

The Impact Of Organizational Culture And Organizational Commitment On The Work Motivation Of Employees

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ABSTRACT

This study aims to determine how the influence of organizational culture and organizational commitment on the work motivation of employees of Surabaya Gotong Royong Hospital. The population of this study was 143 respondents, and the sample used was 60 respondents. The analysis used in this study uses descriptive and multiple linear regression analysis, namely to see the influence, organizational culture and organizational commitment to work motivation. The results of this study show that organizational culture variables and organizational commitment have a positive effect on the work motivation of Surabaya Gotong Royong Hospital employees, both partially and simultaneously.

Keywords: employees; organizational commitment; organizational culture; work motivation

ABSTRAK

Penelitian ini bertujuan untuk mengetahui bagaimana pengaruh Budaya organisasi Dan Komitmen Organisasi Terhadap Motivasi kerja Karyawan Rumah Sakit Gotong Royong Surabaya. Jumlah Populasi penelitian ini adalah 143 responden, dan sampel yang digunakan sebanyak 60 responden. Adapun Analisis yang digunakan dalam penelitian ini menggunakan deskriptif dan analisis regresi linier berganda yaitu untuk melihat pengaruh, Budaya Organisasi Dan Komitmen Organisasi Terhadap Motivasi Kerja. Hasil penelitian ini menunjukkan bahwa variabel budaya organisasi dan komitmen

organisasi, berpengaruh positif terhadap motivasi kerja karyawan Rumah Sakit Gotong Royong Surabaya, Baik secara parsial maupun secara simultan.

Kata kunci: budaya organisasi; karyawan' komitmen organisasi; motivasi kerja

INTRODUCTION

The increasingly ferocious commercial competition, it is difficult for businesses to remain profitable. Because they provide the talent, vigor, and creativity that a company needs to succeed, employees are a valuable resource for businesses. The company needs to consider the advantages of having employees with various demands if it wants to enhance employee motivation. To improve the working environment, the organization should effectively implement each organizational culture function. In order to meet the company's goals, each employee's devotion must be further increased. Every employee that consistently performs very well receives a reward as a token from the organization that it values the contribution they have made. It is preferable if the boss increases job motivation once more by paying attention to and supervising employees who work toward corporate goals (Jufrizen et al., 2021).

The findings of the researchers' observations demonstrate that the Hospital Gotong Royong staff's working conditions are subpar. This has to do with the number of workers who broke the law and there were still numerous witnesses in the form of reprimands, precisely 2 persons, and there were issues with 12 people earlier. The lack of application of cultural values in hospitals, such as the guidebooks that exist but are frequently not implemented in the implementation of organizational culture in each unit with the aim of subtly guiding staff to understand Hospital Gotong Royong Surabaya's vision and mission, is another sign of low organizational culture. The traits and dynamics of the company in which employees are engaged have a direct impact on them. The employees are regarded as the most valuable component of the company by management science. In other words, a corporation needs its personnel in order to maintain its organizational activities. Therefore, a strong organizational culture is essential for fostering long-term employee engagement, particularly self-motivation for work (Güney & Arıkan, 2019). This means that an organizational culture that grows and is maintained can spur the organization to develop better. In addition, the primary focus in changing and developing organizational culture is to seek to change the values, attitudes, and behaviors of members throughout the organization. Research indicates that employees with shared norms and values can improve performance and productivity. Organizational culture, including clear work ethics, like-mindedness, and values like consistency, adaptability, and effective communication, fosters a sense of identity, leading to increased commitment and improved performance (Akpa et al., 2021).

One of the factors that affects employee performance is work motivation. Every employee is required to be highly motivated and work with strong work ethic. Work motivation is the desire or expectation of an individual that results in the urge or desire to work as hard as possible to fulfill obligations to the organization or enterprise. A person's psychological drive to do action in pursuit of a goal is known as motivation (Ingsih et al., 2022).

In regards to the impact of organizational culture factors and organizational commitment on employee work motivation, Al-Sada et al(2017) .'s research found significant positive relationships between supportive culture and job satisfaction, supportive culture and organizational commitment, participative-supportive leadership and job satisfaction, directive leadership and job satisfaction, job satisfaction and work motivation, and job satisfaction and organizational commitment (Al-Sada et al., 2017). The results demonstrate that employee motivation significantly increases employee productivity. Additionally, there is a strong and statistically significant relationship between

employee motivation and organizational commitment. Finally, the findings demonstrate that organizational commitment significantly boosts worker productivity (Hanaysha & Majid, 2018).

Therefore, based on the background of the research and research gap in previous studies which stated that organizational culture and organizational commitment have a significant effect and some argue that there is no significant effect on employee work motivation, the researcher aims to investigate and analyze and take corrective actions if there is organizational motivation. Organizational culture and commitment partially and simultaneously have a significant effect on the work motivation of employees of RS Gotong Royong Surabaya.

METHOD

Research Design

This study used a cross-sectional research design in the form of causal research because it needs to consider several variables that determine other variables. The method used in this study is the survey method. Survey research is research conducted on large or small populations, but the data to be studied is data from samples taken from those populations. In this way we find relative occurrences, distributions and relationships between sociological and psychological variables. Questionnaires are used as a survey method, so that the relationship between variables and interviews is obtained as a direct communication technique to obtain the required information.

Population and Research Sample

Population is a generalized area composed of objects/subjects that show certain characteristics determined by researchers to study and draw conclusions. In this study, the entire population consisted of staff of Gotong Royong Hospital Surabaya which amounted to 143 staff.

Data Collection and Processing Techniques

Primary data and secondary data were used in this study. The main source of information is the results of research through the distribution of questionnaires to respondents containing statements about the influence of organizational culture and organizational commitment on employee work motivation. While secondary data are obtained from literature, journals, articles and data using the Likert scale. This research data processing technique uses statistical analysis in the form of multiple linear regression with the formulation of multiple linear regression models.

Descriptive Statistical Analysis

With the help of this analysis, it is explained the characteristics of the location of the study, the interviewees respondents, and the object distribution of each variable. The collected data is processed and tabulated in a table, after which a descriptive discussion is carried out. A descriptive measure is a specification of numbers both for respondents (people) and for percentages.

Descriptive statistical analysis is used to describe the subject under study as such or to provide an overview of the subject under study using sample or population data without conducting analysis and drawing generally accepted conclusions. Descriptive statistics is a part of statistics that only processes data, presents it without making decisions on behalf of the population, or only examines the general picture of the data obtained.

RESULTS AND DISCUSSION

In this study, descriptive statistical analysis was used to obtain an overview of the variables; a) organizational culture, b) organizational commitment and c) work motivation. To sort respondents'

answers, an interval scale was created that is, the highest score minus the lowest score divided by five to get a category interval of 0.80. Thus, the categories of respondents' answers are determined based on the scale in the following table;

Table 1
Table of Determination of Score Categories Based on Respondents' Answers

| No | Score Range | Category |
|----|-------------|-----------|
| 1. | 1.00 – 1.80 | Very low |
| 2. | 1.81 – 2.60 | Low |
| 3. | 2.61 – 3.40 | Moderate |
| 4. | 3.41 – 4.20 | High |
| 5. | 4.21 – 5.00 | Very High |

Organizational Culture

Table 2
Table of Organizational Culture Variables

| No | Questions | Respondents' Answer | | | | | | | | | | Total | |
|----|---|---------------------|---|----|----|----|----|----|----|----|----|-------|-----|
| | | 1 | | 2 | | 3 | | 4 | | 5 | | n | % |
| | | n | % | n | % | n | % | n | % | n | % | | |
| 1. | Do you in organization know the purpose and importance of work? | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 6 | 56 | 94 | 60 | 100 |
| 2. | Do you find it easy to convey your aspirations to your boss and be appreciated by the organization? | 0 | 0 | 5 | 8 | 38 | 63 | 7 | 12 | 10 | 17 | 60 | 100 |
| 3. | Do you have colleagues who are always optimistic and work together? | 0 | 0 | 16 | 26 | 37 | 62 | 7 | 12 | 0 | 0 | 60 | 100 |
| 4. | Do you have order in doing work? | 0 | 0 | 0 | 0 | 10 | 16 | 36 | 60 | 14 | 24 | 60 | 100 |

Based on the calculation of descriptive statistical analysis, it is known that the evaluation interval of organizational culture variables using ten indicators, the summary of organizational culture responses mostly gives positive answers, but various reinforcements of organizational culture by hospital management. is still needed. In general, this can also be seen from the average value of variables that are not optimal. This means that hospitals still have opportunities to improve their organizational culture. So that organizational culture can increase the motivation of the staff of Gotong Royong Hospital Surabaya. Organizational culture positively impacts firm performance in Ecuadorian service sector, with involvement, adaptability, consistency, and mission affecting non-financial performance. Training strongly associates with culture (Tulcanaza-Prieto et al., 2021). The association between transformational leadership and change management among members of virtual teams was partially mediated by organizational culture (Kaur Bagga et al., 2022). The organizational culture in a textile organization is characterized by a high collectivism and smallest power distance, influencing innovation development and performance. This supports the application of new studies and suggests a favorable influence on organizational performance (Schuldt & Gomes, 2020). Organizational culture significantly impacts commitment, with bureaucratic and supportive cultures being predictable and innovative culture being unpredictable (Sarhan et al., 2020)

Organizational Commitment

Table 3
Table of Organizational Commitment Variables

| No | Questions | Respondent's Answer | Total |
|----|-----------|---------------------|-------|
|----|-----------|---------------------|-------|

| | | 1 | | 2 | | 3 | | 4 | | 5 | | | |
|----|---|---|---|----|----|----|----|----|----|---|----|----|-----|
| | | n | % | n | % | n | % | n | % | n | % | n | % |
| 1. | Do you have a strong belief in, and acceptance of the organization's values and goals? | 0 | 0 | 0 | 0 | 11 | 18 | 42 | 70 | 7 | 12 | 60 | 100 |
| 2. | Do you have the desire to strive to be accountable on behalf of the organization? | 0 | 0 | 11 | 18 | 27 | 45 | 15 | 25 | 7 | 12 | 60 | 100 |
| 3. | Do you have a strong desire to remain as a member of the organization? | 0 | 0 | 0 | 0 | 5 | 9 | 46 | 76 | 9 | 15 | 60 | 100 |
| 4. | Do you have emotional attachment, identification and employee involvement within an organization? | 0 | 0 | 5 | 9 | 34 | 56 | 12 | 20 | 9 | 15 | 60 | 100 |
| 5. | How do you feel about the obligations that should be given to the organization? | 0 | 0 | 4 | 7 | 20 | 33 | 31 | 51 | 5 | 9 | 60 | 100 |

Organizational commitment positively impacts job performance and satisfaction, with job satisfaction playing a mediating role. Controlling organizational commitment reduces the relationship strength (Loan, 2020). Even in this study showed a high organizational culture with an average score of 4.24. However, it seems less than ideal in terms of placement friendliness to superiors, employees feel that the wishes communicated are not appreciated optimally. This is in accordance with the indications previously described, and in general also shows where the organizational culture of Gotong Royong Hospital can still be improved. This can be seen from the level of organizational culture performance that has reached a high midpoint. Surely hospitals still have opportunities to improve organizational culture. In order to increase abilities, effort, and the nature of the work environment, organizational commitment, which consists of belief in organizational values and goals, should be improved (Suharto et al., 2019). According to this study, transformational leadership significantly and directly affects organizational commitment and job satisfaction. However, transformational leadership cannot directly affect work performance and cannot have a major impact on it when organizational commitment is involved (Eliyana et al., 2019). While Job Satisfaction has a very high positive impact on Organizational Commitment, it also acts as a mediator between Moonlighting Intentions and Organizational Commitment. Additionally, there is a very large inverse association between organizational commitment and intentions to moonlight (Seema et al., 2021). The relationship between organizational commitment and servant leadership is also shown to be somewhat mediated by organizational commitment. The study's key conclusion is that managers' servant leadership can enhance employees' organizational citizenship behavior through the indirect influence of those employees' organizational commitment (Howladar & Rahman, 2021).

Work Motivation

Table 4
Table of Organizational Commitment Variables

| No | Questions | Respondent's Answer | | | | | | | | | | Total | |
|----|---|---------------------|---|----|----|----|----|----|----|---|----|-------|-----|
| | | 1 | | 2 | | 3 | | 4 | | 5 | | n | % |
| | | n | % | n | % | n | % | n | % | n | % | | |
| 1. | How often are you given responsibility for carrying out a task? | 0 | 0 | 10 | 16 | 34 | 57 | 16 | 27 | 0 | 0 | 60 | 100 |
| 2. | Are you carrying out tasks with clear targets? | 0 | 0 | 3 | 5 | 10 | 16 | 38 | 64 | 9 | 15 | 60 | 100 |
| 3. | Do you get good supervision from the organization? | 0 | 0 | 5 | 8 | 45 | 75 | 3 | 5 | 7 | 12 | 60 | 100 |
| 4. | Do you get a sufficient and appropriate salary? | 0 | 0 | 1 | 1 | 2 | 3 | 52 | 87 | 5 | 9 | 60 | 100 |

| | | | | | | | | | | | | | |
|----|--|---|---|---|---|---|---|---|----|----|----|----|-----|
| 5. | Do you obey all the rules? | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 5 | 57 | 95 | 60 | 100 |
| 6. | Is the job you do in accordance with your skills and comfortable and safe? | 0 | 0 | 0 | 0 | 5 | 8 | 7 | 12 | 48 | 80 | 60 | 100 |

The success of professional organizations is determined by work motivation (Rajab & Saputra, 2021). Employee satisfaction and public health center outcomes are both significantly impacted by work motivation (Puji Astuti et al., 2020). The other study's findings demonstrate that work motivation was positively and significantly impacted by training and job promotion, while job performance was positively and significantly impacted by training, promotion, and work motivation. However, work motivation did not significantly mediate the relationship between training and job promotion and job performance (Haryono et al., 2020). In a similar vein, the direct impact of work motivation on employee performance outweighs the indirect impact of work motivation on employee performance through employee job satisfaction (Pancasila et al., 2020). Employee performance and job motivation are positively and significantly correlated. Work motivation and work discipline have a favorable and significant association with employee performance (Maryani et al., 2021).

Based on the average motivation score of employees of Surabaya Gotong Royong Hospital, respondents gave an average score of 4.05. This shows that the work motivation of the staff of Gotong Royong Hospital is moderate. Although staff motivation is high, the results of this study show that several things need to be addressed by the management of Surabaya Gotong Royong Hospital. In addition, in general, the average employee motivation is still in the high category, then there are indicators in the low category, and in general, employee motivation can be maximized because the level of fulfillment of employee motivation is not 100 percent of the maximum expected. In other words, Gotong Royong Hospital Surabaya still has opportunities to increase employee motivation.

Multiple Linear Regression Analysis

Multiple linear regression models are used to formulate problems. Multiple linear analysis is an analytical tool to predict the value of the influence of two or more independent variables on the dependent variable to show whether there is a functional or causal relationship between two or more independent variables and the dependent variable. The formulation of multiple linear regression models used as models is as follows: Where:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$$

- Y = Work motivation
- α = Constant value
- β = Regression coefficient
- X₁ = Organizational culture
- X₂ = Organizational commitment
- ε= Error

Table 5
Table of Multiple Linear Regression Analysis Result; The relationship of organizational culture and organizational commitment on work motivation

| Variables | Work motivation | | |
|---------------------------|-----------------|-------|-------------|
| | B | Sig. | Explanation |
| Organizational culture | 9.385 | 0.000 | Significant |
| Organizational commitment | | 0.001 | Significant |

The constant (B) of 9.385 means that if the organizational culture and organizational commitment are equal to zero, then employee motivation is positive at 9.385. fixed. As shown in Table 2

organizational culture and organizational commitment have impact on work motivation with p-value <0.05, respectively, 0.000 and 0.001.

The influence of organizational culture on work motivation

Based on the analysis, it shows that there is a significant influence between organizational culture variables and organizational commitment to work motivation variables at Gotong Royong Hospital. This is indicated by a significant value of 0.000 which is smaller than 0.05 ($\alpha = 5\%$). This means that this study accepts the hypothesis that organizational culture variables and organizational commitment variables affect employee motivation at Gotong Royong Hospital Surabaya. This means that the perception of organizational culture growth and organizational commitment has a positive effect on the motivation of hospital staff.

Workplace motivation is essential to an organization's growth since it boosts worker effectiveness and productivity. Increased job motivation and a decreased sense of occupational stress were both correlated with stronger workplace empowerment (Saleh et al., 2022; Vo et al., 2022). The previous study's findings were the opposite of this research's findings: direct motivation and organizational culture are not at all associated. Employee performance has a strong relationship with motivation. High performance is the outcome of high motivation, which satisfies the demands that drive employees to perform better at work in accordance with their individual contributions. As a result, if the needs that drive employees' motivation at work are met to a greater extent, the employee's performance will increase (Jufrizen et al., 2021). However, a study that contradicted this finding also found that organizational commitment moderated the positive influence of organizational culture on employee performance and the positive effect of work motivation on employee performance. The study's findings also indicated that organizational culture had a positive and significant effect on employee performance, as did motivation (Kusumo, 2017).

As a hospital that already has a system, SOP (Standard Operating Procedure), and rules that have been agreed to be put into place, Gotong Royong Hospital's regulations must boost staff enthusiasm. But the ground truth fell short of expectations. As a result, without any discernible advancement, it becomes assumed that management has direction or model's corporate culture.

This data supports the author's letter in light of the issue of declining employee motivation or the lack of seriousness given to job efficiency methods. A lack of staff involvement or an imbalanced workload make this difficult. As a result, this study is unable to demonstrate how organizational culture and characteristics related to work motivation interact to influence hospital personnel' motivation for their jobs. Despite the fact that they are favorable. Because these factors nevertheless have an impact on employee job motivation, regardless of their minor values.

Organizational commitment was significantly impacted by employee motivation (affective, normative, and continuance) (Al-Madi et al., 2020). It should be emphasized that in order to improve employee motivation, corporate culture and work motivation are important variables that must be addressed right away. Work motivation was directly impacted favorably by organizational trust and leadership effectiveness. Organizational commitment is directly influenced favorably by the efficacy of organizational leadership and trust. Work motivation has a direct good impact on organizational commitment, and leadership effectiveness has a direct beneficial impact on organizational trust (Pranitasari, 2020).

The importance of organizational culture and organizational commitment in hospitals, particularly in achieving hospital goals that aim to improve the level of public health, as this results in an increase in work motivation with a positive organizational culture and high organizational commitment among

employees. attaining community-wide good health care. The management of Gotong Royong Hospital must continue to pay attention to organizational culture and commitment because it has been established that these two criteria are interdependent. Employees at Gotong Royong Hospital are more motivated to work because of the organization's developing organizational culture and management's dedication to the company.

The influence of organizational culture on work motivation

According to the study's findings, organizational culture variables can have a substantial impact on employees at Surabaya Gotong Royong Hospital's motivation for their jobs, with a significant value of 0.000 being smaller than 0.05 (or 5%). demonstrating that H0 is approved. In Surabaya Gotong Royong Hospital, the existing organizational culture factors are reflected in a number of areas, including goals, unity, performance, integrity, excellence, and familiarity. The conclusion is that there is a relationship between organizational culture variables and employee motivation variables. While Gotong Royong Hospital's organizational culture is not good, it does include cultural elements that fail to socialize organizational cultural values, such as the absence of a manual, of guidelines for implementing an ideal culture, and of a calendar to subtly force employees to comprehend the slogans contained in the product. Then, as a means of leadership and staff involvement appreciation, in the form of seminars, socialization in the form of unofficial activities, particularly family outings.

The findings of this study confirm prior research by Parashakti (2018), which found that organizational culture and work motivation had a favorable and significant impact on employees' performance (Parashakti, 2018). The motivation at work also has a big impact on how well employees perform. Partially, organizational culture, work motivation, and leadership style all have a big impact on how well employees perform (Sariya et al., 2022). According to the study's findings, organizational culture and work motivation had a big impact on job satisfaction. Similarly, organizational culture and work motivation had a directly significant effect on employee performance. Employee performance was significantly impacted by job satisfaction. Additionally, the indirect effects of organizational culture and work motivation on employee performance could be greatly mitigated by work satisfaction (Mubarok, 2019).

Based on the findings analysis, it is known that organizational commitment variables have an impact on the work motivation of Surabaya Gotong Royong Hospital employees. Because of this circumstance, hospital personnel go through the retention phase for a longer period of time, which means that the process of developing organizational commitment is already evident in the process of developing the commitment of potential employees: When someone starts working and keeps working for a while, commitment is developed. Time also has an impact on how organized someone is. The findings of this study counter the findings of Idris et al (2022) 's study that organizational culture has no bearing on employee motivation. Employee Performance is unaffected by organizational culture. Employee performance is positively and significantly impacted by work motivation. Employee performance may be directly impacted by transformational leadership styles as well as indirectly through work motivation. When examining the relationship between corporate culture and employee performance, work motivation is not a mediating factor (non-mediation) (Idris et al., 2022). But, the results of this study support Paais et al (2020) research that employee performance variables are influenced by motivation, leadership, and culture variables for 73.5 percent of the time, whereas work satisfaction variables are influenced by these same factors for 57.4 percent of the time. The rest is influenced by factors not related to this study. To raise job satisfaction, it is necessary to enhance staff leadership, organizational culture, and motivation. Employee performance will always increase if employee work satisfaction increases. (Paais & Pattiruhu, 2020). Based on this, it is vital to take a number of steps to boost employee enthusiasm for their work, including allowing for unrestricted employee input in decision-making and dispersing staff rewards. If this is put into practice, employee motivation will also rise. The Surabaya Gotongs Royong Hospital staff

is more motivated as a result of the improvement of these two variables in a planned and measurable way.

CONCLUSIONS AND SUGGESTIONS

Based on the analysis and findings, the study's conclusions are that organizational commitment and organizational culture both have an impact on employees' motivation for their work. Organizational culture also positively affects employees' motivation for their work, and the variable of commitment has a significant impact on employees' motivation for their work both partially and simultaneously. Employees should feel at home and like their work because they are nice, according to expectations for the development of organizational culture, which includes honest values, accountability, discipline, cooperation, fairness, and caring. It becomes out that organizational commitment affects work motivation. For instance, one of the options provided to employees is education and training. Training that will boost employees' creativity and ability to make wise decisions under trying circumstances will help to encourage them.

It is advised for subsequent researchers interested in the same subject to utilize a different sampling technique with a larger sample and can also explore whether organizational culture variables and organizational commitment have an impact on work motivation applied to the company.

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