full commitment until the intended goal is achieved (Sedarmayanti, 2007: 233). All individual

components create organizational commitment in carrying out organizational operations, and individuals in the organization can realize this commitment by exercising their rights and obligations in accordance with their respective duties and functions (Robbins, 2007). Employees with high organizational commitment will demonstrate optimal performance, making it a crucial performance indicator.

The quantity and quality of an employee's work, such as their punctuality, accuracy, level of service, number of errors, data analysis skills, and evaluation abilities, reveal their performance. Each employee demonstrates good performance when they can effectively and efficiently handle all organizational tasks, thereby resolving any issues within the organization.

Maryudhi Wahyono Atmo Widjojo (2008), from the discussion of the study, showed that work motivation has a positive effect on employee performance, and there is no evidence that organizational commitment has a positive effect on employee performance. In another study by Aryo Kristiwardhana (2011), there were findings that showed that employee motivation and organizational commitment had an effect on employee performance. Destriani's (2012) research reinforces the notion that organizational commitment significantly impacts employee performance.

Under these conditions, for an organization or company to assess success and achieve good performance, employees must play a genuine role in fulfilling their duties and responsibilities. The Indonesian Red Cross Blood Donor Unit in Surabaya City must genuinely implement the role of motivation and organizational commitment, aligning it with the standard management system. This study examines aspects of the role of motivation and organizational commitment in employee performance. The study relies on several phenomena that may not precisely depict the field's facts. Therefore, the researcher concludes that the Indonesian Red Cross Blood Donor Unit in Surabaya City requires further investigation. According to the general attendance report data for 132 employees, the increasing high level of lateness is one of the causes of declining employee performance. In January, 126 employees arrived on time, and 6 people arrived late. In February, March, and April, there was a consistent rise in the number of late-arriving employees, with an increase of 17 individuals in April. Senior employees, whose productivity levels have declined, make up approximately 40% of the workforce, a factor not directly related. It is also challenging to perceive the absence of strict organizational management in response to current demands, as adjustments between senior and junior employees necessitate optimal synergy in their work.

METHOD

This research was conducted at the Indonesian Red Cross Blood Donor Unit in Surabaya City, specifically because the organization's motivation and commitment had not yielded the desired results. This resulted in a decrease in employee performance at the Indonesian Red Cross Blood Donor Unit, which did not align with the expected plan or target. Consequently, there was a desire to investigate these issues in accordance with the formulation of the proposed problem. This study focuses on a population of 132 permanent employees. The study utilizes a sample size of 57 individuals. The data collection process involves gathering data or information from literature or by rewriting existing secondary data. Smart PLS software version 2.0 employs PLS as a data analysis technique due to its unique advantages. These advantages include the ability to use indicators with a category, ordinal, interval, or ratio scale in the same model, without requiring a large sample size. PLS not only validates theoretical testing theory, but also elucidates the existence of a relationship between latent variables.

RESULT AND DISCUSSION

The study's findings reveal that the dominant frequency indicator, X.1.3, represents social needs, specifically the ability to perform tasks in a harmonious work environment, with a score of 41. The data processing results also reveal that indicator X.1.3 has the highest factor loading value, measuring 1.718. This indicates that at present, respondents prioritize social needs as an indicator of motivation, but in the future, they will focus more on meeting their needs for security and fair treatment, as well as fulfilling their basic needs for a more decent life. This will provide strong motivation for the organization to continue its development.

According to the study's results, the organizational commitment variable includes various indicators that reflect employee participation and relationship-building. The main frequency indicator, X.2.2, is a continuous measure showing that 49 employees consistently increase their participation in organizational activities. This suggests a steady growth in employee engagement over time. Additionally, the affective commitment indicator, X.2.1, highlights those 47 employees regularly build meaningful relationships within the organization. This demonstrates their emotional attachment and involvement, contributing to a positive workplace culture. Moreover, the data processing results reveal that the normative commitment indicator, X.2.3, reflects a strong sense of confidence and pride among employees during work, with a factor loading value of 0.928. This high value indicates that employees currently feel a deep sense of loyalty and pride in their roles, reinforcing their commitment to the organization.

The study's findings reveal that the employee performance variable's dominant indicators are the Y2 behavioral indicators, which involve completing each activity within the predetermined time schedule of 49, and the Y3 result indicators, which involve completing work within the predetermined time target of 49. The data processing results reveal that the Y1 indicator, a trait indicator, with a factor loading value of 0.914, has the lowest factor loading. This shows that at this time, respondents pay less attention to completing work according to the amount and standards set by the organization. The hypothesis testing, which examined the impact of motivation on employee performance, revealed a positive relationship between motivation and performance, as evidenced by a T-statistic value of 3.4761, which is significantly higher than the value of 1.645. Analysis of indicator X1.1 (Physiological Needs) shows a loading factor of 0.887, indicator X1.2 (Need for Security) shows a loading factor of 0.697, indicator X1.3 (Social Needs) shows a loading factor of 0.811, indicator X1.4 (Need for Appreciation) shows a loading factor of 0.815 and the last indicator is X1.5 (Need for Self-Actualization) shows a loading factor of 0.798, while seen from the respondent's answer scores, the largest of the scores 4 and 5 lies in indicator X1.3 (Social Needs) which means that employees are still in the position of work groups or between groups, the need to be included, improving relationships with the necessary parties and the growth of a sense of togetherness and the existence of a sense of belonging in the organization.

Indicator X1.1, representing physiological needs, holds the highest loading factor on the motivation variable. This suggests that employees prioritize fulfilling their basic needs, and their motivation is strongly influenced by how well these needs are met within the organization. As individuals strive to fulfill these physiological needs, they also adapt to changes over time. This ability to adjust indicates a flexible and resilient workforce that can respond to evolving circumstances while maintaining their focus on essential needs. Furthermore, many employees demonstrate high levels of loyalty, making a concerted effort to align their personal values with the values of the organization. This alignment not only strengthens their individual commitment but also contributes to improved organizational productivity, as employees work towards common goals with dedication and purpose.

These results demonstrate that the motivation indicators, which include physiological needs, security needs, social needs, appreciation needs, and self-actualization needs, significantly influence employee performance. This shows that employee perceptions are able to adjust to the indicators of the motivation variable to improve optimal performance. We accept hypothesis 1 because it indicates a positive correlation between employee motivation and significant performance. These results are in accordance with the opinion of I Gusti Ayu Dwijayanti (2013), who states that variables with formative indicators, namely motivation, are able to contribute to employee performance or that motivation has a positive effect on employee performance. The study's results validated the research hypothesis, demonstrating a positive and significant relationship between the two independent variables and the dependent variable.

Based on the analysis results, the X2.1 indicator (Affective) has a loading factor of 0.765, which is lower compared to the X2.2 indicator (Continuous) with a loading factor of 0.889, and the X2.3 indicator (Normative) with a loading factor of 0.928. This indicates that while affective commitment plays a role, continuous and normative commitments are stronger influences among the employees. The respondent's answer scores further support this, as the majority of scores (4 and 5) are concentrated in the continuous indicator. This suggests that employees, particularly those in permanent positions, are highly committed to the organization due to ongoing engagement and sustained participation. Additionally, the data reveals that many of these employees have a background as volunteers, which may contribute to their strong continuous commitment. Their previous experience as volunteers likely fosters a deep-rooted dedication to the organization, enhancing their long-term involvement.

The researcher conducted a hypothesis test on the impact of organizational commitment on employee performance. The results indicated that organizational commitment, as indicated by indicators X2.1, X2.2, and X2.3, does not positively influence employee performance, a finding that contradicts the organizational commitment theory. Statistical findings support this explanation, showing a T-statistic value of 0.3899, which is less than the non-significant (negative) value of 1.645, leading to the rejection of the second hypothesis. The results of this study contradict Robert Walton in Armstrong M. (2005), who emphasized the importance of a commitment to improving performance, for which we must change our perspective on managing organizations from the traditional human approach.

CONCLUSION

Researchers can draw several conclusions from our hypothesis testing and discussion: Motivation can enhance employee performance by addressing physiological needs, security needs, and appreciation needs. This occurs when employees receive recognition from superiors for their completed work, thereby fostering a sense of self-actualization and progress in task implementation and completion. Organizational commitment doesn't significantly influence employee performance, and we need to enhance the indicators of organizational commitment, which include affective (building relationships), continuous (persisting and increasing participation), and normative (having confidence and pride).

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