

# **Effects of Organizational Culture and Work Motivation on Job Performance Among the Private Universities' Full-time Faculties in South Sumatera Province**

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## **Abstract**

The aims of the research is to empirically study the full-time faculties of private universities perceptions on the influence of organizational culture and motivation on organizational commitment and its implication on job performance. The research design used quantitative approach through research instrument. The unit of analysis in this study was full-time lecturers at private universities in the South Sumatera province. The data were gathered through face to face distribution by the researcher. Purposive sampling was used to collect sample of this research. The total respondents under this study were 245 who were selected from 1,996 faculties of all private universities in the South Sumatera Province. To analyse the proposed hypothesis, this research employed Structural Equation Model (SEM) operated with Lisrel 8.0. This research indicated that organizational culture and work motivation have a positive effect towards organizational commitment. These empirical research findings have also shown the significant positive effect of the organizational commitment towards job performance. It is also proven that organizational commitment has taken a mediating role on the influence of organizational culture and work motivation on job performance.

**Keywords:** Organizational Culture, Work Motivation, Commitment and Performance Organization.

## **1. Introduction**

Quality improvement of Human Resources can be done through education, both formal in schools and universities as well as non-formal in the community. Education system in Indonesia is based on national philosophy namely 'Pancasila' and the 1945 Constitution of the Republic of Indonesia that is rooted in religious values, national culture and responsive to the changing demands of the times. In accordance with Law No. 20 of 2003 about National Education System, in order to control the quality of higher education nationwide as a form of accountability to provide education to the parties concerned, therefore need to be evaluated by the independent body at regular intervals, thorough, transparent and systemic to assess the achievement of national education standards. Universities as providers of education after secondary education which includes diplomas, bachelor's, master's, specialist and doctoral have obligation to implement 'three function of universities': academic-education, research and community service.

The quality of the university can be seen from parameters standards provided by the National Accreditation Board of the Higher Education Institution, it is called BAN-PT. The agency (BAN-PT) was established by the Ministry of Education and Culture in 1994 with the main task is evaluate the quality of universities. Accreditation is a process of evaluation and comprehensive assessment of the performance of study program about quality and capacity in conducting academic education, research and community service. The seven standards of good universities according to BAN-PT: (1) the vision, mission, goals and objectives, and achievement strategies, (2) good university governance, leadership, management systems

and quality assurance, (3) students and graduates, (4) human resources, (5) the curriculum, learning and academic atmosphere, (6) financing, facilities and infrastructure, as well as information systems, (7) research and service or dedication to the community and cooperation.

One of key success factors in administering universities is lied on human resources quality. From the human resources perspective, full-time faculty has very important role in delivering good output of the universities, especially the quality of their performance. According to [1] job performance and organization commitment as an individual outcomes of the organizational human resource system applied, is determined by individual mechanism (i.e. job satisfaction, stress, motivation, trust, justice and ethic), organizational mechanism (i.e. organizational culture, structure), group mechanism (i.e. leadership, team process and team characteristic), individual characteristics (i.e. personality and ability). Meyer, Hecht [2] explain organizational commitment of employees may be increased by changing the organizational culture in the direction of person-organization (culture) fit. This is particularly useful to apply in the terms of the organizational changes.

Factors that influence the organizational performance in an organization include job satisfaction and organizational commitment. This is simply because when employees satisfied with their work, then the employee will work optimally in completing the job, even doing some things that may be beyond their duties. Also, when employee has a high commitment to the organization, then that employee will do anything to advance his company because of his belief in the organization. The purpose of the research is to empirically study the private universities full-time faculties perceptions on the influence of organizational culture and motivation on organizational commitment and its implication on job performance.

## **2. Hypothesis Development**

### **2.1.The Relationship between Organizational Culture and Organizational.**

Commitment A study from Oyza and Edwin [3] concluded that significant relationship exists between organizational culture and employees 'commitment in the Bayelsa State civil service. Organizational culture, work motivation and working environment have positive and significant influences on the performance of nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior. Job satisfaction has positive and significant influence on the performance of nurses through Organizational Commitment and Organizational Citizenship Behavior. Another study from Ghina [4] reported that communication, training and development, reward and recognition, and teamwork are positively associated with organizational commitment. Meanwhile, Mitić, Vukonjanski [5] mentioned that there is a statistically significant correlation between the observed dimensions of organizational culture and organizational commitment dimensions. Also, there is a statistically significant predictive effect of certain dimensions of organizational culture on the dimensions of organizational commitment. Based on the above elaborations, the hypothesis can be drawn as follows:

**H1 : Organizational Culture Positively Affects Organizational Commitment.**

### **2.2. The Relationship between Work Motivation and Organizational Commitment.**

Study developed by Arun Kumar [6] concluded that motivation positively affect organizational commitment. It has also been further concluded that variables responsible for organizational commitment are: good salary, non-monetary benefits, poor relationship with colleagues, career growth, job training and development, challenging task, recognition from peers and top management, working long hours, lack of recognition from top management, disrespect from top management, poor working conditions, in-adequate managerial competence of top management. So, it can be concluded that motivation is a psychological trait leading to

organizational commitment. A study on motivation role was done by Mangkunegara and Octorend [7] who found that work motivation has positive effect on organizational commitment. Studies done by Salleh, Zahari [8] also gave the same result, there are the positive relationship between job satisfaction and job commitment. Based on the above explanations, the hypothesis can be drawn as follows:

**H2 : Work Motivation Positively Affects Organizational Commitment.**

### **2.3. The Relationship between Organizational Culture and Job Performance.**

Relationship between organizational culture and job performance have been investigated deeper by Masooma, Rifat [9]. The results showed that there is an association or relationship between organizational cultures on performance management. In addition, Sangadji [10] have also observed the relation between Organizational culture and lecturers' performance. The result shows that organizational culture has positive and significant impact on lecturers' performance. A study on perception towards job performance conducted by Kubendran, Nagi [11], the result shows that there is a relationship between organizational culture and employee performance. The same results also shown on research done by [12]. Those elaborations above have led to the following hypothesis:

**H3 : Organizational Culture Positively Affects Job Performance.**

### **2.4. The Relationship between Work Motivation and Job Performance.**

There existed relationship between extrinsic motivation and the performance of employees, while no relationship existed between intrinsic motivation and employees performance. Further, Ibrahim and Brobbey [13] revealed that managerial standards, motivation, commitment, employee evaluations, positive work environment, technology, lack of incentives, comfort level and poor management are factors that affect employees' performance. Further, the study shows the impact of motivation on organizational performance as improving employees' level of efficiency, helping employees to meet their personal goals, employee satisfaction, and helping employees bond with the organization.

Work satisfaction relation with job performance has been studied by many researchers as Muogbo [14] who found that there is existed relationship between extrinsic motivation and the performance of employees while no relationship existed between intrinsic motivation and employees' performance. The study reveals extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. In fact, study by Zameer, Ali [15] also found results from present study explores that motivation plays a vital role toward the performance of employees in beverage industry of Pakistan.

Those previous researches explained above have led to the following hypothesis:

**H4 : Work Motivation Positively Affects Job Performance**

### **2.5. The Relationship between Organizational Commitment and Job Performance**

The relationship between organizational commitment and job performance has been investigated by [16]. The research results show that organizational commitment has a positive and significant impact on employee performance, and organizational commitment has a significant role as a mediating variable between organizational culture with employee performance. These findings give meaning that, to improve employee performance it is necessary to increase organizational culture and organizational commitment. In addition, Memari, Mahdiah [17] have also observed the relation between organizational commitment and job performance. The results revealed a positive relationship between organizational commitment and employees' job performance. In the comparative analysis of three dimensions of organizational commitment, normative commitment has a positive and significant correlation with employees' job performance. A study on perception towards job performance conducted by Khan, Ziauddin [18] outlined the results that revealed a positive relationship between organizational commitment and employees' job performance.

Meanwhile, Syauta, Troena [19] revealed the result of their research that organizational culture does not influence directly to the employee performance. Organizational culture able to influence performance if mediated by job satisfaction. While organizational commitment influence significantly to employee performance directly or indirectly through work satisfaction. Those elaborations above have led to the following hypothesis:

**H5 : Organizational Commitment Positively Affects Job Performance.**

### **3. Method**

#### **3.1. Research Design and Unit Analysis**

This research employed quantitative research by developing reliable and valid research instrument on organizational culture, work motivation, organizational commitment and job performance perceived by private universities' full-time faculties. The unit analysis of this research was full-time faculty at lecturers at universities that exist in the province of South Sumatera.

#### **3.2. Scale Measurement**

All the variables in this research, i.e. organizational culture, work motivation, organizational commitment and job performance, were measured with questionnaire by using Likert-scale with answer scale 1–5. The scale represented the rating from 'strongly disagree' to 'strongly agree'.

#### **3.3. Research Sample**

Total respondents were as many as 245 full-time faculties. The sample in this research were selected purposively from 1,996 full-time faculties of all private universities in the South Sumatera Province. The data were gathered through face to face distribution by the researcher. Purposive sampling was used to collect sample of this research. According to Sekaran [20] the method was used

on the basis of certain considerations and goals of a researcher. In this research, the researcher considered the respondents who have at least 3 years working as a full-time faculties.

#### **3.4. Screening and Data Analysis**

Data screening test on the first stage of data processing in this research were carried out in two steps, data normality and data outlier checking. The total respondents under this study was 245 full-time faculties who were selected purposively from 1,996 full-time faculties of all private universities in the South Sumatera Province. Based on the survey distributed, all questionnaires were filled completely.

Hypothesis test in this research using Structural Equation Modelling (SEM) on LISREL 8.0 program. Indicators that create construct by observing parameters which resulted in goodness of fit. Model measurement would employ convergent validity to test those indicators, whether valid or not in measuring what should be measured. Estimation maximum likelihood technique was used in this research. Next, we assessed the questionnaire item by applying confirmatory factor analysis to test the construct relation with the indicator based on the developed theory, while, cronbach alpha (Cronbach's  $\alpha$ ) was used to test reliability.

Confirmatory factor analysis test result showed on Table 1 indicated that the value for loading factor in each question item was  $> 0.5$ , which can be concluded that all the question items were valid. Meanwhile, Table 2 shows the value of Construct Reliability  $\geq 0,7$  and Variance Extracted  $\geq 0,5$  for each construct, which explains that all constructs were reliable. The research concluded that the indicators can be explained to measure construct.

**Table 1. Validity Test Result Based on Fit Model**

<b>Constructs, Indicators and Dimension</b>	<b>Estimate (<math>\lambda \geq 0,5</math>)</b>	<b>Result</b>
<b>1. Organizational Culture</b>		
Indicators :		
CU2	0,72	Valid
CU3	0,89	Valid
CU4	0,57	Valid
CU5	0,88	Valid
CU6	0,69	Valid
CU7	0,80	Valid
CU8	0,83	Valid
Dimensions :		
Artifacts	0,79	Valid
Epoused belliefs and values	0,97	Valid
Basic <i>underlying assumption</i>	0,98	Valid
<b>2. Work Motivation</b>		
Indicators:		
WM5	0,67	Valid
WM6	0,64	Valid
WM7	0,78	Valid
WM8	0,74	Valid
WM9	0,70	Valid
WM10	0,72	Valid
WM11	0,67	Valid
WM12	0,66	Valid
Dimensions:		
Motivator	0,98	Valid
Hygienic factor	0,98	Valid
<b>3. Organizational Commitment</b>		
Indicators:		
CO5	0,87	Valid
CO6	0,83	Valid
CO7	0,76	Valid
CO9	0,67	Valid
CO10	0,65	Valid
CO11	0,74	Valid
CO12	0,75	Valid
CO13	0,78	Valid
CO14	0,63	Valid
CO15	0,77	Valid
CO16	0,71	Valid
Dimensions:		
Identify yourself with organizational objectives	0,83	Valid
The mentality of loving work with full responsibility	0,96	Valid
The role in organizations	0,98	Valid
<b>4. Job Performance</b>		
JP2	0,80	Valid
JP3	0,74	Valid

Constructs, Indicators and Dimension	Estimate ( $\lambda \geq 0,5$ )	Result
JP5	0,73	Valid
JP6	0,77	Valid
JP7	0,76	Valid
JP8	0,77	Valid
JP9	0,75	Valid
JP10	0,83	Valid
JP11	0,73	Valid
JP12	0,76	Valid
Dimensions:		
Academic and and teaching activities	0,94	Valid
Research and scientific work	0,97	Valid
Working on community service	0,84	Valid
Other supporting activities	0,84	Valid

**Table 2. Reliability Test Result based on Fit Model**

Dimension	Construct Reliability $\geq 0,7$	Variance Extracted $\geq 0,5$	Result
<b>1.Organizational Culture</b>	0,78	0,65	Reliable
Artifacts	0,76	0,52	Reliable
Epoused belliefs and values	0,79	0,66	Reliable
Basic underlying assumption	0,93	0,84	Reliable
<b>2.Work Motivation</b>			
Motivator	0,79	0,50	Reliable
Hygienic factor	0,78	0,47	Reliable
Motivasi	0,82	0,72	Reliable
<b>3. Organizational Commitment</b>			
Identify yourself with organizational objectives	0,83	0,71	Reliable
The mentality of loving work with full responsibility	0,83	0,50	Reliable
The role in organizations	0,81	0,52	Reliable
Organizational Commitment	0,94	0,85	Reliable
<b>4.Job Performance</b>			
Academic and and teaching activities	0,74	0,59	Reliable
Research and scientific work	0,71	0,56	Reliable
Working on community service	0,80	0,57	Reliable
Other supporting activities	0,81	0,59	Reliable
Job Performance	0,94	0,80	Reliable

#### 4. Results

The hypotheses testing in this research using Structural Equation Modelling (SEM) analysis with AMOS version 22.00 program. The Structural Equation Modelling (SEM) test result on full model can be seen in Figure 1. Table 1 explained the assumption test result in Structural Equation Modelling (SEM) development. Confirmatory test of full model exposed fit model which means complied with goodness of fit criteria. Model structure was used to draw

research causality models with structural relationship. The test result showed the goodness of fit was Chi-Square=121.302. The probability=0.004, TLI=0.962, GFI=0.922, AGFI=0.887, and RMSEA=0.052. Although the cut off value of Chi-Square and probability value have not met the required cut-off yet, however, the TLI, GFI, AGFI, and RMSEA values have already met the required cut off. It indicates that the research model is fit and meets the standard criteria.

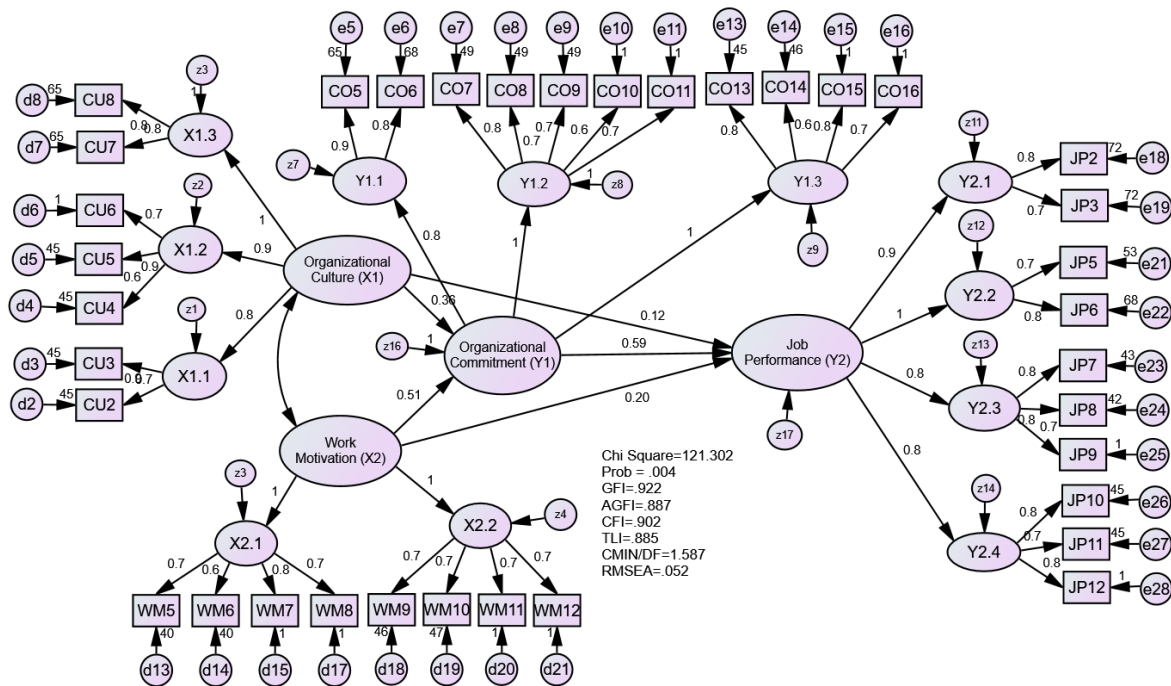


Figure 1: Full model Effects of Organizational Culture and Work Motivation on Job Performance Among the Private Universities' Full-time Faculties in South Sumatera Province

Table 3: Structural Parameter Estimates Direct Effect: Path Analysis Model (N=245).

Hypothesis	Structural Path	Standardized Path Coefficients	t-Value	Probability	Results
H1	Org. Culture → Org. Commitment	0,36	5,55	0,00	Significant
H2	Work Motivation → Org. Commitment	0,51	6,38	0,00	Significant
H3	Org. Culture → Job. performance	0,12	2,00	0,00	Significant
H4	Work Motivation → Job. performance	0,20	2,58	0,00	Significant
H5	Org. Commitment → Job. performance	0,59	5,84	0,00	Significant

#### 4. Direct Effect

##### 4.1. Relationship between Organizational Culture and Organizational Commitment

The result of hypothesis 1 explains that the relationship between organizational culture on organizational commitment was shown with t value and probability values which positive and significant relationship. The structural path findings indicated that there was a significant and positive relationship between organizational culture on organizational commitment ( $t=5.55>1.96$ ) with significance value ( $0.000<0.05$ ). Thus, hypothesis 1 is accepted. This study is support the research by Agwu [21] concluded that significant relationship exists between organizational culture and employees 'commitment in the Bayelsa State civil service. Another study which supported this research result was explained that organizational culture, work motivation and working environment have positive and significant influences on the performance of nurses through Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior. Job satisfaction has positive and significant influence on the performance of nurses through Organizational Commitment and Organizational Citizenship Behavior. This results of this study is in line with study from Ghina [4] that reported communication, training and development, reward and recognition, and teamwork are positively associated with organizational commitment. The study is also in line with Mitić, Vukonjanski [5] Mitic et al [8] who mentioned that there is a statistically significant correlation between the observed dimensions of organizational culture and organizational commitment dimensions.

#### **4.2. Relationship between Work Motivation and Organizational Commitment**

The verification result for hypothesis 2 revealed the relationship between work motivation with organizational commitment as seen from t value and probabilities values which indicated positive and significant relationship. The structural path findings indicated that there was a significant and positive relationship between work motivation on organizational commitment ( $t=6.38>1.96$ ) with significant value ( $0.000<0.05$ ). Therefore, hypothesis 2 is accepted. The empirical result of this study is in line with the research finding from Kubendran, Nagi [11] who concluded that motivation positively affect organizational commitment. A study on motivation role was done by Mangkunegara and Octorend [7] who found that work motivation has positive effect on organizational commitment is also in line with this research finding. Another in line research result was shown by Salleh, Zahari [8] also gave the same result, there are the positive relationship between job satisfaction and job commitment.

#### **4.3. Relationship between Organizational Culture and Job Performance**

The verification result for hypothesis 2 revealed the relationship between organizational culture with and job performance as seen from t value and probabilities values which indicated positive and significant relationship. The structural path findings indicated that there was a significant and positive relationship between organizational culture on job performance ( $t=2.00>1.96$ ) with significant value ( $0.000<0.05$ ). Therefore, hypothesis 2 is accepted. The empirical result of this study is in line with the research finding from Ponnu and Hassan [13] that showed there is an association or relationship between organizational cultures on performance management. Meanwhile, Sangadji [10] have also observed the relation between Organizational culture and lecturers' performance. The result shows that organizational culture has positive and significant impact on lecturers' performance. A study on the role of online shopping conducted by Thuku, Abiero [22] were also in line with this research finding which found that there is a relationship between organizational culture and employee performance.

#### **4.4. Relationship between Work Motivation and Job Performance**

The verification result for hypothesis four found the relationship between work motivation on job performance as seen from t value and probability values which indicated positive and significant relationship. The structural path findings indicated that there was a significant and positive relationship between the work motivation on job performance ( $t=2.58>1.96$ ) with significant value ( $0.000<0.05$ ). Hypothesis 4 is accepted. This research result support the previous research who showed that there is existed relationship between extrinsic motivation



and the performance of employees, while no relationship existed between intrinsic motivation and employees performance. Ibrahim and Brobbey [13] on the study which revealed that managerial standards, motivation, commitment, employee evaluations, positive work environment, technology, lack of incentives, comfort level and poor management are factors that affect employees' performance. Muogbo [14] have claimed that there is existed relationship between extrinsic motivation and the performance. Moreover, a view from Zameer, Ali [15] also found results from present study explores that motivation plays a vital role toward the performance of employees in beverage industry of Pakistan.

#### 4.5. Relationship between Organizational Commitment and Job Performance

The verification result for hypothesis four found the relationship between organizational commitment on job performance as seen from t value and probability values which indicated positive and significant relationship. The structural path findings indicated that there was a significant and positive relationship between the organizational commitment on job performance ( $t=7.399 > 1.96$ ) with significant value ( $0.000 < 0.05$ ). Hypothesis 4 is accepted. Memari, Mahdih [17] have also observed the relation between organizational commitment and job performance. The results revealed a positive relationship between organizational commitment and employees' job performance. Moreover, a view from Khan, Ziauddin [18] outlined the results that

revealed a positive relationship between organizational commitment and employees' job performance. In the comparative analysis of three dimensions of organizational commitment, normative commitment has a positive and significant correlation with employees' job performance. Meanwhile, Syauta, Troena [19] revealed the in line result of their research that organizational culture able to influence performance if mediated by job satisfaction. While organizational commitment influence significantly to employee performance directly or indirectly through work satisfaction.

#### 5. Indirect Effect

**Table 4: Structural Parameter Estimates Indirect Effect : Path Analysis Model (N=245).**

Hypothesis	Structural Path	Standardized Path Coefficients	t-Value	Probability	Results
H6	Org. Culture → Job. performance	0,21	2,00	0,00	Significant
H7	Work Motivation → Job. performance	0,30	2,58	0,00	Significant

Table 4 shows that organizational commitment has function as a mediating role on the relationship between organizational culture and work motivation on job performance. It indicates that job performance among the Private Universities' Full-time Faculties in South Sumatera Province could be improved by improving organizational commitment as well as improving directly organizational culture and work motivation.

#### 6. Managerial Implications

These research findings have empirical study that organizational culture and work motivation have positive effect on organizational commitment. After exploring the link between organisational culture, work motivation, organizational commitment and performance it could be concluded that organizational culture, work motivation positively and organizational commitment have positive and significant effect on job performance. Based on the research findings, organizational commitment has significant mediating role on the influence of organizational culture work motivation on job performance. This overall result has indicated that job performance can be improved by increasing organizational commitment. Meanwhile, organizational commitment can also be improved by increasing organizational culture and

work motivation. Future research agenda will need to assess further on more internal and external factors that affect performance so it will be easier to detect strengths and weaknesses of the factors that influence performance. By knowing these, the strategy to increase employee performance can be prepared.

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