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# Organizational Culture and Motivation over Mediated Performance by Organizational Commitment

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Public dissatisfaction with police detective's function has performed in conducting investigations, often makes the community not well served. A reports submitted does not necessarily revealed or fulfill a sense of justice. Therefore, the purpose in this study to assess the influence of organizational culture and motivation in police performance with mediated by organizational commitment. Here, we collect 195 respondents in police officers using Structural Equation Model (SEM). The results shows organizational culture influenced police performance, organizational culture influences organizational commitment, organizational commitment influenced police performance, motivation influenced organizational commitment and motivation influenced police performance.

**Keywords:** Organizational Culture, Motivation, Organizational Commitment, Performance, Community, Police

## 1. INTRODUCTION

The public services elements such as police organizations must have quality human resources. Human resource is one of the important factors that influence the success of an organization or company because human resources are actors from the entire level of planning to evaluation who are able to utilize other resources owned by organizations or companies [1]. Employee performance indirectly influences organizational image to get quality of human resources and best performance from employees, there are certainly a lot of ways done by the organization. These efforts can be provide in effective motivation over employees so that their performance has been increased and imposes over organizational culture to create a conducive working atmosphere. Thus the employees will have a high commitment and impact on maximum employee performance. The power of culture is related to performance organizations that have a strong culture. Here, a largest influence on the behavior of organizational members. The next effort to improve employee performance it can be seen from a motivation of employee. Here, the organizations must be able to motivate their employees due to related employees work. The highest motivation will be have a urge to use all their abilities to work. Here, employees are able to achieve

performance over organizational culture and motivation with employee commitment to the organization also contributes to performance achievement. Employee commitment can be said as employees who have loyalty over organization therefore to employees who have high commitment will work optimally thus results will be work obtained will increase. The influence of organizational culture on organizational commitment over one company [2]. The results of organizational culture research defined as better communication between superiors and subordinates, trust, and appreciation of innovation from superiors, relate to organizational commitment. The relationship of organizational culture to organizational commitment in public service companies on organizational culture influence organizational commitment in public service companies in Bandung [3]. The analyzed of employee motivation impact on organizational commitment on one retail company in Jordan has been concluded that have an impact over employee motivation on organizational commitment. The analysis the influence of organizational culture on organizational commitment and employee performance in organizational commitment on employee performance at South Konawe District Hospital shows organizational culture had a positive influence on organizational

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commitment and employee performance. It was also found that organizational commitment had a positive impact on employee performance. The relationship between organizational culture and employee performance has been assessed with motivation plays an important role in employee performance [4, 5]. The organizational culture on employee performance and productivity in communications companies has influences employee performance and productivity [6]. The influence of organizational culture on employee commitment over civil service companies' organizational culture has an influence on employee commitment to the Bayelsa civil service company [7]. The motivation influences on employee performance at Technical Training Institute have a relationship correlated by motivation and employee performance. The influence of organizational commitment and organizational culture on employee performance at Municipal Waterworks companies in organizational culture does not directly influence employee performance [8]. Thus, the organizational culture can influence performance if it is mediated by job satisfaction while organizational commitment influences employee performance directly or indirectly through job satisfaction. The examined the influence of organizational commitment on police performance with the results of organizational commitment influencing the performance of the police in Pakistan [9]. Here, employee commitment, motivation for work involvement and employee commitment to work involvement in one of the banking sectors in Pakistan, and there were results of the relationship between employee motivation, organizational commitment and work involvement [10]. The police institution as an organization certainly has an element of human resources namely a police member who has duties according to the function in which he is placed. A various experiences related to the demands of the task and their functions to serve the community, the police have not been able to provide professional services as expected by the people of Indonesia. The unprofessionally of the investigation function is largely determined by the performance of the investigators including the supporting investigator as a spearhead of the implementation over investigation task and function almost to all level police organization. Therefore, in service of public security and order also law enforcement must be supported by improving organizational culture, motivation and organizational commitment thus it has an impact on the results of police performance. In this study, we assess the influence of organizational culture over motivation on performance by mediating organizational commitment to police members in South Jakarta Regional Police especially for investigators a police organizational commitment will be measured using affective dimensions of commitment and normative commitment which is police foundation also community in maintaining security, order, and tranquility over institution. From the background description above,

the purpose in this research to be achieved: to know the influence of organizational culture on police performance; to know the influence of organizational culture on organizational commitment; to know the influence of organizational commitment on police performance; to know the influence of motivation on organizational commitment; to find out the influence of motivation on police performance.

## 2. METHODOLOGY

### A. Organizational Culture

The organizational culture is a set of values, principles, traditions and ways of working shared by and influence the behavior and actions of members of the organization [11]. The organizational culture is a form of assumption that is owned, accepted implicitly by the group and determines how the group feels, thinks, and reacts to its diverse environment. Furthermore, organizational culture is measured by the dimensions put forward such as (1) power distance, is a cultural dimension that shows an imbalance for members who do not have power in an institution; (2) uncertainty avoidance, is a cultural dimension that shows the nature of society in facing an unstructured, unclear, and unpredictable cultural environment; (3) individuality vs. collectivity is a cultural dimension that shows an attitude that views personal and family interests as the primary interest or as a common interest in a group; (4) masculinity vs. femininity, is a cultural dimension that shows that in each society there are different roles depending on the different types of members; (5) long-term orientation, this point focuses on the level of community long-term adherence to traditional values [12, 13, 14]. Individuals in a long-term orientation culture see that into the future and appreciate savings, perseverance and tradition.

### B. Motivation

Motivation in behavior that has a direct goal that includes training led to achieve the results of that goal or an award [15]. The motivation of a process that explains the intensity, direction, and perseverance of an individual to achieve its goals [16]. As for measuring work motivation it will use the dimensions [17]. The first dimension is need for achievement, the need to achieve success, which is measured by the standard of perfection in a person. The second dimension is need for affiliation, the need for warmth and support in relationships with others. The third dimension is need for power, the need to master and influence others. This need causes the person concerned not to care less about the feelings of others.

### C. Organizational Commitment

The organizational commitment that is as a condition in which an employee takes sides with a particular organization and its objectives with intends to maintain membership in the organization [18]. High commitment can be interpreted that the alignment of employees

(loyalty) in the employing organization is high. The organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization [19]. As for the dimensions of organizational commitment there are three forms such as first commitment is affective commitment, it happens when employees want to be part of the organization because of an emotional bond, second commitment is continuance commitment when employees stay in an organization because they need salary and other benefits or because the employee does not find another job, third commitment is normative commitment, arising from the values in the employee. Employees survive as members of the organization because of the awareness that commitment to the organization is something that should be done [20].

#### D. Performance

A performance is the result of work that has a strong relationship with organizational strategy objectives, customer satisfaction and economic contribution. Performance is the result or overall success rate of a person during a certain period in carrying out a task compared to various possibilities, such as work standards, targets or targets or predetermined criteria and agreed upon such as work standards, targets or goals or criteria that have been determined in advance and mutually agreed upon [21, 22]. Performance can be measured using several aspects including quality of work, timeliness, initiative, and good skills and communication [23].

#### E. Hypothesis Development

Organizational culture is pervasive in the organization life and further influences every organization's life. Therefore, organizational culture has a profound influence on fundamental aspects of performance [24]. A basic foundation of assumption and trust with all members of the organization [25]. If organizational culture is an important aspect of improving performance, organizational culture must be managed properly. Therefore, organizational culture is very important to note because it involves shared expectations, values, and attitudes that can influence individuals group and organizational value. It can be said that a strong organizational culture will result in high employee performance and vice versa, the organizational culture is low and employee performance will be low. Organizational culture influences employee performance [26, 27]. Based on the literature above the hypothesis that can be proposed is

*H<sub>1</sub>: A strong organizational culture will improve police performance.*

Strong organizational culture is created because of the core values held intensively and shared widely [28]. If organizational members accept core values and the greater the commitment to these values, the stronger the organizational culture. Therefore a strong culture will also have a large influence on organizational commitment in addition to affecting employee performance, which is a strong organizational culture that shows that employees hold the same ethical beliefs and values when the beliefs and ethical values are in line with the goals of the organization, of course there will be a relationship between employees and the organization where they work, thus employee commitment will automatically arise. Employees who have high organizational commitment will certainly work maximally thus organizational goals will be achieved. Organizational commitment has an influence on organizational commitment can become to strong organizational culture will increase organizational commitment [29]. From the literature above, the hypothesis that can be proposed is:

*H<sub>2</sub>: A strong organizational culture will increase organizational commitment.*

In order to achieve the goals of an organization, an employee should have a high organizational commitment. Committed employees reflect the nature of loyalty to the organization by providing business, ideas, so that their performance increases. This performance improvement certainly makes it easier for the organization to achieve its goals. A performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction and contributing to the economy. Employees who have high performance will certainly facilitate the organization in achieving its goals. Employees have high organizational commitment if they have trust and accept organizational goals and values, willing to strive towards achieving organizational goals, and have a strong desire to survive as a member of the organization [30]. It can be said that employees can survive in an organization with a commitment that is owned, the employee will work optimally for the progress of his organization. Organizational commitment influences employee performance. From the literature above, the hypothesis that can be proposed is:

*H<sub>3</sub>: High organizational commitment will improve police performance.*

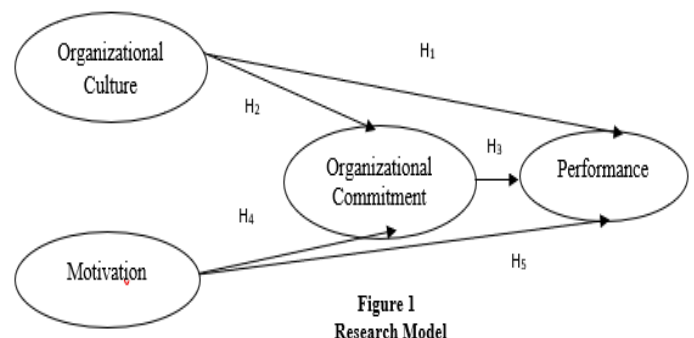
Organizational commitment, a situation in which an employee sits with a particular organization and its objectives, and intends to maintain membership in that organization [31]. Therefore to achieve success an employee organization is required to have high organizational commitment. But in an organization, to grow organizational commitment is not easy. An organization must be able to foster an attitude of enthusiasm when working. If the employee is full of enthusiasm or has optimal working awareness, the organization's goals will be more easily achieved. Therefore, an employee must have high work motivation. Motivation of a behavior that has a direct goal that includes training that is led to achieve the results of that goal or an award. Organizations need to pay attention to the work motivation to support employees so that they do not just work to get rewards, but as a way to realize employee work commitment to the organization. A motivation influences organizational commitment. From the literature above, the hypothesis that can be proposed is:

*H<sub>4</sub>: High motivation will increase organizational commitment.*

Employee performance in the organization certainly cannot be separated from the motivation of the employee's own work. Because the implementation of the work will be more effective if it is supported by high awareness and motivation is a series of processes that bring, direct, and maintain human behavior to get its goals. Motivation also relates to choices made by individuals, direction from the behavior they are working on. With the high motivation of employee work, it will certainly encourage employees to be responsible for their work so that the goals of the organization will be achieved. Work motivation has an influence on employee performance. It can be said that high work motivation will improve employee performance. From the literature above, the hypothesis that can be proposed is:

*H<sub>5</sub>: High motivation will improve police performance.*

From the description above it can be described the following research model:



#### F. Research Method

This research was conducted on members of the police in the ranks of the South Jakarta Regional Police Special Investigation. The aspects studied were organizational culture, motivation, organizational commitment and performance. The study was conducted in August 2018 with the survey method. This research is descriptive. Data collection was carried out by distributing questionnaires to members of the police in the ranks of the South Jakarta Police Investigators, Indonesia. Data analysis method in this study used Structural Equation Modeling (SEM). At least 5 times the number of questionnaires so that in this study the number of operational questionnaires used was thirty-three, so the samples taken in this study were 225 (45x5) respondents, with five variables namely organizational culture, motivation, organizational commitment and performance.

#### G. Measurement

In this study there were three exogenous variables namely organizational culture, motivation, organizational commitment and one endogenous variable namely performance. Measurement of organizational culture variables was done using with the measurement of organizational commitment variables and the measurement of performance variables. This study used confirmatory factor analysis, by testing the validity by looking at the Kaiser-Meyer-Olkin measure of sampling (KMO) and measures of sampling adequacy (MSA). In this test the value obtained must be greater than 0.500 which means that the factor analysis was appropriate or suitable for use and can be further processed. The organizational culture scale consisted of 4 questions and all were valid because of the value (MSA > 0.500), the motivation scale consisted of 16 questionnaires and not all values above 0.500 were at M8 (0.337) and M12 (0.555) (component matrix more than 1), the organizational commitment scale consisted of 12 questions and all were valid (MSA > 0.500) while the performance scale consisted of 13 questions and all were valid (MSA < 0.500). Here, the reliability test with Cornbrash alpha value > 0.5 which means reliable.

3. RESULT AND DISCUSSION

Analysis of all tests almost showed a good match, including: Chi Square, RMSEA, ECVI, AIC, CAIC, and Fit Index. There was a result of marginal fit in Critical N and Goodness of Fit. Furthermore, this study produced the path diagram as follows:

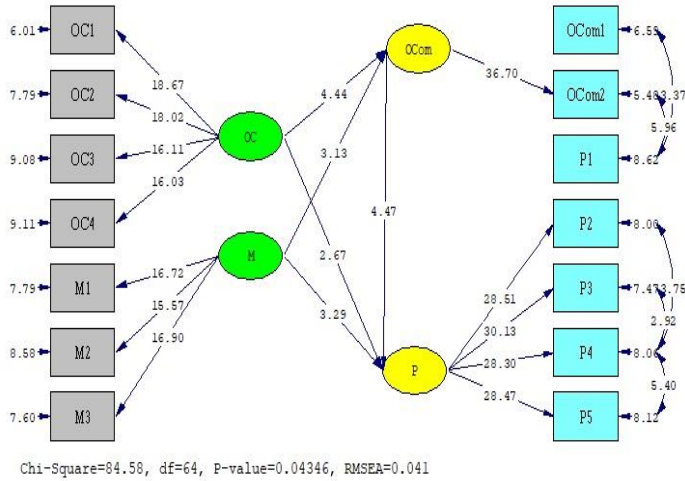


Figure 2. Path Diagram t-value

The results of testing the first hypothesis (H<sub>1</sub>), found the results of the analysis supported hypothesis H<sub>1</sub> namely a strong organizational culture that improves police performance. From the results of this test, the organizational culture influences the performance of the police in South Jakarta Regional Police. Strong organizational culture will trigger employees to think, behave according to organizational values. The compatibility between organizational culture and members of the organization that supports will encourage employees to improve performance to reached maximum level. Therefore, a strong organizational culture is needed to improve a performance of the police which will directly influence the interests of the country over personal or group interests, and avoiding anything that could harm the interests of the state to improve the overall performance of the organization. In the results of the second hypothesis (H<sub>2</sub>) testing, found that the results of the analysis supported hypothesis H<sub>2</sub> that a strong organizational culture will increase organizational commitment. This shows that organizational culture influenced the organizational commitment of the police in South Jakarta Regional Police. One of the things that A leaders need to do by creating an organizational culture has good value that can improve their welfare and enthusiasm at work. This is because members of the police can see that the values and objectives of the organization have a noble goal. In the true task and oath as a police officer must have a commitment in every police, the similarity of values in the police with the cultural values of the organization must support each other in the goals. In the results of the third hypothesis

(H<sub>3</sub>) testing, the results of the analysis found that supporting the H<sub>3</sub> hypothesis is that high organizational commitment will improve police performance. It means that organizational commitment has an effect on the performance of the police of South Jakarta Police. Through organizational commitment, the police work not only as an obligation or mandatory routine that must be done. However, organizational commitment creates a feeling of belonging to the organization and considers the work done to be very meaningful to him. The police will work earnestly thus they can show their best performance.

In the results of hypothesis four (H<sub>4</sub>) testing, found that the results of the analysis support hypothesis H<sub>4</sub>, namely high motivation will increase organizational commitment, meaning that motivation influences the organizational commitment of the police in South Jakarta Regional Police. All efforts made to achieve an achievement and recognition at work, can indirectly encourage someone to commit to his organization. The inner drive to excel from a policeman will always try to do the best at work. Therefore, to be the best indirectly the police certainly have the willingness to accept the goals and values of the organization. If the police are motivated, the need for this can be fulfilled properly. This condition will affect the affective of the police, so the police feel at home and still want to be part of the organization because of the emotional bond. This can indirectly be said that the police are committed to their organization. In the results of the fifth hypothesis testing (H<sub>5</sub>), found that the results of the analysis supported hypothesis H<sub>5</sub> namely high motivation will improve police performance. This means that motivation influences the performance of the police in South Jakarta Regional Police. This shows that the enthusiasm in yourself to achieve needs or desires to get something, then all efforts made will lead to good performance. Moreover, if applied in the work environment, a policeman has a high spirit of achieving a certain rank so all efforts made lead to the best results that approach the progress of the goal.

4. CONCLUSIONS

The results that can be concluded from this study: (1) there is an influence of organizational culture on police performance in the South Jakarta Resort, so it can be said that a strong organizational culture will improve police performance; (2) there is an influence of organizational culture on police organizational commitment on the South Jakarta Resort, it can be said that a high organizational culture will increase police organizational commitment; (3) there is an influence of organizational commitment on the performance of the police in the South Jakarta Resort, it can be said that high police commitment will improve police performance; (4) there is a motivational influence on police organizational commitment in the South Jakarta Resort, which means that high motivation will increase a police commitment;



(5) there is a motivational influence on the performance of the police in the South Jakarta Resort, which means that the higher the motivation of a police officer, the better the performance of the police. The next conclusion is organizational commitment is able to mediate the relationship between organizational culture and motivation for the performance of the police in the South Jakarta Resort Police. Research limitations refer to several weaknesses in this study. Some of the limitations contained in this study are the limitations of this study including: (1) this study was conducted on members of the police in the ranks of the South Jakarta Resort Police; (2) this study only discussed the variables of organizational culture, motivation, organizational commitment and performance; (3) there is a possibility that the respondent does not fill in properly or just fill in based on expected ideal conditions and not the actual conditions. Future research development can add other variables that can influence the performance of a police office/employee. Subsequent research can be conducted on research objects in other companies or industries or other organizations in order to obtain more objective results with a wider scope of course.

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