



The Influence of Motivation and Work Commitment on Employee Performance at PT. PDAM South Kalimantan and Central Kalimantan Palangka Raya Area

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ABSTRACT

Research in the field of human resource management, aims to improve employee performance at PT. PDAM Region of South Kalimantan and Central Kalimantan of Palangka Raya Area. The research theory used is organizational culture which will have an impact on organizational effectiveness with the influence of motivation and work discipline. The research method uses an explanatory approach with survey techniques, the number of samples in this study was 40 respondents, and was analyzed by SEM PLS. The results showed that the influence of significant positive motivation of 48.2% in improving performance. Motivation to work discipline is significantly positive at 62% and work discipline is significant positive at 43.5% to employee performance at PT. PDAM (Persero) for South Kalimantan and Central Kalimantan in the Palangka Raya area. The implications of research results can improve organizational culture for organizational effectiveness by increasing the elements/variables of motivation and performance discipline. Further research can examine the value of strategic cultural change to improve employee performance.

INTRODUCTION

Human resources are one element that really determines the success of an organization. On the other hand, humans are also creatures who have certain thoughts, feelings, needs and hopes that really need special attention because these factors will influence achievement, dedication, loyalty and love for their work and organization (Ardian, 2019).

Humans always play an active and dominant role in every organizational activity because humans are planners, actors and determinants of the realization of organizational goals. Therefore, the success of a company does not only depend on the company's technology but also depends on the human resource aspects of the company (Kristinae, 2018), so that a company needs potential resources, both leaders and employees can make a good contribution to organization in carrying out tasks optimally to achieve company goals, because all activities within the company will involve the human resources within it. Meanwhile, according to Adha et al. (2019), work commitment is an attitude of respecting, appreciating and obeying written and unwritten applicable regulations and being able to carry them out without avoiding sanctions if they violate the duties and authority given to them.

Motivation is a desire within a person that causes the person to act, people act for one reason, namely to achieve a goal. So motivation is the willingness to expend a high level of effort for organizational goals which is conditioned by the ability of the effort to fulfill several individual needs, whereas according to (Saleh & Utomo, 2018), motivation is the drive, desire, desire and driving force that comes from the human self. to do or to do something.

Employees comply with the regulations set by the company and have a good work commitment, which will create a more conducive company atmosphere so that it has a positive impact on the company's activities in achieving its goals (Peridawaty & Kristinae, 2020). Therefore, the company hopes that employees can comply with the regulations that have been set. In this case PT. PDAM South Kalimantan and Central Kalimantan Palangka Raya Area is one of the state-owned companies which operates in the electricity sector, especially in providing electricity distribution for the people of Palangka Raya city. It is required to continue to improve the performance, motivation and work commitment of its employees to provide good service to the community, because PT. PDAM South Kalimantan and Central Kalimantan Palangka Raya areas really need employees who have good motivation and work commitment to improve company performance so that company goals can be achieved.

LITERATURE REVIEW

2.1 Motivation in improving employee performance

Motivation is to provide encouragement and move people to be willing to work as hard as possible. It is necessary to ensure communication and participation from all parties concerned (Susanto, 2019). Motivation shows that leaders know how to provide the right information to their subordinates so that

they provide the time to make the necessary efforts to obtain suggestions and recommendations regarding the problems they face. (Hustia, 2020).

Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. Saluy & Treshia (2018), stated that motivation is a desire within a person that causes that person to take action. According to Primandaru et al. (2018): Motivation is a factor that encourages a person to carry out a certain activity. Meanwhile, according to Bagaskara & Rahardja (2018) states that: Motivation is a force or factor contained within humans that causes, moves and organizes their behavior. According to Jufrizen (2018), work motivation is a condition that has the effect of generating, directing and maintaining behavior related to the work environment. Meanwhile, Afiyati (2019) states that motivation is a condition that encourages or causes someone to carry out an action/activity that occurs consciously. Furthermore, it provides an understanding of motivation as a process of influencing or encouraging someone or a work group from outside so that they want to carry out something that has been determined (Hanafi & Zulkifli, 2018).

Motivation can also be interpreted as a driving force which is intended as a natural urge to satisfy and maintain life. Based on organizational culture theory, it states that changes in organizational culture can be made to overcome the risk of decreasing employee performance, with the motivational value of employees who have sensitivity and commitment in the organization. The importance of motivation is the employee's response to a number of statements regarding the overall business that arises from within the employee so that the urge to work grows and the goals desired by the employee are achieved. In this research, the hypothesis is proposed: H1. Motivation is significantly positive in improving employee performance

2.2 Work commitment in improving employee performance

Etymologically, commitment comes from the English word disciple which means believer or follower, teaching, training. Meanwhile, work means all human activities carried out to achieve predetermined goals. According to Farisi et al., (2020), the definition of work commitment is an attitude of respect for the company's rules and regulations, which exists within the employee, which can cause him to adjust voluntarily to the company's rules and regulations.

According to Muslimat & Ab Wahid (2021), explaining that work commitment is a tool or means for an organization to maintain its existence, with high commitment, employees will obey all existing regulations, so that work implementation can be in accordance with predetermined plans. According to Hasibuan & Silvya (2019), work commitment is defined as management implementation to strengthen organizational guidelines. Commitment is a manager's action to encourage organizational members to fulfill the demands of these various provisions. In other words, employee commitment is a form of training that seeks to improve and shape employee

knowledge, attitudes and behavior so that these employees voluntarily try to work cooperatively with other employees and improve their work performance according to Ekhsan (2019).

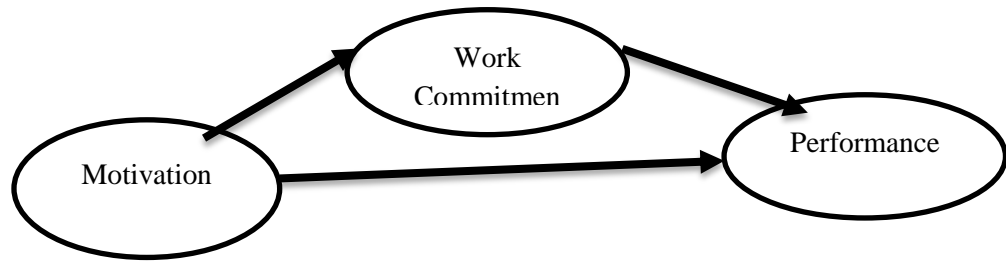
Commitment is a person's awareness and willingness to obey all company regulations and applicable social norms. Commitment is a regulation that contains obligations, prohibitions and sanctions if the obligation is not implemented or the prohibition is violated. According to Bagaskara & Rahardja (2018), commitment is a management action to encourage organizational members to fulfill the demands of various provisions. Commitment is a form of training that enforces company regulations. Commitment is a mental attitude of a person or group of people who always wants to follow/obey all the rules/decisions that have been set. From the various definitions of commitment that have been stated above, the author can draw a conclusion regarding work commitment, namely as follows: work commitment is an attitude that is filled with awareness to obey and adhere to the rules in accordance with the regulations that have been set and those rules must be strictly adhered to. implemented because if these rules are not implemented then they will receive sanctions (Susanto, 2019).

Commitment is an attitude that cannot arise by itself in an employee or employee. To create an attitude of commitment, this attitude must always be trained and applied to employees. The indicators that influence employee work commitment are; employee attendance every day, employees are required to be present at the company before working hours, and usually attendance cards are used on attendance machines, the accuracy of working hours, determination of working days and working hours are regulated or determined by the company. Employees are required to follow working hours regulations, not violate rest hours and other work schedules, be late for work, and are required to follow daily working hours regulations. All employees are required to wear neat and polite clothing, and wear identification while carrying out their official duties (Hustia, 2020). Most companies usually provide the same uniform for all their employees as a symbol of togetherness and closeness in a company. Based on organizational culture theory, cultural change can increase cultural values with work commitment with integrity, fair treatment of employees, increasing work commitment with SOPs in the organization. From previous research and research theory, the following hypothesis is proposed: H2. Work commitment is significantly positive in improving employee performance.

2.3 Conceptual framework

In this research, we adopted motivation and work commitment variables to improve employee performance at PT. PDAM South Kalimantan and Central Kalimantan Palangka Raya Area. The conceptual framework can be seen in Figure 1 below:

Figure 1. Research Framework



Source: authors, 2023

RESEARCH METHODS

This research uses an explanatory pattern, namely research that aims to explain the position of the variables studied and the relationship between one variable and another (Irawan & Kristinae, 2019). The research object is PT. PDAM South Kalimantan and Central Kalimantan Palangka Raya Area which is located at Jalan Ahmad Yani and the research subjects are employees of PT. PDAM South Kalimantan and Central Kalimantan Palangka Raya Area. The Palangka Raya area has 40 people, so the sampling technique in this research uses a census technique where the entire population is sampled. The analysis technique uses PLS which can provide direct results of validity, reliability and t-statistics (> 1.96 t-table), significance (> 0.05) so that conclusions can be drawn.

DISSCUSION

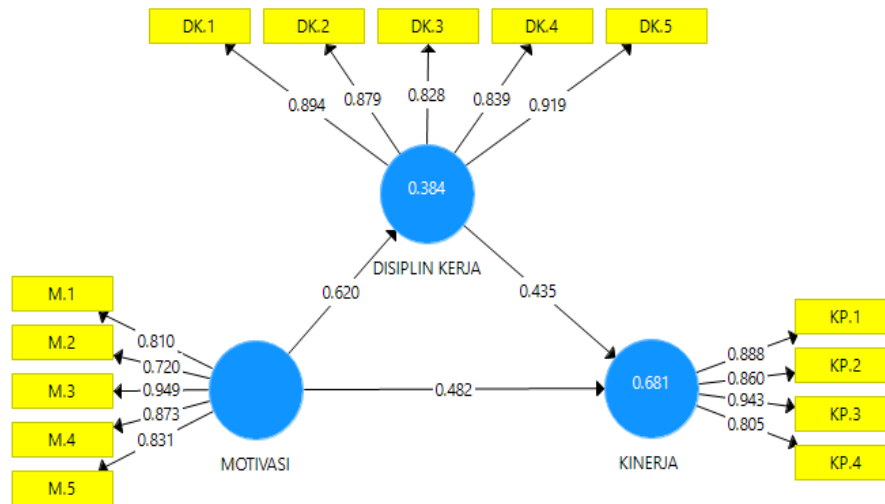
In the scope of research, the PDAM office in the Palangka Raya area has a vision: to be recognized as an efficient, reliable and quality electricity manager in the Eastern Indonesia region by prioritizing local wisdom. Further missions include:

- Running an electricity business that is oriented towards customer satisfaction, company members and optimal contribution.
- Making electricity a medium to improve the quality of people's lives and encourage economic growth.
- Improve organizational performance in a sustainable manner and prioritize work safety with an environmental perspective.
- Develop human resources with a superior work culture through a high trust society.

Preliminary results are presented as evaluation results of measurement models to test the validity and reliability of research items, indicators and constructs (latent variables). The first test was that the outer loading value of all indicator items had a value of >0.60 (convergent validity test requirement for exploratory research). Based on the outer loading value used in this research, it can be seen that the loading factor value for all reflective construct indicators is >0.60 , which means all construct indicators are valid. Convergent validity testing can also be done by looking at the AVE value of the research variable.

The AVE value of all variables with reflective indicators shows a value of >0.50, which means convergent validity. Next, discriminant validity was tested, which was tested by comparing the square root of AVE with the correlation between constructs in the model, which can be seen in the following figure.

Figure 2. Research Output



Source: authors, 2023

To measure the true reliability value of a variable, Cronbach alpha measures the lowest value of the reliability of a variable so that the composite reliability value is > 0.6 and the Cronbach Alpha value is > 0.60. The following is a table of research results.

Table 1. Composite Reliability

Variable	Cronbach Alpha	Composite Reliability	AVE
Work commitment	0,921	0,941	0,761
Performance	0,898	0,929	0,767
Motivation	0,894	0,922	0,706

Source: authors, 2023

The original sample value is used to see the direction of hypothesis testing. If the original sample shows a positive value, it means the direction is positive.

Table 2. Path Coefficients, Indirect Effects, dan Moderating Effect

Relationships between constructs	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Value	Result
Work	0,435	0,447	0,163	2,670	0,008	accepted

commitment → Performance						
Motivation → Work commitment	0,620	0,629	0,077	8,002	0,000	diterima
Motivation→ Performance	0,482	0,477	0,166	4,145	0,000	diterima

Source : authors, 2023

The coefficient of determination R^2 essentially measures how far the model's ability to explain variations in the dependent variable. The value of the coefficient of determination is between zero and one. A small R^2 value means that the ability of the independent variables to explain variations in the dependent variable is very limited. A value that is close to one means the independent variables provide almost all the information needed to predict the variation in the dependent variable. The results for the coefficient of determination measure show that the hypothesis proposed is significantly positive and accepted from the results of the t-statistical test > 1.96 (t-table), and the p-value < 0.05 . So these results can be used as a reference in improving performance by increasing motivation and mediating work commitment. The coefficient of the motivation variable (X) is significant at $\alpha = 0.05$, because t count $>$ t table ($4.145 > 1.96$) or the sig value. $0.00 < 0.05$. This means that the influence of motivation variables on employee performance is significant. This means that the hypothesis which states that motivation influences employee performance can be accepted.

The coefficient of the mediating variable Work Commitment (Z) on performance is significant at $\alpha = 0.05$, because t count $>$ t table ($2.670 > 1.96$) or the sig value. $0.008 < 0.05$. This means that the influence of the work commitment variable on employee performance is significant. This means that the hypothesis which states that work commitment influences employee performance can be accepted. Based on the results of partial analysis, it was found that the coefficient of Motivation (X) is positive (t-statistic $8.002 > 1.96$), the positive sign indicates that the relationship between the Motivation variable (X) and the Work Discipline variable (Z) is unidirectional, meaning that The higher an employee's motivation, the higher his work commitment will be. After testing, it turns out that the sig value of $0.00 < 0.05$ is significant, thus meaning that there is a significant influence between Motivation (X) on work commitment (Z).

Based on the results of research data, it shows that this can be an input in improving performance at the middle level which consists of maintenance, operations, counters and administration sections. Motivation from the results shows the greatest increase in work commitment and performance. This is very good in providing insight into motivation for improving performance at PDAM offices in the Palangka Raya area.

CONCLUSION

Motivation with indicators (work according to main duties, recognition, responsibility, salary, working conditions and relations between workers), influences the performance of PT PDAM employees in the South Kalimantan region and Central Kalimantan Palangka Raya region. Work commitment with indicators (employee attendance, working hours clothing, work and identification marks, employee compliance with regulations) influences the performance of PT PDAM employees in the South Kalimantan and Central Kalimantan Palangka Raya regions.

The results of the research can be a reference for improving employee performance with indicators (Quality of work, Quantity of work, Timeliness of completing work, knowledge of work and ability to work together), from the influence of motivation and work commitment with organizational culture theory which applies work culture values with orientation integration, commitment, leadership and behavior that reflects a good employee. Increasing performance with organizational effectiveness with organizational culture is very good from the research results, so that further research can add value to changing cultural strategies to improve employee performance.

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