



Bond of organizational commitment and work motivation to employee performance at PT BPR Serang Branch

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ABSTRACT

Effective management, thinking about the importance of human resources. Employee performance is an important factor influencing success. In an organization, this is one of the most important functions of a company. This study aims to determine the variables that affect employee performance and develop a theoretical basis for the research model. This study used an associative descriptive quantitative method with 30 respondents drawn into samples using non-probability sampling and saturated sampling / total sampling. Data analysis techniques using linear regression with the help of SPSS software version 26. The results of this study show that the first hypothesis states that employee performance is influenced by organizational commitment; the higher the employee who has organizational commitment, the higher the employee performance. The second hypothesis states that work motivation shows can influence employee performance. The third hypothesis is that employee performance is influenced by organizational commitment and employee work motivation, which can simultaneously accelerate the improvement of employee performance. This research is expected to make theoretical contributions to the literature in this context, certainly in the context of human resource management.

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1. INTRODUCTION

Human resources is the design of various formal systems in an organization to ensure the effective and efficient use of human expertise to achieve organizational / company goals following the intended determination. Human resources are employed in an organization to become activists, theorists, and planners to achieve the organization's goals. Quality human resources will be produced if human resource management is done well and can shape employee performance better so that it can have a positive impact on the effectiveness of performance within the company as a whole (Al Amin et al., 2023; Alfarizi et al., 2022; Anshori et al., 2022). Human Resource Management can be interpreted as science applied in the management of Human Resources and is one of the main elements of the organization to achieve the goals that have been set. The success or failure of an organization in realizing its goals depends largely on the human resources owned by the company (Gunawan et al. 2022; Haryadi. D, 2022; Haryadi. D et al., 2021). Human resources have a very important role in organizations to achieve competitive advantage. The development of technology and environmental changes make human resources an important factor

in determining the ability of an organization or company in global competition (Haryadi. D et al., 2022; Haryadi. D & Wahyudi, 2020; Karsikah et al., 2023).

In a company, there are often fluctuations in the performance of its employees. Several factors cause a decrease and increase in an employee's performance in the company, one of which is motivation. To improve employee performance, encouragement, and motivation triggers are needed for company employees by specific actions from the company. Company resources are valuable because humans carry out all operational activities/activities. Even though companies have many machines to support their operational activities, the role of HR is not underestimated because to run all existing machines, companies need human resources (Ahlstedt et al., 2023; Collie, 2023). The rapid development of science and technology today greatly influences business progress. Advancing the business venture requires proper management. Various ways are taken by the company in order to survive and develop its operations. Intense competition requires companies to increase competitiveness to maintain their company survival (Haryadi et al., 2021; Mulyadi et al., 2023).

To achieve optimal company goals, high employee organizational commitment is needed. Organizational commitment can be defined as acting as part of individuals' relationship with employees in their careers in groups/organizations (Gunawan et al., 2022). Organizational commitment is very meaningful because the organization needs employees with high organizational commitment to survive and improve the excellent service it produces (Putri et al., 2023). Organizational commitment can be interpreted as employee discipline and achieving goals with long-term efforts (Kurniasari et al., 2018; Rahmatullah et al., 2022). Organizational commitment, as the relative strength of individual identification and involvement in a particular organization, includes trust, support for the organization's goals and values, a strong desire to use earnest efforts for the organization's benefits, and a strong will to maintain membership in the organization. Organizational commitment refers to identifying employee goals with organizational goals, willingness to exert all efforts in organizational interests, and attachment to remain part of the organization (Kurniawan, 2022). Organizational commitment includes member pride, member loyalty, and member willingness to the organization. Employees who have a high organizational commitment when they have trust and accept organizational goals and values are willing to strive towards achieving organizational goals and have a strong desire to survive as members of the organization. Organizational commitment as employee trust accepts organizational goals and chooses to stay and not leave the organization (Sundari et al., 2019).

In addition to organizational commitment, work motivation is important in improving employee performance. Work motivation has a dominant role in improving employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in working and more passionate, it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed. They will exert all the abilities they have to complete the work enthusiastically, and for employees who are not motivated, then their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

Performance is defined as what employees do or do not do. Employee performance influences how much they contribute to the organization (Mukhlisin et al., 2023; Mulyadi et al., 2023; Oktaviani et al., 2023). Performance is the result of work that can be achieved by a person or group of people in a company following their respective authorities and responsibilities to achieve organizational goals illegally, does not violate the law, and does not conflict with morals and ethics (Perry et al., 2023; Purnamasari et al., 2023; Putri et al., 2023). Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him (Rahmatullah et al., 2022; Riyanto et al., 2022; Salahudin et al., 2023; Setiadi et al., 2023). Performance is the implementation of the plan that has been prepared. Human resources implement performance with the ability, competence, motivation, and

interests. How the organization values and treats its human resources will affect its attitude and behavior in performing (Tajudin et al., 2023; Tania et al., 2021; Wahyudi et al., 2023).

Bank Perkreditan Rakyat (BPR) supports Indonesia's economic development, especially for micro, small, and medium enterprises and the informal sector. The role of rural banks in providing credit for micro, small, and medium enterprises can help create jobs and equal distribution of income and business opportunities in Indonesia. Banking is a financial intermediary institution that bridges surplus funds with definite funds. The source of bank funds and credit/financing contributes to bank performance and the economy on both micro and macro scales (Setiawan, 2021). People's Credit Bank (BPR) is a bank that carries out business activities conventionally or based on Sharia principles, which in its activities does not provide services in payment traffic. As a bank, BPR still has the main function of carrying out the intermediation function or financial intermediary. That is to collect community funds and distribute them back to the community through credit or other forms to encourage community business activities. Especially to be channeled to retail businesses and small loans, BPR activities are not as extensive as the activities of commercial banks. BPR is intended as a microfinance institution. Therefore, BPR is also synonymous with a bank that serves micro, small, and medium entrepreneurs whose location is not far from BPR's reach. BPR is indeed present to serve the community's capital needs with simple credit procedures. Regarding products, what BPR offers is more limited than that of commercial banks. The limitations of the product released by BPR have indeed followed the mandate of banking laws.

This study aims to determine the factors that can improve employee performance. This research is expected to contribute theoretically to the literature in the context of human resources.

2. RESEARCH METHOD

In this study, the method used by the author is descriptive quantitative research with a causal approach. The causal approach research type process is an analysis that will look for an overview of the relationships, influences, impacts, and causal effects of various concepts or factors that, in some ways, are designed in management science (Ferdinand, 2014). The population in this study was employees of PT BPR Serang Branch, which amounted to 30 respondents. The sample in this study consisted of employees of PT BPR Serang Branch, totaling 30 respondents. The sampling technique was saturated/total sampling, meaning that the entire population was drawn as a sample. The data collection technique used in this study used a questionnaire with a Likert scale of 1-5 using the Likert scale method, namely strongly disagree, disagree, hesitate, agree, and strongly agree; the author surveyed by distributing questionnaires starting from November 10, 2023, to December 10, 2023, the data collected. Based on the research sample, 30 questionnaires were obtained from respondents. The data analysis technique in this study is a descriptive analysis using the SPSS assistance program version 26, then to determine the influence between variables using inferential analysis with the SPSS assistance program version 26 through multiple linear regression analysis with validity tests, reliability calculations, then classical assumption tests which include normality and multicollinearity of data. The t-test and f-test are used to determine the effect of variables by looking at t-statistical values and significance. In this study, the author formulated research hypotheses, including:

H1: Organizational commitment has a significant effect on employee performance.

H2: Work motivation has a significant effect on employee performance.

H3: Organizational commitment and work motivation can simultaneously have a significant effect on employee performance.

3. RESULTS AND DISCUSSIONS

Before testing assumptions, it is necessary to test validity to show how positive an instrument is or how to measure something designed. Organizational commitment variables were measured using five statements, work motivation variables were measured using five statements, and employee performance variables were measured using five statements. This study tries to test validity by examining the validity number of corrected item-total correlation values. Furthermore, the results of

the validity test calculation and the results of reliability calculations for each variable can be seen in Table 1, validity and reliability below.

Table 1. Validity and Reliability Test

Item Statement	Validity Convergent	r-table	Decision	Reliability Convergent
Organizational Commitment				0.935
X1_1	0.787	0.361	Valid	
X1_2	0.858	0.361	Valid	
X1_3	0.800	0.361	Valid	
X1_4	0.889	0.361	Valid	
X1_5	0.815	0.361	Valid	
Work Motivation				0.972
X2_1	0.881	0.361	Valid	
X2_2	0.911	0.361	Valid	
X2_3	0.947	0.361	Valid	
X2_4	0.915	0.361	Valid	
X2_5	0.941	0.361	Valid	
Employee Performance				0.967
Y_1	0.841	0.361	Valid	
Y_2	0.878	0.361	Valid	
Y_3	0.936	0.361	Valid	
Y_4	0.922	0.361	Valid	
Y_5	0.955	0.361	Valid	

Table 1. Indicates that all statement indicator variables for each variable on each indicator have an r-count value of > 0.361 , which automatically meets the data validity standard. The indicator is considered accurate if each r-calculate point of validity value r is > 0.361 . Not only look at the validity of the reliability value as well, which must be greater than 0.60. The average alpha value lies above 0.60. The following are the results of the classic assumption test from normality data that are proven to be normally distributed data, as seen in Table 2 below.

Table 2. One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	4.65013074
Most Extreme Differences	Absolute	.221
	Positive	.087
	Negative	-.221
Test Statistic		.221
Asymp. Sig. (2-tailed)		.061 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Table 2 shows the magnitude of the Kolmogorov-Smirnov normality and obtained Asymp values. Sig. (2-tailed) A value of 0.061 indicates residual data that has a significance value greater than 0.05. The following multicollinearity test results can be seen in Table 3 below.

Table 3. Multiklonieritas Test

Model	Tableicients ^a	Collinearity Statistics	
		Tolerance	VIF
1	Organizational Commitment	.320	3.127
	Work Motivation	.320	3.127

a. Dependent Variable: Employee Performance

Based on the results of the multicollinearity test in Table 3. It is known that the Variance Inflation Factor (VIF) value is 3.127, and the Tolerance value is 0.320. The result of the multicollinearity test decision is that if the tolerance value (0.320) > 0.10 and VIF (3.127) < 10, it can be concluded that there is no multicollinearity between independent variables in this research model. The following multiple linear regression analysis can be seen in Table 4 below.

Table 4. Regression Linear Test

Model	Coefficients a			t	Sig.	
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
(Constant)	-3.855	3.210		-1.201	.240	
1	Organizational Commitment	.391	.142	.342	2.750	.010
	Work Motivation	.695	.138	.628	5.049	.000

a. Dependent Variable: Employee Performance

The positive constant -3.855 means that if the value of the organizational commitment variable and the cooperation motivation variable is equal to zero, then the level or magnitude of employee performance is still -3.855. The regression coefficient of the organizational commitment variable has a positive value of 0.391, which means that if the value of the organizational commitment variable increases one hundred %, then employee performance increases 0.391 times. The value of the regression coefficient of the work motivation variable is positive by 0.695. This explains that if the value of the work motivation variable increases by one hundred percent, then the employee performance variable increases by 0.695 times. The following analysis results in hypothesis testing are presented in Table 5 below.

Table 5. Hypothesis Test

Variable	T-value	P-values	Result
OC → EP	2.750	0.010	Accepted
WM → EP	5.049	0.000	Accepted
OC & WM → EP	87.488	0.000	Accepted

Source: Results of research data processing 2024

Table 5. Demonstrate statistically that the variables of organizational commitment have a significant positive impact on employee performance. This follows the hypothesis that the author has proposed. To get optimal company goals is to build high employee organizational commitment. Organizational commitment can be defined as acting as part of individuals' relationship with employees in their careers in groups/organizations (Gunawan et al., 2022). Organizational commitment is very meaningful because the organization needs employees with high organizational commitment to survive and improve the excellent service it produces (Putri et al., 2023). Organizational commitment can be interpreted as employee discipline and achieving goals with long-term efforts (Kurniasari et al., 2018; Rahmatullah et al., 2022). Organizational commitment is the relative strength of individual identification and involvement in a specialized organization, encompassing trust, support for the organization's goals and values, a strong desire to use earnest efforts for the organization's benefit, and a strong will to maintain membership.

The second finding in this study is that work motivation variables significantly influence employee performance. This follows the author's proposed hypothesis; the second hypothesis is accepted. Work motivation plays an important role in improving employee performance. Work motivation has a dominant role in improving employee performance. This can all be supported by the provision of motivation because, indirectly, motivation is a stimulant for employees to work better and can encourage employees to be more active in working and more passionate, it will benefit the company (Ahlstedt et al., 2023; Collie, 2023). Motivation itself is one of the factors that can affect employee performance in the company and is a factor that moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023).

The third finding in this study is that statistically, organizational commitment and work motivation variables influence employee performance. This follows the author's proposed

hypothesis, and the third hypothesis is accepted. Organizational commitment refers to identifying employee goals with organizational goals, willingness to exert all efforts in organizational interests, and attachment to remain part of the organization (Kurniawan, 2022). Organizational commitment includes member pride, member loyalty, and member willingness to the organization. Employees who have a high organizational commitment when they have trust and accept organizational goals and values are willing to strive towards achieving organizational goals and have a strong desire to survive as members of the organization. Organizational commitment as employee trust accepts organizational goals and chooses to stay and not leave the organization (Sundari et al., 2019). Then Motivation itself is one of the factors that can affect employee performance in the company, and it moves someone to have the desire and willingness to work (Li et al., 2023; Popoola & Fagbola, 2023). Even employees who are motivated in carrying out their work have the assumption that their task is a challenge that must be completed. They will exert all the abilities they have to complete the work enthusiastically, and for employees who are not motivated, then their performance cannot be maximized, and company goals cannot be achieved (Heidari et al., 2024; Kohnen et al., 2023).

4. CONCLUSION

Based on the results and discussions described above, it can be concluded that organizational commitment has a positive and partially significant effect on employee performance. The second hypothesis states that work motivation significantly influences employee performance. Agencies that want to improve employee performance must continue to encourage various ways, namely increasing performance bonuses, accepting employee aspirations, and prioritizing good relationships. Improve the quality of human resources by providing training and comparative studies to more competent agencies to make employees more creative in doing work, modernizing employee work tools to participate in the development of the automation era or industry 4.0 and ISO in agencies to continue to be improved to open up new opportunities for employee development. This research is expected to contribute theoretically to the literature in the context of human resources.

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