

The Influence of Organizational Culture, Organizational Commitment, and Motivation on Organizational Performance (Case Study: BEM And MCC Solo Technology Christian University)

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ABSTRACT

Good organizational performance can be produced with various supporting factors, such as culture, commitment, and motivation. The purpose of this study was to determine and analyze the influence of organizational culture, organizational commitment, and motivation on organizational performance at Universitas Kristen Teknologi Solo. The population that the researchers made the object of research was the Organization Management at Solo Christian University of Technology for the 2020-2022 period. The sample acquisition in this study uses certain criteria or called purposive sampling. The data used in this study were primary data and secondary data, while the data collection technique used questionnaires processed using SPSS. The results of this study show that Organizational Culture, Organizational Commitment, and Motivation partially affect Organizational Performance. Simultaneously the results of research on Organizational Culture, Organizational Commitment, and Motivation affect Organic Performance.

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1. INTRODUCTION

Organization itself is the existence of a system that is formed to influence can also be influenced between one thing and another. In educational institutions, especially in universities, for students, organizations are known as student institutions, which are a place to provide facilities to students so that they are able to explore, develop students' talents, and to achieve a certain goal. Organization is not only a place to achieve predetermined goals, but also as a forum for cooperation for a group of people to realize common goals Kosasih (2016) at Hasanah et al., (2021). Some important factors become an active role in an organization to achieve goals, including efficiency, effectiveness, infrastructure, data, and most importantly, HR (Human Resources). Human resources as the main role that organizes and manages other resources, thus the success or failure of the work process carried out depends on human resources. Based on the background of the problems described above, the problems in this study can be formulated as follows:

- 1) Do the variables of Organizational Culture, Organizational Commitment, and Motivation have a partial effect on Organizational Performance at Solo Technology Christian University?
- 2) Do the variables of Organizational Culture, Organizational Commitment, and Motivation simultaneously affect Organizational Performance at Solo Technology Christian University?
- 3) Are there variables among the variables of Organizational Culture, Organizational Commitment, and Motivation that have a dominant influence on Organizational Performance at Solo Technology Christian University?

2. RESEARCH METHOD

2.1 Variable Research

Variable is a concept that has a variety of values, namely dependent and independent variables. The independent variables of this study are Organizational Culture, Organizational Commitment, and Motivation and the dependent variables are Organizational Performance.

2.2 Definition of Variable Research

The definition of each of the variables of this study is as follows:

a. Organizational Culture

According to Umam (2018) Organizational Culture is a value system that is believed and can be learned, can be applied and developed continuously. Organizational culture also functions as a glue, unifier, identity, image, brand, motivator, development that is different from other organizations that can be learned and passed on to the next generation and can be used as a reference for human behavior in organizations that are oriented towards achieving goals or results and targets that have been set. Organizational culture cannot be separated from the performance produced by Human Resources (HR). The functions of organizational culture are:

- 1) Identity and increase organizational commitment
- 2) Member organizing tools
- 3) Reinforce values in the organization
- 4) Behavioral control mechanisms

b. Organizational Commitment

Busro (2018:75) at Hasanah et al., (2021) Mentioning that organizational commitment is a manifestation of a person's willingness, awareness and sincerity to be bound and always be in the organization which is illustrated by the amount of effort, determination, and confidence to achieve the vision, mission and common goals. The commitment possessed by members of the organization can be said to be a form of loyalty to their organization, because when members of the organization have a commitment to their organization, there will be an awareness to uphold the values in the organization, maintain their membership for the progress of the organization, and perform their duties responsibly. Ibrahim (2008) at Asi et al., (2021) Present three characteristics of organizational commitment guidelines, namely:

- 1) Strong beliefs about the organization.
- 2) Maintain oneself in order to remain a member of the organization.
- 3) Strive as part of the organization.

c. Motivation

In the book entitled "Behavior and Organizational Culture" written by Fathurrochman, (2020 : 43) contains Goal Theory as Motivation 'Every worker who understands and accepts the goals of the organization / company or work unit, and feels in accordance with himself will feel responsible in realizing them.' In these circumstances, the goal will serve as motivation in work, which encourages workers to choose the best alternative way of working or the most effective and efficient.

d. Organizational Performance

Rumawas (2018) Explain that performance is the result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Organizational performance is achieved if tasks or work are carried out effectively and efficiently and remain relevant to the wishes of all stakeholders in Suryani & FoEh, (2018 ; 2).

2.3 Sumber Data

Data were obtained from 2 groups, the first primary data obtained directly was obtained from the results of questionnaires, surveys, and direct interviews. Both secondary data are data obtained from publications such as books, journals, articles.

2.4 Method of collecting data

a. Validity

Ghozali (2016: 177) a question is said to be valid if the level of significance is less than 0.05. To find out whether the questionnaire used is valid or not, it is known that if the $r_{\text{calculate}} > r_{\text{tabel}}$ then the instrument is said to be valid, and if the $r_{\text{calculate}} < r_{\text{tabel}}$ then the instrument is said to be invalid.

b. Reliabilitas

A construct or variable is said to be reliable if it produces Cronbach Alpha > 0.60 while a construct is said to be unreliable if it produces Cronbach Alpha < 0.60 Permatasari & Rohwiyati, (2022).

c. Normality Test

The normality test aims to test whether in the regression model, the variable has a normal distribution using the Kolmogrov-smirnov test. If the p-value in the column Asymp. Sig. (2-tailed) $>$ level of significant ($\alpha = 0.05$), hence the normal distribution.

d. Heteroscedasticity Test

The heteroscedasticity test is carried out to determine the presence or absence of the fallacy of the classical assumption of heteroscedasticity, namely the inequality of variance from residual for all observations in the regression model. This research model uses the Glacier method, if significant above 0.05 it can be concluded that the regression model does not contain heteroscedasticity. (Yassir et al., 2020).

e. Multicollinearity Test

The multicollinearity test was carried out to test whether the regression model found a correlation between independent variables. If the tolerance value > 0.10 and the variance inflation factor (VIF) value < 10 , it can be concluded that the data does not occur multicollinearity (Putra et al., 2023).

2.5 Multiple Regression

Analysis Multiple linear regression analysis is used to measure the strength of the relationship between two or more variables and also to show the direction of the relationship between the independent variable and the dependent variable with the formula $Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$.

2.6 Determination Test (R²)

(Septiandaru, 2020) The coefficient of determination (R^2) is a tool to measure how far the model is able to explain the variation of the dependent variable. The value of the coefficient of determination is between 0 (zero) or 1 (one). A small R^2 value means that the ability of independent variables to explain the variation of the dependent variable is very limited.

2.7 Statistical Test

The t test is performed to determine how far the influence of an independent variable partially (individually) on the variation of the dependent variable. The decision-making criteria are if H_0 is accepted if $t_{\text{calculate}} < t_{\text{table}}$ at $\alpha = 5\%$, and if H_a is rejected if $t_{\text{calculate}} > t_{\text{table}}$ at $\alpha = 5\%$ (Harahap, 2020).

Test f to see if all the independent variables included in the model have a joint influence on the dependent variable. The decision-making criterion is if H_0 is accepted if $F_{\text{calculate}} < F_{\text{table}}$ at $\alpha = 5\%$ and H_a is rejected if $F_{\text{calculate}} > F_{\text{table}}$ at $\alpha = 5\%$ (Andi et al., 2019).

2.8 Dominant Test

Dominant Test to find which independent variable has the most influence on the dependent variable. To find out this dominant variable can be known by looking at the value of the beta coefficient and can be seen at the largest calculated value (Ester, 2020).

2.9 Thinking Framework

The Framework of Thought is as follows:

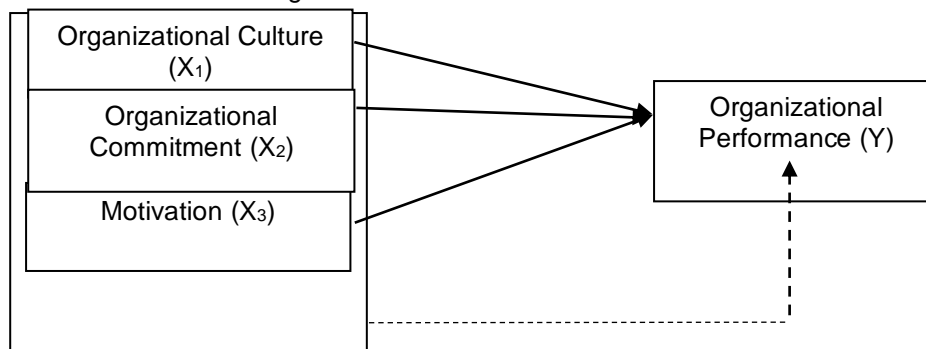


Figure 1. Thinking Framework

Description: \longrightarrow Parsial
 \dashrightarrow Simultan

Dependent Variables : Organizational Performance (Y)
 Independen Variables : Organizational Culture (X₁)
 Organizational Commitment (X₂)
 Motivation (X₃)

2.10 Hypothesis

H₁: It is suspected that Organizational Culture, Organizational Commitment, and Motivation affect Organizational Performance partially.

H₂: It is suspected that Organizational Culture, Organizational Commitment, and Motivation affect Organizational Performance simultaneously.

H₃: Among the variables of Organizational Culture, Motivation and Organizational Commitment there are variables that influence dominantly on Organizational Performance

3. RESULTS AND DISCUSSION

3.1 Data analysis

Data analysis was performed using multiple linear regression analysis via SPSS v23. To get the best results, secondary data is tested first, for data quality tests, namely: validity and reliability and classical assumption tests, namely: normality tests, heteroscedasticity tests, multicollinearity tests.

3.2 Data Quality Test

a. Validity Test

Table 1. Validity tests are carried out to determine whether or not the questionnaire is valid.

Variable	Variable Code	R-Calculate	R-Table	Sig.	Information
Organizational Culture	X1.1	0,741	0,290	0,000	Valid
	X1.2	0,785	0,290	0,000	Valid
	X1.3	0,702	0,290	0,000	Valid
	X1.4	0,631	0,290	0,000	Valid
	X1.5	0,646	0,290	0,000	Valid
	X1.6	0,735	0,290	0,000	Valid
	X1.7	0,736	0,290	0,000	Valid
	X1.8	0,547	0,290	0,000	Valid
Organizational Commitment	X2.1	0,695	0,290	0,000	Valid
	X2.2	0,679	0,290	0,000	Valid
	X2.3	0,751	0,290	0,000	Valid
	X2.4	0,803	0,290	0,000	Valid
	X2.5	0,768	0,290	0,000	Valid
	X2.6	0,619	0,290	0,000	Valid
	X2.7	0,611	0,290	0,000	Valid

Variable	Variable Code	R-Calculate	R-Table	Sig.	Information
Motivation	X3.1	0,735	0,290	0,000	Valid
	X3.2	0,677	0,290	0,000	Valid
	X3.3	0,817	0,290	0,000	Valid
	X3.4	0,849	0,290	0,000	Valid
	X3.5	0,727	0,290	0,000	Valid
	X3.6	0,730	0,290	0,000	Valid
	X3.7	0,794	0,290	0,000	Valid
Organizational Performance	Y.1	0,841	0,290	0,000	Valid
	Y.2	0,829	0,290	0,000	Valid
	Y.3	0,895	0,290	0,000	Valid
	Y.4	0,826	0,290	0,000	Valid
	Y.5	0,550	0,290	0,000	Valid
	Y.6	0,823	0,290	0,000	Valid

Based on the results of the table shows that all items in each variable of Organizational Culture, Organizational Commitment, Motivation and Organizational Performance are declared valid. Because $r_{\text{calculate}} > r_{\text{table}}$ 0.290 and has a significant level of < 0.05

b. Reliability Test

A reliability test is a tool to measure the level of consistency of a questionnaire, a questionnaire is said to be reliable if a person's answers to statements are consistent over time.

Table 2. Realibility Test

Variable	Cronbach's Alpha	Information
Budaya Organisasi	.841	Reliabel
Komitmen Organisasi	.823	Reliabel
Motivasi	.872	Reliabel
Kinerja Organisasi	.883	Reliabel

Based on the table, it can be seen that the value of *Cronbach's Alpha* > 0.60 . Therefore, results were obtained that show that this research instrument is reliable.

3.3 Assumption Clasic Test

a. Normality Test

The normality test is carried out to test whether in the regression model, the variable has a normal distribution or not.

Table 3. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardize d Residual
N		46
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.87970552
Most Extreme Differences	Absolute	.111
	Positive	.093
	Negative	-.111
Test Statistic		.111
Asymp. Sig. (2-tailed)		.199 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the Kolmogorov-Smirnov test can be described on the Asymp value. Sig (2-tailed) of 0.199 > 0.05 . It can be concluded that the above data is indeed proven to be normally distributed.

b. Heterokedstasticity Test

The heterokedstasticity test is carried out to determine the presence or absence of the fallacy of the classical assumption of heterokedstasticity, namely the inequality of variance from recisual for all observations in the regression model.

Table 4. Heterokedstasticity Test

Variabel	Sig.
(Constant)	.072
Budaya Organisasi	.677
Komitmen Organisasi	.059
Motivasi	.059

It can be seen that between the variables of organizational culture, organizational commitment, and motivation show a tolerance value of > 0.10 and a VIF value of < 10.00, it is concluded that there is no heterokedstasticity.

c. Multicollinearity

The multicollirienity test was conducted to test whether the regression model found a correlation between independent variables.

Table 5. Multicollinearity

Variabel	Collinearity Statistics	
	Tolerance	VIF
Budaya Organisasi	.426	2.346
Komitmen Organisasi	.315	3.170
Motivasi	.449	2.228

Judging from the significance value (Sig) of each variable > 0.05 which means that each variable (organizational culture, organizational commitment, and motivation) does not occur heteroscedasticity.

3.4 Regression Equation Model

Multiple linear regression analysis is used to measure the strength of the relationship between two or more variables and also to show the direction of the relationship between the independent variable and the dependent variable. then obtained the form of linear regression equation from the table below, namely: $Y = 0.252 + 0.227X_1 + 0.395X_2 + 0.173X_3 + e$

Table 6. Regression Equation Model

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	.252	2.333		.108	.915
Budaya Organisasi	.227	.119	.276	1.904	.064
Komitmen Organisasi	.395	.162	.411	2.433	.019
Motivasi	.173	.134	.183	1.292	.203

3.5 Coefficient of Determination Test (R²)

The coefficient of determination (R²) is a tool to measure how far the model is able to explain the variation of the dependent variable

Table 7. Coefficient of Determination Test (R²)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789 ^a	.622	.595	1.946	2.200

It is known that the value of the coefficient of determination or Adjusted R Square is 0.595 or 59.5%. shows that organizational culture, organizational commitment, and motivation have a positive

and significant effect of 59.5% on organizational performance. While the rest with a value of 40.5% was influenced by other variables or outside the study.

3.6 Statistical Test

a. F Test

Test f to see if all the independent variables included in the model have a joint influence on the dependent variable. Declared accepted if $F_{\text{calculate}} < F_{\text{table}}$ at $\alpha = 5\%$.

Table 8. F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	261.980	3	87.327	23.068	.000 ^b
Residual	158.998	42	3.786		
Total	420.978	45			

It is known that the calculated value is 23.068, the value will later be compared with the f_{table} , from $df_1 = k - 1 = 3$ and $df_2 = n - k = 42$ f_{table} value of 2.85. The value obtained is known to be calculated $f_{\text{calculate}} 23.068 > f_{\text{table}} 2.83$. This means that there is a simultaneous influence between organizational culture variables (X1), organizational commitment (X2), and motivation (X3) on organizational performance variables (Y).

b. T Test

The t test is performed to determine how far the influence of an independent variable partially (individually) on the variation of the dependent variable. It is said to be significant if $t_{\text{calculate}} < t_{\text{table}}$ at $\alpha = 5\%$

Table 9. T Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.252	2.333		.108	.915
Budaya Organisasi	.227	.119	.276	1.904	.064
Komitmen Organisasi	.395	.162	.411	2.433	.019
Motivasi	.173	.134	.183	1.292	.203

- 1) Based on the results of table value 4.19 obtained t_{count} of 1.904 < t_{table} 2.018. With a significance value of 0.064 > 0.05, it means that it can be concluded that organizational culture has an insignificant effect on organizational performance.
- 2) The effect of partial organizational commitment on organizational performance based on the results of table value 4.19 obtained t_{count} of 2.2433 > t_{table} 2.018. With a significance value of 0.019 < 0.05, it means that it can be concluded that organizational commitment has a significant effect on organizational performance.
- 3) The effect of partial organizational commitment on organizational performance based on the results of table value 4.19 obtained t_{count} of 1.292 < t_{table} 2.018 then H1 rejected and H0 accepted. With a significance value of 0.203 > 0.05, it means that it can be concluded that motivation has an insignificant effect on organizational performance.

3.7 Dominant Test

Dominant Test to find which independent variable has the most influence on the dependent variable.

Table 10. Dominant Test

Model	Standardized Coefficients	
	Beta	Sig.
(Constant)		.915
Budaya Organisasi	.276	.064
Komitmen Organisasi	.411	.019
Motivasi	.183	.203

The largest value of standardized coefficients beta is owned by the organizational commitment variable of 0.441 and has a significance of $0.19 < 0.05$, it can be concluded that the variable is proven to have the most dominant influence on organizational performance variables.

3.8 RESULT

Based on the results of the discussion of research and data processing above, it can be obtained that:

a. Multiple Linear Test

Based on the multiple linear test, the result $Y = 0.252 + 0.227X_1 + 0.395X_2 + 0.173X_3 + e$ means that variable X has a positive influence on variable Y.

b. Partial Hypothesis Test (t test)

Based on partial hypothesis testing (t test) it was obtained that organizational culture has a t_{count} of $1.904 < t_{table} 2.018$ with a significance value of $0.064 > 0.05$. The value of the organizational committee $t_{calculated}$ is $2.2433 > t_{table} 2.018$ with a significance value of $0.019 < 0.05$. In motivation, the value obtained $t_{calculated}$ by $1.292 < t_{table} 2.018$ with a significance value of $0.203 > 0.05$. So according to the results of these results, organizational culture, organizational commitment and motivation partially affect organizational performance.

c. Simultaneous Hypothesis Test (F test)

The results of simultaneous testing (f test) that have been carried out are known that the calculated F value is $23.068 > F_{table}$ is 2.83 with a significance value of $0.000 < 0.05$. This means that there is a simultaneous influence between organizational culture variables (X1), organizational commitment (X2), and motivation (X3) on organizational performance variables (Y) at Surakarta Christian University of Technology.

d. Test the Hypothesis Dominantly

Based on the results of t tabel above in the dominant test shows that the largest value of *standardized coefficients* beta is owned by the organizational commitment variable (X2) with a value of 0.411 and has a significance of $0.019 < 0.05$ compared to organizational culture and motivation variables. Through these results, it can be concluded that the organizational commitment variable is proven to have the most dominant effect on organizational performance variables.

4. CONCLUSION

Based on the results of the analysis and discussion that has been carried out, some conclusions are, the results of the t-test test show that organizational culture variables have an insignificant effect on organizational performance. The variable of organizational commitment obtains results that show a significant effect on organizational performance. And the motivation variable is stated to have an insignificant effect on organizational performance. The results of the F test show that organizational culture, organizational commitment, and motivation simultaneously have a significant effect on organizational performance variables. It is also obtained that the results of the organizational commitment variable have a greater or dominant gain compared to the organizational culture variable, and motivation for organizational performance.

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