

Impact of organizational commitment and work motivation on employee performance airnav Juanda International Airport

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ABSTRACT

This study aims to analyze the effect of organizational commitment and work motivation on employee performance at AIRNAV Indonesia Surabaya branch Juanda International Airport. The research sample involved 20 employees by using the entire population as respondents. Data collection techniques were conducted through questionnaires, interviews, and documentation, while data analysis used multiple linear regression. The results showed that organizational commitment and work motivation partially and jointly have a positive and significant effect on employee performance. The findings highlight the importance of organizational efforts in increasing the level of commitment and motivation of employees to advance their performance. The implication of this study can contribute to the organization's management in developing more effective strategies to improve employee welfare and productivity in AIRNAV Indonesia's aviation work environment.

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1. INTRODUCTION

Performance is a person's behavior in his work, where the objectives of his work can be achieved quickly or not exceed the specified time, thus creating goals for the organization, the wider community or himself (Nur'Aini, 2019). According to Pane & Fatmawati (2017) performance is seen as qualitative and quantitative work results achieved by employees by carrying out tasks according to the responsibilities given to them. Thus, it can be said that the essence of work quality is the measurable results of the efficiency and effectiveness of work carried out by human resources or other resources to achieve company goals or objectives properly and effectively (Nainggolan & Pangestu, 2021). Productivity is measured as the qualitative and quantitative results of employee work produced by employees while working in accordance with the tasks assigned to them (Saputri & Rachman, 2022). With this, it can be said that the essence of work quality is a result that can be measured from the efficiency and effectiveness of the work of staff and other ways to achieve company goals properly and effectively (Septiana & Widjaja, 2020). In the context of human resource management (Pane, 2017), employee performance can be interpreted as the behavior or activities that a person shows in relation to work duties in a company, department or organization and is carried out in accordance with his potential with the aim of achieving the goal of producing something significant to the

organization, to society in general or to oneself. According to Salju (2023), employee performance is a process that evaluates work progress against the goals and desires that employees must achieve.

Work performance or work results (output) both quality and quantity, based on predetermined work standards, achieved by employees in a unit of time, carrying out their duties in accordance with the tasks assigned to them is also considered as work performance (Sundjoto, 2023). With the rapid development of technology, organizations can no longer remain silent, because over time they will definitely be destroyed (Tupti et al., 2022). At present, having quality human resources is very necessary. Human resources are the potential that everyone has to achieve something as a social being (Esthi & Marwah, 2020). Namely, the potential of a person's mental and physical strength, behavior influenced by heredity and environment, and work, because it is driven by the desire to realize pleasure (Widjaja, 2021). The development of unlimited information and technology that continues to develop causes very rapid environmental changes, and organizations or companies also experience these changes. Organizations or companies that want to survive must have an advantage that is different from other organizations, namely the advantage of delivering knowledge-based organizations (Lestari et al., 2023). Human resources are the key to excellence that is difficult for other organizations to imitate. This means that organizations or companies that want to survive must have advantages that distinguish them from other organizations, namely these advantages cause the organization to be knowledge-based (Widyastuti & Riantisari, 2023).

Human resources are the key to excellence that is difficult for other organizations to imitate. According to Rizal et al. (2023) a very important factor in managing a company or organization is employee performance, which in this case aims to increase company efficiency. Therefore, companies need to manage and develop employee performance properly. Because the key to success in a company is not only the superiority of technology and the availability of funds, but the employee performance factor plays an important role in the progress of a company or organization (Tinovitasari et al., 2017). In general, companies want to be able to produce good and smooth performance for the development of the company (Harjanti et al., 2021). So that it should be well maintained the smoothness and development of the company's performance, besides that the company needs resources that can help realize good performance for the company, such as employees, capital, and materials in the company (Sudiantini et al., 2023). One of the important resources for the company is its human resources or employees, because employees are at the heart of the company's performance and development (Husaini & Utama, 2021). Employees who are able to produce good performance mean that these employees are able to bring the company to grow. Without employees, the company's activities will not be carried out smoothly (Trikurnian, 2023). Employees basically play a very important role in determining the planning, system of company activities, processes and goals that the company wants to achieve (Alwy, 2022). Therefore, what is important in the performance appraisal process is related to honesty, work efficiency, obedience, honesty, cooperation, initiative and leadership (Jejen, 2021). All of this can be used as an indicator of the performance of a company or other organization. According to (Pane, 2017) one of the factors that can affect the attitude or work performance of an employee is commitment to the organization or company where the employee is. High organizational commitment has a positive effect on employees in terms of job satisfaction, good performance and the desire to continue working in this company. According to Tahar et al. (2022) employee performance in companies gets a lot of attention, because personnel performance has a significant effect on company performance. Employee performance cannot be separated from employee engagement. Organizational commitment is defined as the alignment of an employee with a particular organization and its goals and desires to maintain membership in the organization.

Problems that occur in employees of AIRNAV Indonesia Surabaya branch at Juanda International Airport Ir. H. Juanda street, Betto, Sidoarjo Regency, East Java related to employee performance include lack of employee performance skills in terms of work, this is still evident from the negligence in serving visitors and in the management of passenger goods, there are still many employees who do not care about the condition of prospective passengers and visitors.

Lack of alertness of employees in terms of reporting such as when there are lost items or there is visitor discomfort (Panjaitan, 2018). Problems concerning employee abilities must be resolved immediately. The limitation of reliable employees who master the company's operations is a fundamental problem in improving company performance (Andora & Ermita, 2019). Efforts to improve the quality of human resources will also include improving the managerial and operational capabilities of the company. According to Muis et al. (2018) employee commitment to the organization is a behavioral dimension that can be used to measure and evaluate the strength of employees to survive and fulfill their duties and responsibilities to the organization. Commitment is seen as a value orientation towards the organization which shows that individuals really think about and prioritize their work and the organization (Munparidi, 2020). Individuals try to put all their energy into helping the organization achieve its goals. The existence of maximum employee performance and being able to achieve what has been planned cannot be separated from work motivation. Motivation is the willingness to achieve company goals (Nugroho & Ratnawati, 2021). The existence of this will can arise from several aspects, namely internal aspects and external aspects. Internal aspects, for example, interest, desire, desire, while external aspects, for example, the environment, needs and others. Without motivation in a person, we can be sure that there is no development at all. Therefore, the existence of motivation depends on one's own goals (Sadat et al., 2020). Therefore, there are many factors that can affect employee performance in carrying out all activities and responsibilities. So the aim of this study is how the influence of organizational commitment and work motivation on employee performance at Juanda International Airport.

2. RESEARCH METHOD

This research carries the type of field research, focusing on AIRNAV Indonesia Surabaya branch at Juanda International Airport. The research population consists of all employees who work in the work environment. The researcher chose to take a sample of the entire population, which amounted to 20 employees, to gain a thorough understanding of the influence of organizational commitment and work motivation on employee performance in the organization. Data collection methods involved various techniques, including the use of questionnaires to obtain written responses from respondents, interviews to explore views and experiences in greater depth, and documentation to obtain relevant historical and contextual data. In addition, the researcher also used validity and reliability tests of the questionnaire to ensure that the research instruments used had a high level of accuracy and consistency. Data analysis was conducted using multiple linear regression, allowing the researcher to explore the complex relationships between the variables of organizational commitment, work motivation, and employee performance in the specific context of AIRNAV Indonesia Surabaya branch Juanda International Airport. Thus, this research is expected to make a meaningful contribution to the understanding of the factors that influence employee performance in this aviation work environment.



Figure 1. Design research

3. RESULTS AND DISCUSSIONS

This study involved the participation of 20 employees, with details of 7 employees being male and 13 employees being female. When distributing questionnaires to the research subjects, the researcher considered the age aspect by dividing the respondents into eight different age groups. The results of the research subject responses show a fairly even distribution among these age groups. A total of 9 respondents were in the age range of 25-35 years, while 6 others were in the age range of 36-40 years. The age group of 40 years and above was represented by 5 respondents. By taking into account this age variation, this study can provide richer and more representative insights in describing the impact of organizational commitment and work motivation on employee performance in AIRNAV Indonesia's work environment.

In this study, the main focus is to measure the extent to which organizational commitment affects employee performance at AIRNAV Indonesia branch, specifically at Juanda International Airport, Surabaya. The method used in this study is linear regression, which allows us to assess the linear relationship between the variables of organizational commitment and employee performance. The data obtained from the respondents were processed using SPSS statistical software version 25. This statistical analysis aims to provide a deeper understanding of the extent to which the level of organizational commitment can predict or influence employee performance. This study uses a 5% error rate, the results of the study are expected to provide accurate and reliable information regarding the relationship between organizational commitment and employee performance in the work environment of AIRNAV Indonesia Surabaya branch Juanda International Airport.

Table 1. Adjusted R Square

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
1	.646 ^a	.417	.348	.549

Based on the calculation results, it is found that the Adjusted R Square value is 0.646. This value reflects how well the regression equation can explain variations in observed employee performance. With an Adjusted R Square value of 0.646, it can be concluded that about 64.6% of the variation in employee performance can be explained by the influence of Organizational Commitment and Work Motivation. This means that these variables make a significant contribution in explaining the variation in employee performance in this regression model. The remaining 35.4% of the variation in employee performance cannot be explained by Organizational Commitment and Work Motivation, and is likely influenced by other factors not included in this model. Therefore, although Organizational Commitment and Work Motivation have a substantial influence on employee performance, there are still other factors that need to be considered in explaining the remaining variation in employee performance.

Table 2. F test result

Model	Sum of squares	df	Mean square	F	Sig.
Regression	3.669	2	1.835	6.078	.010
Residual	5.131	17	.302		
Total	8.800	19			

The results of statistical analysis using the F test on SPSS show that the calculated F value is 6,078 with a significance level of 0.010. To test the significance of the F value, it is compared with the F table value calculated using the denominator of degrees of freedom formula (N-K-1) where N is the number of observations and K is the number of independent variables. In this case, with N=20 and K=2, the denominator of degrees of freedom is 17. With an error rate of 5%, the F table value obtained is 3.592. Since the calculated F value (6.078) is greater than the F table value (3.592) and

the significance value (0.010) is smaller than the predetermined error rate (0.05), the null hypothesis (H_0) stating that there is no joint effect of Organizational Commitment and Work Motivation on Employee Job Performance of AIRNAV Indonesia Surabaya branch Juanda International Airport is rejected. In contrast, the alternative hypothesis (H_1) is accepted, which indicates that Organizational Commitment and Work Motivation jointly have a significant effect on employee work performance in the context of this study.

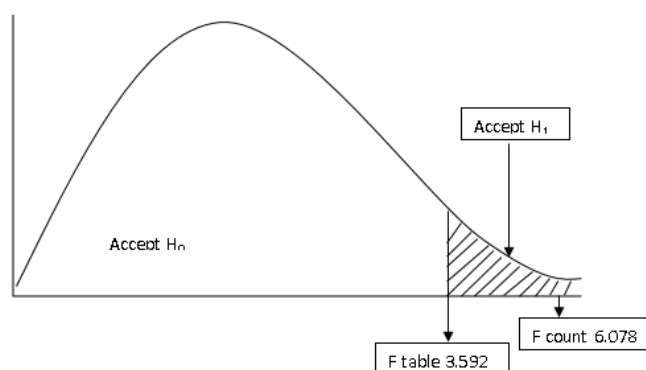


Figure 2. F test result

Table 3. t test result

Model	Unstandardized coefficients		Standardized coefficients Beta	t	Sig.
	B	Std. Error			
(constant)	10.286	4.046		2.542	.021
OCB	.148	.110	.086	3.433	.007
Kepuasan kerja	.506	.164	.610	3.079	.007

Through the SPSS output results above, we can analyze the regression equation as follows: $Y = 10.286 + 0.148X_1 + 0.506X_2$. Explanations of each element of this equation provide valuable insights into the relationship between the variables under study. First, the constant 10.286 implies that in a situation where Organizational Commitment (X_1) and Work Motivation (X_2) have a value of zero, employee performance still has a value of 10.286. This can be interpreted as the basic value of performance that is not influenced by organizational commitment and work motivation factors. Furthermore, the X_1 regression coefficient of 0.148 explains that every one unit increase in the value of Organizational Commitment is followed by an increase in employee performance of 0.148, assuming that the value of Work Motivation (X_2) and other variables remain constant. Similarly, the regression coefficient of X_2 of 0.506 signifies that a one-unit increase in Work Motivation is followed by a 0.506 increase in employee performance, provided that the value of Organizational Commitment (X_1) and other factors remain unchanged. Therefore, this regression equation provides an in-depth understanding of the extent to which Organizational Commitment and Work Motivation influence employee performance in the context of this study.

From the results of the analysis using SPSS software, it was found that the t value for the Organizational Commitment variable was 3.433, while for the Work Motivation variable was 3.079. In the context of accepting or rejecting the hypothesis, the analysis is carried out by comparing the calculated t value with the t table value at a predetermined significance level. First, for the Organizational Commitment variable, the t value (3.433) is greater than the t table value (1.739) at the 0.05 significance level. Therefore, the null hypothesis (H_0) stating that there is no partial influence of Organizational Commitment on Employee Performance at AIRNAV Indonesia Surabaya branch Juanda International Airport is rejected, and the alternative hypothesis (H_1) is accepted. That is, Organizational Commitment partially has a significant effect on employee performance. Second, on Work Motivation variable, the t value (3.079) is also greater than the t table value (1.739) at 0.05

significance level. Thus, the null hypothesis (H_0) stating that there is no partial effect of Work Motivation on employee performance at AIRNAV Indonesia Surabaya branch Juanda International Airport is rejected, and the alternative hypothesis (H_1) is accepted. This shows that Work Motivation partially has a significant effect on employee performance in the context under study. Thus, the result of this analysis provides a deeper understanding of the contribution of each variable to employee performance in AIRNAV Indonesia's work environment.

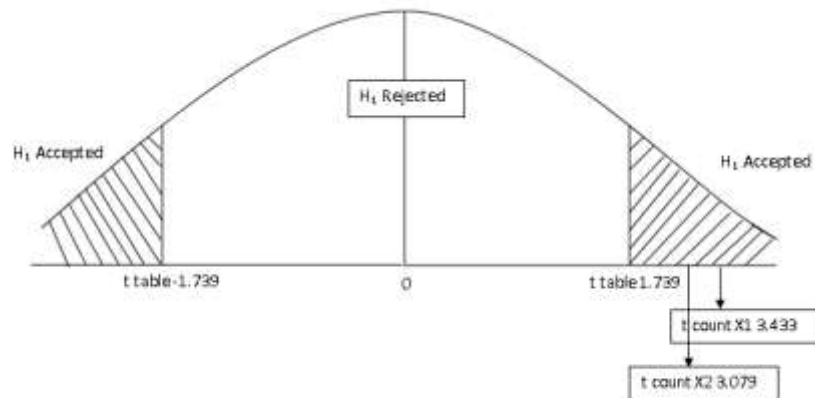


Figure 3. t test result

This research shows that both variables have a significant influence on employee performance in that work environment. First, organizational commitment, as found from the results of multiple linear regression analysis, shows a significant positive impact on employee performance at AIRNAV Indonesia. The significant regression coefficient value signifies that employees' level of commitment to the organization jointly contributes positively to their performance level. This is in line with the theory that employees who have a high level of commitment to the organization tend to be more motivated to achieve company goals and make maximum contributions. Furthermore, work motivation also plays an important role in influencing employee performance at AIRNAV Indonesia Juanda International Airport. The analysis shows that employees who have a high level of work motivation tend to show better performance. Motivational factors, such as recognition, career development, and a sense of accomplishment, may be the main drivers that encourage employees to work with dedication and effectiveness.

Furthermore, the interaction between organizational commitment and work motivation adds to the complexity of understanding employee performance. The link between the two variables suggests that employees who have high levels of organizational commitment may be more easily influenced by work motivation, and vice versa. In this context, it is important to emphasize the importance of creating a work environment that supports and motivates employees, while strengthening the bond between employees and the organization. The level of participation and job satisfaction are also factors that need to be considered. In organizations that involve employees in decision-making and provide high levels of job satisfaction, it can create an atmosphere that supports the formation of organizational commitment and better work motivation. Therefore, efforts to strengthen employee participation and improve job satisfaction can be an important strategy in improving employee performance at AIRNAV Indonesia Juanda International Airport. Overall, this study provides a deeper understanding of the complex relationship between organizational commitment, work motivation and employee performance in an aviation work environment. The implications of these findings can be the basis for management to develop more effective strategies and policies in improving employee productivity and well-being at AIRNAV Indonesia Juanda International Airport.

4. CONCLUSION

Overall, this study produced findings that showed a positive and significant influence between organizational commitment, work motivation, and employee performance in the work environment of AIRNAV Indonesia Juanda International Airport. The results of multiple linear regression analysis show that employees who have a high level of organizational commitment and work motivation tend to show better performance. The link between the two variables confirms the importance of creating a work environment that supports, motivates and provides value to employees. This conclusion provides a strong view towards how internal factors such as organizational commitment and work motivation can be key drivers in improving employee productivity and performance in aviation organizations. Therefore, AIRNAV Indonesia's management can use the results of this study as a basis for developing policies and programs that support the improvement of organizational commitment and work motivation, hence driving optimal employee performance at Juanda International Airport.

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