



THE EFFECT OF WORK MOTIVATION AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT

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Abstract

The company requires mutual commitment between the organization and employees so that they can jointly realize the company's goals and desires. Good employee management will certainly foster good organizational commitment of employees as well. The method used in this research is quantitative descriptive. The population and sample of this study were all employees, amounting to 75 people. Questionnaire processing is measured with a Likert scale. The data analysis model used to answer hypotheses is multiple linear regression analysis. The results showed that partially and simultaneously work motivation and organizational culture had a positive and significant effect on organizational commitment. The most dominant variable influencing organizational commitment is work motivation.

Keywords: Work Motivation, Organizational Culture, Organizational Commitment.

I. INTRODUCTION

Essentially, companies not only expect competent and skilled human resources, but more importantly, they expect their employees to be willing to work hard and have a desire to achieve optimal performance. This is because the success of an organization or company is determined by the human factor and employees in achieving its goals.

Motivation is essential for human resources. Work motivation is the drive within an employee to perform a specific task or activity, thus playing a crucial role in an organization. Appropriate work motivation will advance and develop the organization because employees will consciously carry out their assigned tasks. Therefore, motivation can be defined as a condition that drives or causes a person to consciously perform an action or activity. In this

context, the manager's task is to create a positive environment in which employees within the organization are naturally motivated. Once employees feel highly motivated and comfortable with the company's working conditions, they will provide a bond or reciprocate to the company in the form of a commitment to perform better.

Organizational culture is the integration of values believed to produce an effective organization, reflected in the behavior of its management and employees. Therefore, employee motivation can be shaped through organizational culture in terms of behavior and work. Organizational culture can guide its members, leading to high work motivation, which impacts the organization's overall performance.

Besides motivation and organizational culture, organizational commitment is also important in improving employee performance. Organizational commitment is demonstrated through an attitude of acceptance, a strong belief in the values and goals of an organization, and a strong drive to maintain membership in the organization to achieve its goals. Organizational commitment demonstrates an employee's loyalty to their organization. Therefore, if an employee has a high level of organizational commitment, it will influence their performance.

The following is data on employee turnover which shows low employee work motivation.

Table 1. Employee Data

Year	Go out	Enter	Number of employees
2020	4	3	93
2021	5	5	93
2022	5	4	92
2023	6	7	93
2024	9	8	92

Based on the data in table 1, it can be seen that due to factors such as poor work motivation and low employee commitment to their work, employees feel less comfortable in the company, so that the number of employees who resign (leave) is increasing in the year.2024.

Employee commitment to an organization or company is essential as it serves as an indicator of employee performance. Employees with high commitment are expected to

demonstrate optimal performance. An employee's commitment to an organization or company is a reflection of their feelings toward their company, an acknowledgment of the price they must pay when leaving, and a moral responsibility to remain with the company.

Organizational commitment is: an employee's desire to remain a member of the organization. An employee's organizational commitment is demonstrated by their willingness, loyalty, and pride in the organization. Companies require a reciprocal commitment between the organization and employees to work together to achieve the company's goals and aspirations. Good employee management will certainly foster a strong organizational commitment. A high level of employee organizational commitment can be achieved if employees have a high level of job satisfaction within the company. One way for employees to have job satisfaction with the company is by providing motivation to employees, so that employees will feel at home and comfortable working within the company.

Given the large number of employees leaving the company, organizational commitment is crucial for every employee. A strong sense of commitment will enable members to be more diligent in carrying out their assigned tasks. In fact, many companies today include commitment as a requirement for holding a specific position or job in their job openings. Organizational commitment is crucial to avoid *turn over* Employees, considering the high costs incurred by companies to recruit employees. Companies provide training for new employees and conduct regular supervision to create quality human resources. Therefore, companies must increase employee organizational commitment through motivation and the right organizational culture for each employee.

Below you can see product sales data in 2020.20-2024 :

Table 2. Sales Data

Year	Target	Sale
2020	1,500,000,000	1,330,142,600
2021	1,500,000,000	1,247,951,000
2022	1,500,000,000	1,427,624,000
2023	1,500,000,000	1,400,671,000
2024	1,500,000,000	1,304,850,000

Table 2 shows that sales targets have not been achieved for five years. This was due to some employees complaining about a lack of work motivation. A poorly ingrained

organizational culture and declining work motivation are suspected to be the causes of the failure to achieve sales targets. This phenomenon reflects a decline in employee organizational commitment to their workplace, where employees should be devoting their full potential to the company's progress.

The progress and success of an organization depends greatly on its employees, especially the extent to which these employees are able and willing to work hard, be creative, innovative, loyal, disciplined, honest and responsible, which will of course determine the company's performance.

The problem of organizational commitment that exists in the company includes low organizational commitment of employees which can be seen from the low work enthusiasm of employees, the incompatibility *deadlinework* given by the leadership, most employees work for a maximum of only 2-3 years, this is due to the lack of organizational commitment in terms of providing salary increases, promotions, and incentive increases to employees.

The current problem with work motivation is the lack of incentives for overtime, where logistics employees often work overtime without receiving overtime pay. This is because the company considers it their duty to be responsible for delivering products to customers.

The current problem with organizational culture is: every time there is a new employee, the old employees will use the opportunity to delegate their duties to the new employee, causing the new employee to perform tasks that are not actually theirs. This creates chaos, with employees unclear about the division of duties and responsibilities.

Based on the problems described above, the researcher is interested in conducting research with the thesis title: "The Influence of Work Motivation and Organizational Culture on Organizational Commitment."

Based on the problem background that has been described previously, the problem identification is:

1. The sales target was not achieved because some employees complained about the lack of work motivation given to their employees and the number of employees leaving (leaving) the company increased in 2018.
2. An organizational culture that is not well absorbed and declining work motivation are suspected to be the causes of failure in achieving sales targets.
3. The large number of employees leaving the company indicates low employee commitment to the organization where they work.

Based on the problem background that has been described previously, the problem identification is:

1. The sales target was not achieved because some employees complained about the lack of work motivation given to their employees and the number of employees leaving (leaving) the company increased in 2018.
2. An organizational culture that is not well absorbed and declining work motivation are suspected to be the causes of failure in achieving sales targets.
3. The large number of employees leaving the company indicates low employee commitment to the organization where they work.

The objectives of this research are:

1. To determine and analyze the influence of work motivation on organizational commitment
2. To determine and analyze the influence of organizational culture on organizational commitment
3. To determine and analyze the influence of work motivation and organizational culture on organizational commitment.

II. LITERATURE REVIEW

2.1.1 Work motivation

According to Priansa (2016:202), work motivation is the behavior and factors that influence employees' attitudes toward their work. Work motivation is a process that demonstrates an individual's intensity, direction, and persistence in achieving organizational goals.

According to Susanto (2017:49-50), the indicators of employee work motivation are as follows:

1. Efforts to perform well
2. Efforts to develop oneself
3. Passion to interact with the environment
4. The spirit of being able to work together
5. Passionate about occupying the highest office
6. Passion to dominate others

According to Rahayu (2019:2), "after employees feel they have high work motivation and are comfortable with the working conditions in the company, employees will provide a bond or reciprocity to the company in the form of a commitment to work better."

2.1.2 Organizational culture

According to Triatna (2015:174), organizational culture is the basic values of the organization in the form of beliefs, norms and learning methods of people in the organization which are the glue and characteristics of the organization that can differentiate it from other organizations and this is also transmitted to every new personnel of the organization.

According to Sulaksono (2019:14), the indicators of organizational culture are as follows:

1. Innovative takes risks into account.
2. Pay attention to every problem in detail in doing work
3. Oriented towards the results to be achieved.
4. Oriented to all employee interests.
5. Aggressive at work.
6. Maintain and safeguard work stability.

According to Umam (2018:134), corporate culture provides employees with comfort, security, togetherness, a sense of responsibility, ownership, and a sense of knowing how to behave and what they should do. With corporate culture, employees become happier. Therefore, a serious effort is needed from all company human resources (stakeholders) to maintain its existence. Therefore, commitment from all employees, from top to middle to lower or operational levels, is an absolute requirement for maintaining corporate culture. Commitment is not just a physical connection, but also a mental one.

2.1.3 Organizational Commitment

According to Priansa (2016:232), employee organizational commitment is the sense of identification, involvement, and loyalty demonstrated by employees toward the organization where they serve and work. Employee organizational commitment is demonstrated through an attitude of acceptance, a strong belief in the organization's values and goals, and a strong drive to maintain and become an important member of the organization in order to achieve organizational goals. Strong employee organizational commitment will influence the performance displayed by employees.

According to Umam (2018:262-265), the indicators of commitment are:

1. Indicators of affective commitment\
2. Continuance commitment indicator
3. Indicators of normative commitment

2.2 Framework of thinking

According to Rahayu (2019:11), "the higher the motivation and organizational culture, the more it will increase the desire of employees to be more committed to the organization."

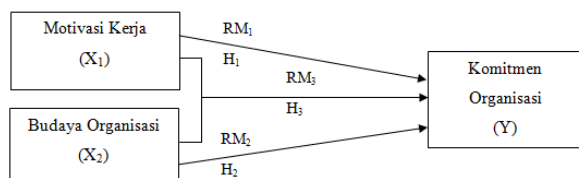


Figure 1 Thinking Framework

2.3 Hypothesis

The hypothesis in this study is:

H1 : Work Motivation Influences Organizational Commitment.

H2: Organizational culture influences organizational commitment.

H3: Work Motivation and Organizational Culture Influence Organizational Commitment.

III. RESEARCH METHODS

3.1. Location and Time of Research

This research was conducted at Jalan Wilem Iskandar (D/H Jl. Pancing), MMTC Complex, Block C No. 49, Medan. The research was conducted from October 2019 to June 2020.

3.2. Population and Sample

The population to be used in this study is the number of employees as many as 75 people in February 2020.

The number of samples in this study was 75 people using a saturated sampling technique.

3.3. Data Collection Techniques

The data collection techniques in this study used:

1. Interview

In this study, interviews were conducted by asking questions to find out the problems that occurred in relation to the variables studied for some employees and the personnel department.

2. Questionnaire

To test the data in this study, a questionnaire was distributed to 75 employees as research respondents.

3. Literature review

Literature studies are used to collect theories related to the variables being studied obtained from various sources, namely journals and books.

4. Documentation Study

The documentation in this study is documentation of sales data, company history, organizational structure and job descriptions within the organizational structure.

5. Observation

In the research, the researcher also conducted observations by observing problems that occurred in work motivation, organizational culture and organizational commitment.

3.4. Data Types and Sources

This type of research is quantitative research.

The data sources in this study use two sources, namely:

1. Primary data.

The primary data in this study comes from the results of interviews, observations and questionnaires distributed to respondents/employees at .

2. Secondary data

Secondary data in this study were obtained from book theories related to work motivation variables, organizational culture and organizational commitment as well as secondary company data (documentation studies and library studies).

3.5. Research Variables and Operational Definitions

The variables used in this study consist of dependent variables and independent variables.

The dependent variable in this study is organizational commitment. This study uses 2 variables, namely work motivation (X1) and organizational culture (X2).

3.6. Data Analysis Techniques

Data analysis began with validity and reliability tests, classical assumption tests, and hypothesis tests. These tests were conducted using SPSS version 25.

IV. RESEARCH RESULTS AND DISCUSSION

4.1 Company Overview

PT. Valmatic Indonesia is a privately held distribution company focused on providing valve and instrumentation products. The company has been in the valve industry since 1995 and was officially incorporated as PT Valmatic Indonesia in Jakarta in 2009 and in

Medan in 2012.

4.2. Research result

4.2.1 Validity and Reliability Test Results

The magnitude of the value *Cronbach's alpha* for the work motivation variable is: 0.793, the organizational culture variable is 0.831 and the organizational commitment variable is 0.763.

This means that the respondents' answers to the independent variable of work motivation, organizational culture and the dependent variable of organizational commitment are said to be reliable because they provide a Cronbach Alpha value greater than 0.60. Thus, it can be concluded that the questionnaire has met the requirements for validity and reliability testing.

4.2.2 Classical Assumption Test Results

1. Normality Test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. The methods used to test the normality of data in this study are as follows: histogram graph, normal p-plot graph and Kolmogorov Smirnov.

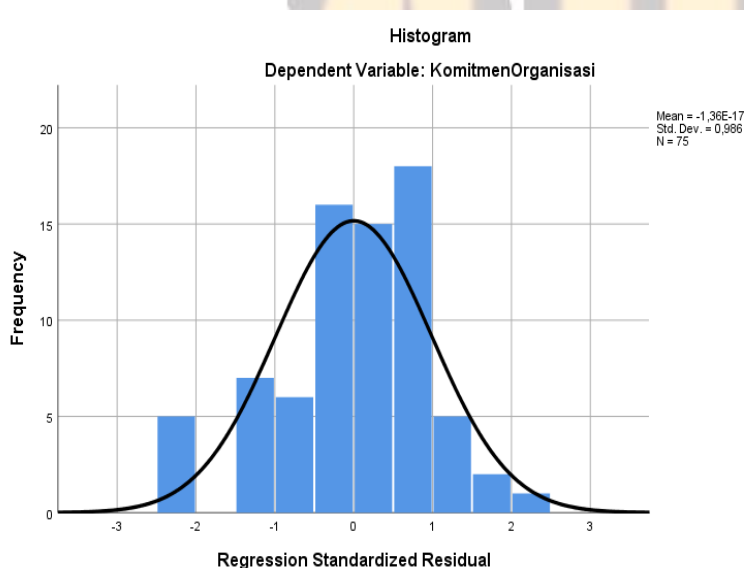


Figure 2 Histogram

The histogram graph in Figure 2 shows if real data forms a curved line that tends to be symmetrical (U) to the left or to the right, then it can be said that the data is normally distributed..

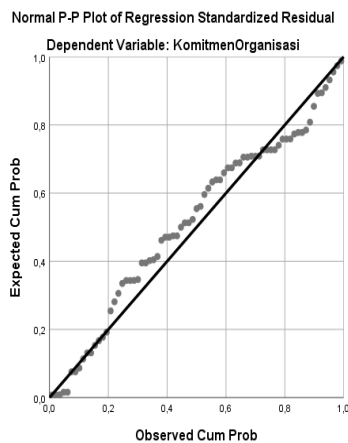


Figure 3. PP Plot Normality Test

PP Plot Normality Graph in Figure 3, it can be seen that the points are spread around the diagonal line, the distribution is mostly close to the diagonal line so it can be said that the data is normally distributed.

Table 3. Kolmogorov Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		75
Normal Parameters ^{a,b}	Mean	,0000000
	Standard Deviation	1.45677829
Most Extreme Differences	Absolute	,093
	Positive	,092
	Negative	-,093
Test Statistics		,093
Asymp. Sig. (2-tailed)		,177 ^c

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

Source: Research Data, 2020

The results of the normality test using the test *Kolmogorov Smirnov* Table 3 shows a significant value of $0.177 > 0.05$, thus the results of the Kolmogorov Smirnov test show that the data is normally distributed because the significant value obtained is greater than 0.05.

2. Multicollinearity Test

The multicollinearity test aims to determine whether a correlation exists between independent variables in the regression model. A good regression model should have no correlation between independent variables..

Table 4. Multicollinearity Test

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	2,581	1,586		1,627	,108	
	MotivasiKerja	,381	,053	,605	7,184	,000	,985 1,015
	BudayaOrganisasi	,226	,064	,296	3,513	,001	,985 1,015

a. Dependent Variable: KomitmenOrganisasi

Based on table 4, the tolerance value for the work motivation variable (X1) and organizational culture (X2) is 0.985, which is above 0.10, while the VIF value for the work motivation variable (X1) and organizational culture (X2) is 1.015, which is below 10. Thus, it can be concluded that there is no multicollinearity, which means there is no correlation (relationship) between the independent variables of work motivation (X1) and organizational culture (X2).

3. Heteroscedasticity Test

A good regression model is one that does not exhibit heteroscedasticity. There are several ways to test for the presence or absence of heteroscedasticity in the variance of error terms for a regression model..

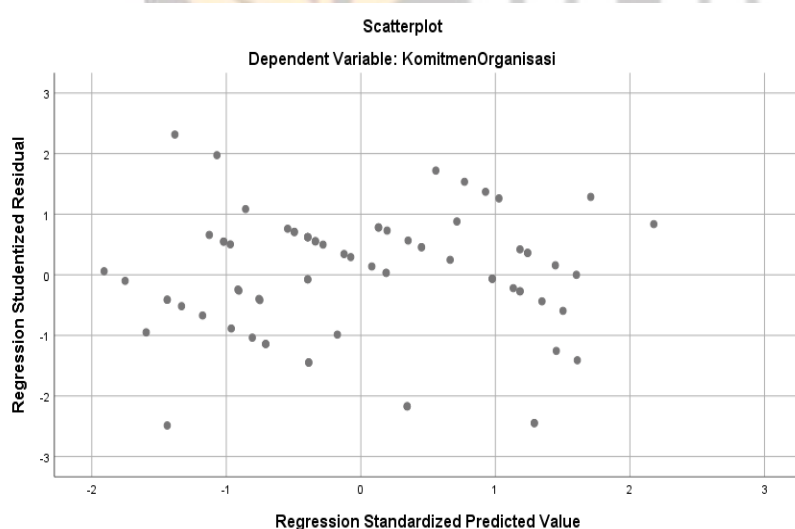


Figure 3 Heteroscedasticity Test

From the scatterplot graph, it can be seen that the points are spread in an unclear pattern

both above and below the number zero (0) on the Y axis, not gathered in one place, so from the scatterplot graph it can be concluded that there is no heteroscedasticity in the regression model.

Table 5. Glejser Test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1,299	1,000		,198
	MotivasiKerja	,024	,033	,085	,475
	BudayaOrganisasi	-,032	,041	-,092	,438

a. Dependent Variable: abs_res

Source: Research Data, 2020

Test results *Glacier* Table 5 above shows the significant value of work motivation.(X1)0.475 > 0.05 and organizational culture(X2)0.438 > 0.05, thus from the results of the Gletjer test it can be said that there is no heteroscedasticity problem.

Table 6 Spearman's rho

Correlations					
Spearman's rho	MotivasiKerja		Motivasi Kerja	Budaya Organisasi	Unstandardized Residual
			Correlation Coefficient	Correlation Coefficient	Correlation Coefficient
			1,000	,119	,042
			Sig. (2-tailed)	,311	,720
			N	75	75
	Budaya Organisasi		Correlation Coefficient	1,000	,075
			Sig. (2-tailed)	,311	,521
			N	75	75
	Unstandardized Residual		Correlation Coefficient	,075	1,000
			Sig. (2-tailed)	,720	,521
			N	75	75

Test results *Spearman's rho* Table 6 above shows the significant value of work motivation.(X1)0.720 > 0.05 and organizational culture(X2)0.521 > 0.05, thus from the results of the Spearman's rho test it can be concluded that there is no heteroscedasticity problem.

4. Linearity Test

Table 7. SPSS Output of Linearity Test of Work Motivation on Organizational Commitment

ANOVA Table						
			Sum of Squares	df	Mean Square	F
KomitmenOrga	Between Groups	(Combined)	190,753	11	17,341	8,987
nisasi	* Groups	Linearity	128,364	1	128,364	66,523
MotivasiKerja		Deviation from Linearity	62,389	10	6,239	3,233
	Within Groups		121,567	63	1,930	
	Total		312,320	74		

Based on table 7 above, it can be seen that the significant value in the linearity section for the work motivation variable on organizational commitment is 0.000. This means that there is a linear relationship between the independent variable (work motivation) and the dependent variable (organizational commitment).

Table 8. SPSS Output of Linearity Test of Organizational Culture on Organizational Commitment

ANOVA Table							
			Sum of Squares	df	Mean Square	F	Sig.
KomitmenOrganisasi	Between Groups	(Combined)	106,521	12	8,877	2,674	,006
*BudayaOrganisasi		Linearity	42,708	1	42,708	12,867	,001
		Deviation from Linearity	63,813	11	5,801	1,748	,084
	Within Groups		205,799	62	3,319		
	Total		312,320	74			

Based on table 8 above, it can be seen that the significant value in the linearity section for the organizational culture variable on organizational commitment is 0.001. This means that there is a linear relationship between the independent variable (organizational culture) and the dependent variable (organizational commitment).

4. Autocorrelation Test

Autocorrelation tests can be carried out using several methods, including: Other: Durbin Watson test and Run Test. The results of the autocorrelation test in this study are:

Table 9. Durbin Watson Test

Model Summary ^b					
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	,705 ^a	,497	,483	1,477	2,246

a. Predictors: (Constant), BudayaOrganisasi, MotivasiKerja

b. Dependent Variable: KomitmenOrganisasi

In the DW table; for k (number of independent variables) = 2 and n (number of samples) = 75, the following values can be obtained:

$$dL = 1.5709$$

$$4 - dL = 2.4291$$

$$dU = 1.6802$$

$$4 - dU = 2.3198$$

So it can be concluded that the research data does not experience positive and negative

autocorrelation because the value of $dU < d < 4 - dU$ or $1.5709 < 2.246 < 2.3198$.

Table 10. Run Test

Runs Test	
Unstandardized Residual	
Test Value ^a	,20219
Cases < Test Value	37
Cases \geq Test Value	38
Total Cases	75
Number of Runs	45
Z	1,513
Asymp. Sig. (2-tailed)	,130

a. Median

Based on table 10 above, it can be seen that the significant value of the run test results is: $0.130 > 0.05$, thus it can be concluded that there is no autocorrelation in this research data.

4.2.3 Multiple Linear Regression Analysis

The hypothesis testing used in this study was multiple linear regression analysis. The regression model used is as follows::

Organizational Commitment = 2.581 + 0.381 Work Motivation + 0.226 Organizational Culture

1. The meaning of the multiple linear regression equation above is:
2. The constant (a) of 2.581 states that if work motivation (X1) and organizational culture (X2) have a value of 0 or are constant, then organizational commitment (Y) is 2.581 units.
3. The regression coefficient (b1) of work motivation (X1) is 0.381 and has a positive value, this states that every 1 unit increase in work motivation (X1) will cause an increase in organizational commitment (Y) of 0.381 units, assuming that other variables remain constant.
4. The regression coefficient (b2) of organizational culture (X2) is 0.226 and has a positive value, this states that every 1 unit increase in organizational commitment (X2) will cause an increase in organizational commitment (Y) of 0.226 units, assuming that other variables remain constant.

4.3 Discussion of Research Results

4.3.1 The Influence of Work Motivation on Organizational Commitment

Analysis results using the t test shows that work motivation (X1) has a significant positive effect on organizational commitment, thus H1 is accepted, which states that work motivation has an effect on organizational commitment which can be accepted.

The results of this study are also in line with Kasmir's theory (2016:157), which states: Work motivation is the drive or stimulus that drives someone to perform an activity. This drive or stimulus can come from within or from outside the individual. A person with a strong drive to perform a task, or in other words, strong motivation, will certainly influence career advancement, both directly and indirectly through other factors.

Likewise, according to Rahayu (2019:2), "after employees feel they have high work motivation and are comfortable with the working conditions in the company, then employees will provide a bond or reciprocity to the company in the form of a commitment to work better."

The current problem with work motivation is the lack of incentives for overtime work, with logistics employees frequently working overtime without overtime pay. This is because the company considers it their duty to be responsible for delivering products to customers.

Based on the results of respondents' answers, it was stated that the motivation of employees to work in the company is mostly to meet their living needs, so that employees are motivated to improve their performance. Employees who have provided the best results by working hard should be given motivation in the form of incentives, praise, promotions and others. Thus, employees will be motivated to increase their work enthusiasm, especially for logistics employees who often have to sacrifice their time for product delivery matters to customers. To be done on time, it is best to arrange it using a planned schedule, so that time can be used as effectively as possible.

4.3.2 The Influence of Organizational Culture on Organizational Commitment

Analysis results using the t test shows that organizational culture (X2) has a significant positive effect on organizational commitment, thus H2 is accepted, which states that organizational culture has an effect on organizational commitment.

The results of this study are in line with the results of research Sumanto and Herminingsih (2016) stated that organizational culture has a positive and significant influence on organizational commitment.

The results of this study are also in line with Umam's theory (2018:134), which states:

Corporate culture provides employees with comfort, security, togetherness, a sense of responsibility, ownership, a sense of how to behave, what they should do, and so on. With corporate culture, employees become happier. Therefore, a serious effort is needed from all company human resources (stakeholders) to maintain its existence. This requires commitment from all employees, from top to middle to lower or operational levels, which is an absolute requirement for maintaining corporate culture. Commitment is not just a physical connection, but also a mental one.

The problem with organizational culture today is that every time an employee...When a new employee is hired, the existing employee will take the opportunity to delegate their duties to the new employee, causing the new employee to undertake tasks that are not actually theirs. This creates chaos, with employees becoming unclear about the division of duties and responsibilities.

Based on the respondents' answers, employees have a high level of responsibility for their work and focus on their work. Employees can work well together, but lack of supervision and clear division of tasks leads to existing employees delegating their work to new hires. This can impact new employee job satisfaction, leading to their short tenure with the company. If this continues, it can negatively impact company performance, leading to declining sales and profits.

4.3.3 The Influence of Work Motivation and Organizational Culture on Organizational Commitment

Analysis results using the F test shows that work motivation (X1) and organizational culture (X2) have a significant influence on organizational commitment, thus H3 is accepted, which states that work motivation and organizational culture have an influence on organizational commitment.

Based on the results of the Determination Coefficient test, the value obtained is *Adjusted R square* of 0.483, this means that 48.3% of the dependent variable of organizational commitment can be explained by the independent variables of work motivation and organizational culture, while the remaining 51.7% is explained by other variables not used in this study, such as job satisfaction, leadership, compensation, and so on.

According to Feriyanto and Triana (2015:71), motivation is a suggestion or encouragement given by one person to another or by oneself. This encouragement is intended to make that person a better person than they were before. Motivation can also be defined as the

underlying reason for an action.

According to Triatna (2015:174), organizational culture is the basic values of the organization in the form of beliefs, norms and learning methods of people in the organization which are the glue and characteristics of the organization that can differentiate it from other organizations and this is also transmitted to every new personnel of the organization.

According to Edison et al. (2016:224), "Employee commitment is a form where employees are involved, accept the existing environmental conditions and strive to achieve and serve."

According to Rahayu (2019:11), "the higher the motivation and organizational culture, the more it will increase the desire of employees to be more committed to the organization."

The results of this study are in line with the results of research Rahayu (2019) stated that work motivation and organizational culture have a positive and significant influence on organizational commitment.

The problem of organizational commitment that exists in the company includes low organizational commitment of employees which can be seen from the low work enthusiasm of employees, the incompatibility of work given by the leadership, most employees work for a maximum of only 2-3 years, this is due to the incompatibility of organizational commitment in terms of providing salary increases, promotions, and incentive increases to employees. This is in accordance with the results of respondents' answers where most respondents predominantly answered that they did not agree if they were emotionally attached to the company, which indicates low organizational commitment in .

V. CONCLUSION AND SUGGESTIONS

Based on the results of the research and data analysis that has been carried out, the following conclusions were obtained:

1. Partially, the results of the t-test show that work motivation (X1) has a positive and significant effect on organizational commitment.
2. Partially, the results of the t-test show that organizational culture (X2) has a positive and significant influence on organizational commitment.
3. Simultaneously, the results of the F test show that work motivation (X1) and organizational culture (X2) have a significant influence on organizational commitment.

Based on the research results that have been obtained, it is necessary for researchers to provide several suggestions as follows:

1. Motivation has a positive influence on organizational commitment, therefore it is crucial for leaders to be able to create and generate strong motivation in their employees. It is hoped that companies pay attention to providing work motivation in the form of overtime pay to their employees, especially in the logistics department, which often has overtime. Companies should also provide work targets so that employees feel challenged and not bored or bored, open and provide guaranteed career paths for employees so that they feel their future is secure while working at this company, and provide equal opportunities for all employees to advance and excel. If the employee has indeed demonstrated their achievements, then the company must also be consistent with the organizational commitment that has been made previously by planning to provide rewards, bonuses, promotions, or salary increases. If these motivational factors are met in employees, they will experience satisfaction in their work and their work results will be optimal.
2. The organizational culture is already considered good, but the company should devote more attention and effort to improving its quality. Several issues exist, such as communication gaps between senior and new employees. Therefore, the company needs to address this issue by conducting joint training in the form of outbound activities to bridge the gap between employees. Furthermore, such training can also reduce employee stress levels.
3. To increase organizational commitment, companies are expected to focus more than just one factor. Instead, they should consider all possible factors that can influence organizational commitment. Organizational commitment is crucial to avoid employee turnover, given the high costs of recruiting employees. Companies train new employees and conduct regular supervision to develop high-quality human resources. Therefore, companies must increase employee organizational commitment through motivation and fostering the right organizational culture for each employee.

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