Does Organizational Culture Influence Motivation, Performance, Satisfaction, and Employee Commitment Organisational?

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abstract

The purpose of this study is to determine the influence of organizational culture on employee motivation, performance, job satisfaction, and organizational commitment. In December 2023, we surveyed 100 respondents to perform a simple linear regression analysis, and 30 respondents were allocated to test the validity and reliability of the instrument. The results of the study stated that Organizational Culture has a positive effect on the motivation, performance, job satisfaction, and organizational commitment of employees. The practical consequences of the results of this study suggest that measures to strengthen positive organizational culture can be an effective strategy in increasing the level of motivation, performance, job satisfaction, and level of organizational commitment among the workforce.

Keywords: Organizational Culture, Motivation, Performance, Satisfaction, and Commitment Organisational.

1. INTRODUCTİO

In the era of globalization, marked by escalating competition, organizations are confronted with the imperative of preserving their competitive advantage. One factor that is recognized as having a crucial role in the success of an organization is its organizational culture. Organizational culture plays a vital role in shaping the attitudes, behaviour, and performance of individuals within it. In the context of business and human resource management, organizational culture has become a critical factor that influences various aspects of the work environment.

In the current context of organizational life, it is essential for every organization to regularly pay attention to and evaluate its performance, especially in terms of achieving predetermined goals. (Abas et al., 2018). Organizational culture encompasses the collective values, norms, beliefs, and practices that define and characterize an organization. The influence of organizational culture on aspects such as motivation, performance, job satisfaction, and individual commitment to the organization has become an important research subject in human resource management.

With the dynamic work and business environment, predicting employee capacities and abilities in managing changes and work dynamics, an adaptation process is necessary. This rapid transformation requires organizations to be smart about their workforce (Hassan, 2022). Kemampuan adaptif didefinisikan sebagai kapasitas karyawan untuk menyesuaikan diri dengan lingkungan profesionalnya (Tan & Antonio, 2022). Changes in the company's environment will influence employee behaviour, like motivation, performance, job satisfaction, and organizational commitment.

Organizational culture can have a significant influence on employee motivation levels. If the corporate culture supports openness, collaboration, and rewards for achievement, this can increase employee motivation to contribute more actively. An organizational culture that supports teamwork, innovation, and employee empowerment can influence motivation by creating an environment that promotes growth, learning, and achieving shared goals. Corporate culture has a strong influence on the motivation of stakeholders so that they can sit together to solve problems (Hutabarat, 2015); this is contrary to research results, which state the opposite (Hartono, 2023).

Organizational culture plays a vital role in determining how decisions are made and how actions are taken. A culture that encourages informed decision-making and targeted action can improve overall performance (Lumbantobing & Budiono, 2023). Organizational culture is a core foundation consisting of assumptions, beliefs, and behavioural patterns that complement each other. The purpose of this culture is to develop the organization by choosing a plan and achieving excellence, achievement, innovation, togetherness, trust, and integrity. Organizational culture is the same standard of behaviour in resolving problems, both those that arise inside and outside the organization.

A culture that is supportive, inclusive, and fun tends to increase job satisfaction. An organizational culture that provides recognition, support, and appreciation for employee contributions can increase employees' satisfaction with their work and the organization. Suppose an individual's values are in line with the values promoted by the organizational culture. In that case, this can increase job satisfaction because the individual feels more connected to the goals and culture of the organization. However, it was also found that

organizational culture does not have a significant impact on the level of job satisfaction (Paais & Pattiruhu, 2020).

The exploration of variables influencing organizational commitment has not been thoroughly analyzed, and additional references in the field of human resource management would contribute to a more comprehensive understanding (Nauman et al., 2021). Due to the rapid pace of change, managerial intervention is essential to maintain effective employee performance, coupled with providing support for their growth and development (Seema et al., 2021).

Previous studies have provided an overview of the relationship between organizational culture and essential variables in the corporate context. However, there are different statements from the research results that contradict each other. For example, there are claims that organizational culture has a significant influence on motivation and job satisfaction, while other findings show the opposite. It shows the need to explore further and understand the differences in contradictory research results. Further development in understanding this relationship is needed to identify the specific elements in organizational culture that most influence motivation, performance, job satisfaction, and organizational commitment.

Therefore, this research was conducted to explore in more depth how organizational culture can influence motivation, performance, job satisfaction, and organizational commitment. Thus, it is hoped that this research can provide more prosperous and more valuable insights for practitioners and academics in an effort to increase the effectiveness of human resource management.

2.   LİTERATURE REVİEW
2.1   Organizational culture

During unprecedented circumstances, our actions are moulded by unique situations. Amidst these extraordinary conditions, individuals respond in various ways. For example, some intensify their efforts, others face job losses, some adapt to remote work, and some are compelled to reinvent their work approach to navigate through the challenges posed by the pandemic. (Kooij, 2020). Organizational culture comprises a collective set of meanings embraced by members of a given organization to differentiate it from other organizations. This culture consists of a variety of interactions of habitual characteristics that influence individuals in that environment (Pawirosumarto et al., 2017). Whatever a company does in planning, implementing, and empowering human resources by increasing employee competency and performance, as well as the relationship between employees and superiors, is a manifestation of organizational culture. (Silitonga & Budiono, 2020). Organizational

culture refers to an agreement on shared meaning that is believed by members of an organization and makes an organization unique and different from others (Robbins & Judge, 2013). There exist seven cultural dimensions: a focus on innovation and the courage to take risks, meticulous attention to detail, a commitment to achieving results, a people-centric approach, an emphasis on teamwork, an assertive attitude, and a dedication to stability. Shared values agreed upon by employees in their environment are maintained and will be able to shape and build organizational culture, which will drive and motivate employees (Lolowang et al., 2019).

2.2   Motivation

Motivation serves as the underlying force propelling all human actions and behaviour toward the attainment of goals. Motivation is an element that encourages people to achieve their needs and achieve achievements (Budiono, 2022). Comprehending human behaviour in the workplace hinges significantly on motivation, which serves as an essential factor for achieving optimal work efficiency (Petrova et al., 2020). Many companies struggle to effectively manage motivational factors/tools, leading to suboptimal direction and performance among their employees (Eroğlu & Kiray, 2020). Motivation is a process that elucidates how energy is channelled to attain goals (Lolowang et al., 2019).

Motivation is a psychological process that can trigger encouragement, providing direction and confidence in shaping individual behaviour. Acting as a concept that underlies organizational behaviour, motivation is able to provide insight into the reasons for someone's behaviour (Laras et al., 2021). Motivation operates as a process elucidating an individual's intensity, direction, and persistence in the pursuit of goals. These three key indicators—intensity, direction, and persistence—form the basis of our definition (Robbins & Judge, 2013). The psychological process referred to as motivation can be influenced by internal factors such as the desire for survival, a sense of belonging, rewards, recognition, and power. External factors include the work environment, compensation, supervision, job security, status, responsibility, and flexible regulations (Sutrisno, 2016).

H_1: There is an impact of organizational culture on motivation

2.3   Performance

Intense business competition compels organizations to strategize the most effective means of sustaining and optimizing employee performance. The success of an organization is intricately linked to the contributions of its human resources (Mahmood et al., 2021). Employee performance is a crucial variable in developing company performance. Continuous enhancement of employee performance is essential to align with the established

work standards of the company, aiming to realize the organization's vision and mission. Performance is the total value assigned by the organization from behaviour as a result shown by individuals in a certain period (Ramadhany et al., 2020). Achieving the results of a worker by utilizing work environment resources against the standards set by the organization: Attainment of work outcomes, the pace of workers, collaborative efforts, initiative, and prioritization of goals (Idris et al., 2020). Kinerja akan melihat kualitas, kuantitas, dan waktu kerja yang telah ditetapkan (Kuswati, 2020). Three things are the key to performance: Work Results, which are everything that employees produce in the form of goods or services in terms of quality and quality based on the determination of work standards. Work behaviour refers to how an individual conducts themselves in the workplace, including attributes like timeliness and the avoidance of procrastination. Personal characteristics, inherent traits, and a blend of life and work experiences contribute to making resolute decisions and being prepared to face any associated risks (Wirawan, 2015).

H_2: Ada pengaruh budaya organisasi terhadap kinerja

2.4 Job satisfaction

Anything an employee does can be manifested in the form of satisfaction, work results, and even organizational commitment. Organizational commitment is subject to various influences, with employee satisfaction being a significant factor. When employees are dissatisfied with their organization, it can result in a reluctance to exert maximum effort in fulfilling their duties (Nurdiansyah et al., 2020). Elevated employee satisfaction fosters positive sentiments toward their work and conversely (Robbins & Judge, 2013). Negative things experienced by employees in the organization, which can be detrimental to employees, can trigger lower satisfaction and psychological pressure (Dessler, 2013).

The combination of a supportive culture and innovative leadership style has a positive effect on job satisfaction. Furthermore, certain types of culture and leadership styles combined have a significant impact on employee commitment to the organization (Al Hashmi & Cooling, 2018). Several factors can influence job satisfaction (Robbins & Judge, 2013): The job itself, salary/wages, promotions, supervision, and co-workers

H_3: There is an impact of organizational culture on job satisfaction

2.5 Organizational Commitment

Organizational commitment can make a positive contribution to the company in employee management, which is one of the factors that influences the company's success in facing environmental changes that occur. Companies benefit from employee loyalty and better outcomes (Hendri, 2019). Dedicated employees demonstrate their loyalty to the

organization through the contribution of ideas and efforts that positively influence enhanced performance. This increase in performance can accelerate the organization's efforts to achieve its goals (Indradewa & Randi, 2021).

Commitment manifests through an accepting attitude, a steadfast belief in the organization's values and objectives, and a robust motivation to sustain membership for the collective attainment of shared goals. Organizational commitment is behaviour that shows members' loyalty to their organization. It is a continual process characterized by a genuine concern for their success, and welfare is realized through the actions and behaviour they carry out. (Luthans, 2011). A situation that reflects the desire, need, and obligation to remain a member of an organization. Utilizing the dimensions outlined(Meyer & Allen, 1991), organizational commitment is often measured through the following indicators: Affective commitment, continuance commitment, and normative commitment. Numerous works of literature also adopt the same indicators to gauge organizational commitment, encompassing affective commitment, continuance commitment, and normative commitment (Eliyana et al., 2019; Nurjanah et al., 2020; Pradhan et al., 2019; Seema et al., 2021).

H_4: There is an impact of organizational culture on organizational commitment

Figure 1. Thinking Framework

3.   RESEARCH METHOD

In order to test a hypothesis, a specific research approach is needed. Therefore, in this section, it is essential to determine the research methods that will be used. In this quantitative research, the author decided to use the survey method as the primary approach to carrying out research.

3.1   Population and sample

One of the crucial stages in the data collection and analysis process is the initial step in determining the population that will be the focus of the research. This research was conducted in December 2023 at a service company called The Ritz-Carlton Mega Kuningan for its operational employees. The company's population is 300 employees. The number of respondents we used using the Roscoe technique was 15-20 times the number of variables: 100 respondents were used to process the regression data, plus 30 respondents were used to test validity and reliability. Probability sampling is used in the sampling technique.

3.2   Research Instrument

In this research, we utilized the Likert scale as a measurement tool with specific procedures to test validity and reliability using five instruments that have been prepared, namely, Organizational Culture, Motivation, Performance, Job Satisfaction, and Organizational Commitment.

3.3   Data collection technique

Data collection here is intended to obtain a score that functions as a direction for the influence of Organizational Culture on Motivation, Performance, Job Satisfaction, and Organizational Commitment. This research was conducted in December 2023. The method used to collect data in this field research was obtained through a questionnaire method using a Likert scale.

3.4   Data analysis technique

The method employed to address the issues in this research is Simple Regression Analysis. The IBM SPSS 26 application is utilized to assess validity, reliability, classical assumptions, and direct influence.

4.   RESULT

4.1   Validity test

A validity test analysis was conducted with 30 respondents, focusing on five variables, a total of 38 statements, with the results of all statements in Organizational Culture (X), Motivation (Y_1), Job Performance (Y_2), Job Satisfaction (Y_3), and Organizational Commitment (Y_4) stated valid because the calculated r-value is greater than the r-table of 0.361 at the fundamental level $\alpha = 5\%$ (0.05).

4.2   Reliability Test

Reliability test analysis shows that all variables have an Alpha coefficient above 0.700, so all measuring concepts for each variable and questionnaire are reliable.

Table 1. Reliability Test Results

Variable	Cronbach's Alpha	Result
Organizational Culture	.947	Reliable
Motivation	.937	Reliable
Job Performance	.933	Reliable
Job Satisfaction	.957	Reliable
Organizational commitment	.881	Reliable

4.3   Classic assumption test

Table 2 Classic Assumption Test Results

Organizational Culture on Motivation			
	Heteroskedastisitas	Linearity	Normality
Organizational Culture	No heteroscedasticity occurs	0.000	0.260
Dependent variable: Motivation			
Organizational Culture on Job Performance			
	Heteroskedastisitas	linearity	Normality
Organizational Culture	No heteroscedasticity occurs	0.000	0.550
Dependent variable: Job Performance			
Organizational Culture on Job Satisfaction			
	Heteroskedastisitas	Linearity	Normality
Organizational Culture	No heteroscedasticity occurs	0.000	0.270
Dependent variable: Motivation			
Organizational Culture on Commitment Organizational			
	Heteroskedastisitas	linearity	Normality

Organizational Culture	No heteroscedasticity occurs	0.000	0.090
Dependent variable: Organizational Commitment			

Before testing the hypothesis, we carried out classic assumption tests: Heteroscedasticity, Linearity, and Normality tests. The results are as follows: In the Heteroscedasticity test carried out on each, the Linearity Test with a significance level of 0.000<0.05 indicates that the linearity test has passed. Meanwhile, the normality test for each variable is more significant than 0.05, which suggests that the normality test is substantial so that the classical assumption test as a whole is concluded to have passed.

4.4 Hypothesis test

Table 3. Simple Linear Regression Test Results

Dependent Variable	Kesesuaian Model		Coefficients	
	F	Sig.	t	Sig.
Motivation	68.847	0.000	8.297	0.000
Job Performance	47.484	0.000	6.891	0.000
Job Satisfaction	53.116	0.000	7.288	0.000
Commitment Organizational	26.771	0.000	5.174	0.000
Independent Variable: Organizational Culture				

4.5 F-test

The feasibility of the regression model is depicted in Table 3, the influence of Organizational Culture on Motivation. The F-count is 68,847 with a significance level of 5%= 0.000<0.05, meaning that there is a linear relationship between Organizational Culture and Motivation. The same thing also happens to other variables, namely Job Performance with an F-count of 47,484 with a significance level of 5%= 0.000<0.05, Job Satisfaction with an F-count of 53,116 with a significance level of 5%= 0.000<0.05, and Organizational Commitment with F -count of 26,771 with a significance level of 5%= 0.000<0.05.

4.6   t-test

a.   Organizational Culture on Motivation

The results of the t-test obtained a t-count = 8.297 with a significance of 0.000, using a significance limit of 0.05. The t-table obtained was 1.984, which means the t-count>t-table value was 3.925>1.984, which means H_1 was accepted. Thus, the first hypothesis can be accepted. It is in line with previous research reports conducted by (Nurasniar, 2021; Prasiani et al., 2020; Widayanto & Nugroho, 2022). Organizational culture has the potential to have a positive impact on employee motivation by encouraging them to complete their tasks and responsibilities. It makes employees more willing to make continuous improvements in their work, which can ultimately improve their performance. The close relationship between organizational culture and work motivation can be seen through self-fulfilment, recognition, and support for every job carried out by employees. Therefore, an excellent organizational culture can contribute to increasing employee work motivation in achieving and exceeding their performance targets.

b.   Organizational Culture on Job Performance

The results of the t-test obtained a calculated t-value = 6.891 with a significance level of 0.000, using a significance limit of 0.05. The t-table obtained was 1.984. It means that t-count>t-table is 6.891>1.984, which means H_2 is accepted. Thus, the second hypothesis can be accepted. It is in line with previous research reports conducted by (Al-Genae'e & Ali, 2021; AlShehhi et al., 2021; Widayanto & Nugroho, 2022). Organizational culture can make a positive contribution to employee performance. Organizational culture is considered a set of acceptable behaviours and develops as a means of learning to overcome internal and external challenges. Therefore, the existence of a positive organizational culture will increase employee values, beliefs, and attitudes, which in turn will strengthen their performance achievements. Organizational culture can positively influence employee performance, and the more potent an excellent organizational culture, the greater the encouragement for employees to adopt organizational values so that efforts to build organizational culture become increasingly important.

c.   Organizational Culture on Job Satisfaction

The results of the t-test obtained a t-count = 7.288 with a significance of 0.000, using a significance limit of 0.05. The t-table obtained was 1.984, which means the t-count>t-table value was 3.925>7.288, which means H_3 was accepted. Thus, the third hypothesis can be accepted. It is in line with previous research reports conducted by (Hartono, 2023; Lumbantobing & Budiono, 2023; Paais & Pattiruhu, 2020; Soomro & Shah, 2019). Employees

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possess an individual comprehension of the entire organization, influenced by objective factors like work structure, emphasis on outcomes, job pressures, collaboration, and overall performance. The level of aggressiveness and stability in the organization also influences this perception. A good or insufficient understanding of these aspects then affects employee job satisfaction, which in turn strengthens organizational culture. An organization's ability to adapt to certain situations and conditions can produce employee satisfaction because they feel they can continue to contribute to carrying out corporate activities and maintaining their survival in various conditions.

d.   Organizational Culture on Organizational Commitment

The results of the t-test obtained a calculated t-value = 5.174 with a significance level of 0.000, using a significance limit of 0.05. The t-table obtained was 1.984. It means that t-count>t-table is 5.174>1.984, which means H_4 is accepted. Thus, the fourth hypothesis can be accepted. It is in line with previous research reports conducted by (Kayani, 2023; Senjaya & Anindita, 2020; Wicaksono & Muafi, 2021). Organizations that promote a culture that emphasizes fairness and respect for employees tend to have higher levels of organizational commitment. The culture creates a more participative management environment, promoting effective coordination between corporate and employee goals. When employees are involved in the organization's decision-making or strategic planning processes, they tend to have higher loyalty to the organization. In addition, employees feel more responsible and voluntarily make efforts to solve organizational problems. If they get ongoing support from superiors and opportunities to continue learning, this can increase their commitment to the organization.

5.   CONCLUSİON

After conducting an in-depth analysis and discussion, the researcher concluded that Organizational Culture has a positive impact on all dependent variables, namely Motivation, Job Performance, Job Satisfaction, and Organizational Commitment. These findings strengthen the belief that organizational culture has positive implications that can be felt in various aspects of corporate life. Thus, this research provides an essential contribution to the understanding of the vital role of organizational culture in shaping the internal dynamics of organizations. The practical implications of these findings indicate that efforts to strengthen a positive organizational culture can be an effective strategy for increasing motivation, performance, job satisfaction, and organizational commitment among employees. Along with the results of this research, organizational leaders can consider

implementing strategies that support the formation and strengthening of an organizational culture that is in line with company values and employee needs.

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