

ENCOURAGING WORK MOTIVATION AND ORGANIZATIONAL COMMITMENT IN IMPROVING EMPLOYEE PERFORMANCE



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Abstract

Research conducted at PT KAI Persero DAOP 3 Cirebon focuses on empirical analysis of how work motivation and organizational commitment contribute to improving employee performance. This study applies a methodology based on a quantitative approach with associative problem formulation. This research aims as an observation in seeing the determinant factors that play a role in optimizing workforce performance. In this study, statistical analysis was conducted using multiple linear regression to explore the cause-and-effect relationship between independent and dependent variables. The research sample consisted of 106 respondents selected from a population of 144 permanent employees, using the Slovin formula-based sampling technique with a significance level of 5%. The research findings confirmed that work motivation has a significant impact on employee performance. Furthermore, organizational commitment is proven to have a positive impact on improving employee performance. These empirical findings confirm that the synergy between high levels of motivation and strong organizational commitment can create competitive employees and can improve the results oriented work climate. Furthermore, the implications of this research are expected to deepen the theoretical understanding of the relationship between the variables studied. Thus, this research can offer strategic recommendations for company management in formulating policies oriented towards increasing organizational effectiveness and efficiency.

Keywords: Work Motivation, Organizational Commitment, Employee Performance

INTRODUCTION

Employee performance is one of the main obstacles faced by company management. This situation puts the burden on employees to increase productivity and achieve maximum performance (Yana et al., 2020). Employees with current capabilities are expected to be aligned with the needs of their company and have high dedication to the institution by highlighting expertise in work productivity (Ahmad et al., 2019). Performance reflects the extent to which workers have contributed to meeting targets for the smooth running of the institution (Abdelwahed et al., 2023).

Fierce competition in railway and highway in Africa, excellent service becomes the need of regional trade. Evaluation of effectiveness and performance is important for modern railway companies to achieve goals and implement appropriate marketing strategies (Bouraima et al., 2021). Transport management should improve performance when disruptions occur and minimize their impact. The main challenge is to determine effective implementation measures to reduce adverse impacts (Bešinovic, 2020). Transportation policy includes strategies and programs developed by governments and regulators to achieve social, economic, environmental goals and optimize transportation performance (Tang et al., 2022).

Employee performance affects the achievement of organizational goals and is influenced by their response to work. Research shows that employee behavior has a positive relationship with performance (Dwiyanti et al., 2024). Maximum work results can be realized if employees in the company have a strong drive for success, which then plays a role in the progress of the company (Wahjoedi, 2021). According to Mangkunegara (2001) defines employee performance as the amount and quality of work results according to the tasks carried out (Supriyanto et al., 2019). As a result, employee performance has a significant impact on achieving company goals (Vo et al., 2022).

Employee performance is a key indicator of employee capability at PT Kereta Api Persero DAOP 3 Cirebon, PT KAI Cirebon is a company that operates in the field of rail transportation and was established in 1912 in Cirebon City. The company focuses on a variety of rail transportation services, including logistics and passenger divisions. The strategic issues faced by PT KAI Cirebon include an analysis of how the impact of work motivation contributions on improving job capabilities and the impact of organizational commitment on individual performance within the agency environment. This scientific work aims to explore the causal relationship between work motivation, organizational commitment, and employee performance in order to contribute to increasing competitiveness and sustainable growth of the company.

REVIEW OF LITERATURE

Employee Performance

According to (Prabu, 2017) Performance is determined by the results of the employee's own efforts at work and is carried out in harmony through his obligations and roles. According to Rivai and Basri define performance as the achievement of an individual or a group of people based on a certain period when compared to previously set benchmarks, criteria, targets, or goals (Sinambela, 2019).

Employee performance measurement is done by comparing current or previous work results with predetermined standards (Gary, 2017). According to Mathis and Jackson in

(Fadillah et al., 2017) employees can be measured based on 5 important aspects which include: quality, quantity, timeliness, effectiveness and attendance. The indicators in this study refer to Mathis and Jackson.

Work Motivation

Motivation is a mechanism that arises from physical or spiritual needs that encourage a person to act to achieve goals or obtain incentives (Luthans, 2006). According to (Siagian, 2013) that when someone has a great desire and expectation of something, then his motivation to achieve it will increase significantly. Conversely, if something he gets is low, then the motivation to work will be low.

According to (Sutrisno, 2016) The theory of motivation formulated by Maslow classifies human needs which are divided into five hierarchical levels, namely: physiological needs (physiological), the need for security and safety, the need for social relationships (affiliation), the need for recognition (esteem), and the need for self-actualization. In this study, work motivation indicators are based on the conceptual framework formulated in Maslow's hierarchy of needs theory, which serves as a reference in analyzing the factors that influence employee motivation.

Work motivation supports organizational success in improving employee performance. Motivation is a strong desire or desire within a person to act, direct, and control his behavior (Wardani et al., 2020). The results of research (Kumari & Kumar, 2019) that motivation significantly affects performance. Research (Shohiron & Gopar, 2024) states that motivation partially has a significant effect on employee performance. Likewise, research (Sia et al., 2024) reveals motivation positively improves employee performance. Thus the formulation of this research hypothesis is:

H1 : The higher the work motivation, the more employee performance increases.

Organizational Commitment

According to Spencer quoted by (Sedarmayanti, 2017) organizational commitment is the readiness of individuals to act to support organizational goals and adjust behavior to the requirements, priorities, and organization. (Sutrisno, 2016) explains that individuals perceptions are about their level of involvement in organizational activities known as organizational commitment. Meanwhile, according to Newstrom, organizational commitment is the extent to which workers feel they have a company and still want to participate in the company's environment (Wibowo, 2014).

Alen and Mayer in (Sedarmayanti, 2017) indicate three components of organizational commitment indicators consisting of affective commitment, continuance commitment, and normative commitment. The indicators of organizational commitment in this study refer to the theory according to Alen and Mayer.

Research (Hendri, 2019) which states that a significant relationship was found between organizational commitment and employee performance. HR experts agree that high employee commitment to the organization provides a variety of significant benefits for the company (Afshari et al., 2020). In line with previous research according to (Maria et al., 2021) organizational commitment has a significant effect on employee performance. Thus the formulation of this research hypothesis is:

H2 : The higher the organizational commitment, the higher the employee performance.

RESEARCH METHOD

Associative techniques and quantitative methodology are used in this study. problems that are focused on determining the causal relationship between two or more variables are formulated using associative techniques (Sugiyono, 2017). SPSS version 25 was used for data processing in this study. The research instrument included ten statement items designed to measure two independent variables, namely organizational commitment and work motivation. Meanwhile, eight statement items were used to evaluate the dependent variable or employee performance. In this scientific study, a five-level Likert scale was used as a measurement instrument to evaluate the extent to which research subjects respond to the statements contained in the questionnaire, especially in determining their level of agreement or disagreement with each statement (Sekaran, U, & Bougie, 2016).

This study took a sample and referred to the Slovin formula based on a 5% significance level, resulting in 106 respondents from a total population of 144 employees of PT Kereta Api Persero DAOP 3 Cirebon. Data collection is done through a questionnaire that includes a series of statements that have been formulated and refer to the research aspects. Validity and reliability tests are used to assess the validity and reliability of research instruments. Multicollinearity and normality tests are two components of the classic assumption test (Ghozali, 2016). This research model applies multiple linear regression to measure the effect of independent variables on the dependent variable together. The t-test is used to assess the partial impact, while the F-test evaluates the variance comparison.

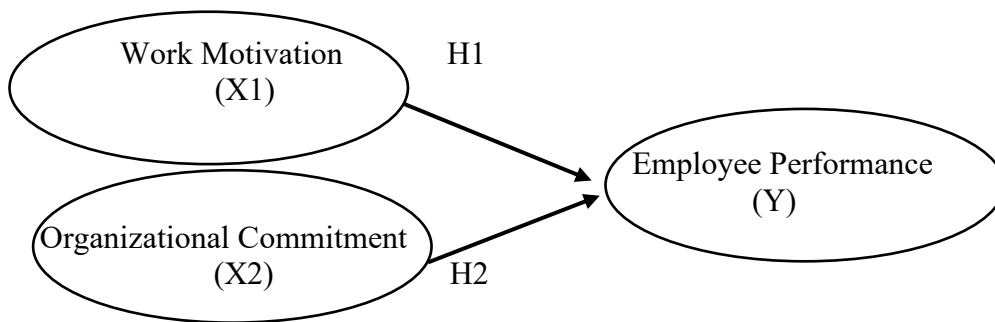


Figure 1.
Research Model

RESULTS AND DISCUSSION

This study involved 106 permanent employees of PT KAI Persero DAOP 3 Cirebon as participants. Table 1 below displays the characteristics of participants based on gender, age, education, and length of service.

Table 1.
Respondent Characteristics

| Characteristics | Amount | Percentage (%) |
|------------------|--------|----------------|
| Gender | | |
| a. Male | 78 | 73,58 |
| b. Female | 28 | 26,42 |
| Age | | |
| a. < 25 Years | 18 | 16,98 |
| b. 26 - 35 Years | 55 | 51,89 |
| c. 36 - 45 Years | 26 | 24,53 |

| | | |
|-----------------------|----|-------|
| d. > 46 Years | 7 | 6,60 |
| Education | | |
| a. Junior High School | 4 | 3,77 |
| b. High School | 70 | 66,04 |
| c. Diploma | 11 | 10,38 |
| d. Bachelor | 21 | 19,81 |
| Length of Work | | |
| a. 1 - 4 Years | 30 | 28,30 |
| b. 5 - 9 Years | 50 | 47,17 |
| c. 10 Years | 5 | 4,72 |
| d. >10 Years | 21 | 19,81 |

Data Source: HR Department of PT. KAI Persero DAOP 3 Cirebon, 2025

An overview of the characteristics of respondents shows that 78 people or 73.58% of the total respondents, are male. The largest age group consisting of 55 respondents or 51.89% is aged 26 to 35 years. The most education is a high school graduate, totaling 70 people or 66.04%. For the length of service there were 50 respondents or 47.17% who had 5 - 9 years of work experience. This shows that the majority of research participants are young men with high school education and long work experience.

Participants in this study can be categorized as individuals of mature age and relatively superior education. Table 2 below displays the results of the validity analysis of the research instruments:

Table 2.
Validity Test Results

| Variables | Item No. | R Count | R Table | Information |
|--------------------------------|----------|---------|---------|-------------|
| Work Motivation (X1) | X1.1 | 0,679 | 0,194 | Valid |
| | X1.2 | 0,695 | 0,194 | Valid |
| | X1.3 | 0,557 | 0,194 | Valid |
| | X1.4 | 0,644 | 0,194 | Valid |
| | X1.5 | 0,614 | 0,194 | Valid |
| | X1.6 | 0,622 | 0,194 | Valid |
| | X1.7 | 0,707 | 0,194 | Valid |
| | X1.8 | 0,712 | 0,194 | Valid |
| | X1.9 | 0,673 | 0,194 | Valid |
| | X1.10 | 0,639 | 0,194 | Valid |
| Organizational Commitment (X2) | X.2.1 | 0,536 | 0,194 | Valid |
| | X.2.2 | 0,533 | 0,194 | Valid |
| | X.2.3 | 0,614 | 0,194 | Valid |
| | X.2.4 | 0,670 | 0,194 | Valid |
| | X.2.5 | 0,658 | 0,194 | Valid |
| | X.2.6 | 0,673 | 0,194 | Valid |
| | X.2.7 | 0,571 | 0,194 | Valid |
| | X.2.8 | 0,587 | 0,194 | Valid |
| Employee Performance (Y) | Y.1 | 0,764 | 0,194 | Valid |
| | Y.2 | 0,810 | 0,194 | Valid |
| | Y.3 | 0,785 | 0,194 | Valid |

| | | | |
|------|-------|-------|-------|
| Y.4 | 0.720 | 0,194 | Valid |
| Y.5 | 0.658 | 0,194 | Valid |
| Y.6 | 0.726 | 0,194 | Valid |
| Y.7 | 0.676 | 0,194 | Valid |
| Y.8 | 0.703 | 0,194 | Valid |
| Y.9 | 0.628 | 0,194 | Valid |
| Y.10 | 0.618 | 0,194 | Valid |

Data Source: Processed from questionnaire, 2025

This study involved a survey of 106 permanent employees working at PT Kereta Api Persero DAOP 3 Cirebon. To assess the statistical significance of the correlation, the degrees of freedom ($df = n - 2 = 104$) were calculated at the 5% significance level ($\alpha = 0.05$). By using the product-moment correlation coefficient table, the critical r value (r table) was identified as 0.1941. The validity analysis showed that all research instruments yielded a calculated r value higher than the r table value, which confirms that each statement in the survey is valid. Table 3 below shows the results of the reliability test conducted for the variables of employee performance, work motivation, and organizational commitment:

Table 3.

Reliability Test Results

| No | Variables | Cronbach's Alpha | Cut Off | N of Item | Information |
|----|--------------------------------|------------------|---------|-----------|-------------|
| 1. | Work Motivation (X1) | 0.846 | > 0.70 | 10 | Reliable |
| 2. | Organizational Commitment (X2) | 0.745 | > 0.70 | 8 | Reliable |
| 3. | Employee Performance (Y) | 0.890 | > 0.70 | 10 | Reliable |

Data Source: Processed from questionnaire, 2025

Based on Table 3, the Cronbach's Alpha score for the work motivation variable is 0.846, the organizational commitment variable is 0.745, while the employee performance variable is 0.890, thus indicating that the instrument as a whole is considered reliable. Table 4 displays the results of the multicollinearity and normality tests, which are part of the classic assumption test:

Table 4.

Multicollinearity Test Results

| No | Variables | Collinearity Statistic | |
|----|---------------------------|------------------------|-------|
| | | Tolerance | VIF |
| 1 | Work Motivation | 0,782 | 1,278 |
| 2 | Organizational Commitment | 0,782 | 1,278 |

Data Source: Processed from questionnaire, 2025

Table 4 shows the absence of multicollinearity, with VIF below 10 and variable tolerance above 0.01. The normality test confirms the residual data is normally distributed, supported by a Kolmogorov-Smirnov value of 0.200 with a significance score of $0.200 > 0.05$. The calculations shown in Table 5 produce multiple linear regression equations:

Table 5.
Multiple Linear Regression Results

| Model | B | t | Sig |
|----------------------------------|----------|----------|------------|
| <i>Constant</i> | 15,562 | 3,915 | 0,000 |
| Work Motivation | 0,463 | 5,301 | 0,000 |
| Organizational Commitment | 0,262 | 2,343 | 0,021 |
| N = 106 | | | |
| <i>Adjusted R Square</i> = 0,347 | | | |
| F count = 28,874 | | | |
| Sig. F count = 0,000 | | | |

Data Source: Processed from questionnaire, 2025

With a calculated F value of 28.874 > F table value of 3.08 or a significance value of 0.000 < 0.05, it can be said that the regression model is able to explain the performance differences in this study well. Work motivation and work discipline variables have an influence of 30.47% on employee performance, based on the Adjusted R Square value of 0.347, while other factors not included in the research model have an influence of 69.53%.

Table 5 displays the multiple linear regression equation model as follows: $Y = 15.562 + 0.463X_1 + 0.262X_2$. The constant of 15.562 indicates that even without the influence of work motivation and organizational commitment variables, employee performance still exists, because there are still other factors that influence it.

Testing the first hypothesis shows that the t-count value of 5.301 exceeds the t-table of 1.983, with a significance value of 0.000 which is smaller than 0.05. This finding shows that increasing work motivation contributes to improving employee performance, so the first hypothesis is accepted. Research conducted by (Layek & Koodamara, 2024) supports this finding, where employees who have high levels of motivation tend to direct their efforts to improve work performance. In addition, research by (Chien et al., 2020) also shows that motivation has a positive and significant influence on employee performance. This research is in line with research conducted by (Parashakti et al., 2019) shows a significant effect of work motivation on employee performance.

Testing the second hypothesis shows that the t value of 2.343 is greater than t table 1.983, or the significance value of 0.021 is smaller than 0.05. This finding indicates that an increase in organizational commitment will have a good impact on employee performance. Thus, the second hypothesis is accepted. According to (Nabhan & Munajat, 2023) employee performance can be improved through organizational commitment. When employees have values and concerns that are in line with the company, as well as a high sense of belonging, this will strengthen organizational commitment. In accordance with research showing that organizational commitment has a significant effect on employee performance (Ramli & Novariani, 2020). Employee performance is also significantly influenced by organizational commitment, according to research (Soomro & Shah, 2019).

The work motivation variable has a greater influence on employee performance than the organizational commitment variable, as seen from the higher parameter values of the two variables, namely the motivation variable which has a value of 0.463 while organizational commitment has a value of 0.262.

CONCLUSION

Based on the empirical findings in this study, the conclusion that can be explained is that work motivation has a significant impact on employee performance. High levels of work motivation significantly increase employee efficiency, effectiveness, and productivity. Thus, this study confirms the urgency of implementing human resource management strategies based on a holistic approach and empirical evidence to maximize work motivation and encourage the achievement of sustainable organizational performance.

As a recommendation, the leadership of PT KAI Persero DAOP 3 Cirebon is advised to realize a business activity environment whose purpose is to support increased employee motivation. This method can be applied by providing rewards or incentives for work achievements, creating career development opportunities, and providing challenges that are balanced with the quantity of skills and competencies of employees. In the end, employees will be more motivated to carry out tasks with full potential and provide a positive return on overall company performance.

Organizational commitment has a positive and significant effect on employee performance. Employees who show great devotion to the company will determine the quality of their performance. Therefore, by fostering a healthy corporate culture and providing opportunities for employees to develop their careers in the company, the leadership of PT Kereta Api Persero DAOP 3 Cirebon must increase employee attachment and loyalty.

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