

# THE INFLUENCE OF ORGANIZATIONAL CULTURE AND EMPOWERMENT ON COMMITMENT TO THE ORGANIZATION THROUGH EMPLOYEE WORK MOTIVATION

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## Abstract.

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This study aims to increase employee organizational commitment at PT Batara Indah through efforts to develop organizational culture variables, empowerment, and work motivation. The population in this study amounted to 155 employees of the production division with a sample of 112 people using the Slovin formula with an error tolerance of 5%. Collecting data using a questionnaire using a simple random sampling technique. The results of this study resulted in the following conclusions: 1. There is a direct and significant positive influence of organizational culture on work motivation. The strength of the influence of organizational culture and work motivation is 0.929 ( $r_{x_1y} = 0,929$ ) and organizational culture contributes to work motivation of 86.2% with the regression equation  $\hat{Y} = 62,876 + 1,291X_1$ ; 2. Organizational culture has a positive and significant direct effect on organizational commitment. The strength of the influence of organizational culture and commitment to the organization is 0.981 ( $r_{x_1z} = 0,981$ ) and organizational culture contributes to organizational commitment by 96.2% with the regression equation  $\hat{Y} = 33,586 + 0,943X_1$ ; 3. There is a direct positive and significant effect of work motivation on commitment to the organization. The strength of the influence of work motivation and commitment to the organization is 0.950 ( $r_{yz} = 0,950$ ) and work motivation contributes to organizational commitment by 90.2% with the regression equation  $\hat{Y} = 19,711 + 0,657Y$ ; 4. There is a direct positive and significant effect of employee empowerment on organizational commitment. The magnitude of the influence of employee empowerment and commitment to the organization is 0.945 ( $r_{x_2z} = 0,945$ ) and employee empowerment contributes to commitment to the organization by 89.3% with the regression equation  $\hat{Y} = 41,203 + 0,347X_2$ ; 5. There is a direct positive and significant effect of employee empowerment on work motivation. The magnitude of the influence of employee empowerment and work motivation is 0.964 ( $r_{x_2y} = 0,964$ ) and employee empowerment contributes to work motivation of 92.9% with the regression equation  $\hat{Y} = 34,769 + 0,512X_2$ ; 6. There is a positive and significant indirect effect of organizational culture on organizational commitment through work motivation. The magnitude of the influence of organizational culture on organizational commitment through work motivation is 0.929 ( $r_{x_1y} = 0,929$ ) with the regression equation  $\hat{Y} = 21,299 + 0,691X_1 + 0,195Y$ ; 7. There is a positive and significant indirect effect of employee empowerment on organizational commitment through work motivation. The magnitude of the influence of employee empowerment on organizational commitment through work motivation is 0.964 ( $r_{x_2y} = 0,964$ ) with the regression equation  $\hat{Y} = 27,916 + 0,151X_2 + 0,382Y$ .

**Keywords:** organizational culture; empowerment; work motivation; commitment to the organization.

## I. INTRODUCTION

In line with current developments in the manufacturing industry, each manufacturing industry demands to improve the quality of human resource management in facing global challenges in the future. The human resources division must be able to handle human resources problems in a professional manner related to actual issues that are currently developing in the manufacturing industry. One strategy in dealing with these challenges is to improve the management of human resources effectively and

efficiently. One of the currently developing manufacturing industries is PT. Bantara Indah domiciled in the Bogorindo Sentul Olympic Industrial Area, Bogor Regency. PT Bantara Indah views human resources as a very strategic company asset, thus requiring a management that is comprehensive and in accordance with the vision and mission determined by PT Bantara Indah in increasing the achievement of PT Bantara Indah's goals. There are several human resource problems at PT Batara Indah, one of which is the number of employees which is decreasing every year. This has an impact on decreasing the productivity of PT Batara Indah

every year, so it is necessary to fulfill human resources based on the competence of each function to meet the amount of production according to consumer demand. PT Bantara Indah employee entry and exit data is described in the following table 1

Table 1. Permanent Employee Turn Over Data for 2018-2021

| Year      | Number of Employees | Percentage of Annual Turn Over | Production Per Year (Pcs) |
|-----------|---------------------|--------------------------------|---------------------------|
| 2018      | 212                 | 7,55%                          | 14.475.088                |
| 2019      | 202                 | 13,86%                         | 13.175.886                |
| 2020      | 196                 | 4,59%                          | 7.840.198                 |
| 2021      | 183                 | 8,74%                          | 9.118.483                 |
| $\bar{x}$ | 198,25              | 8,69%                          |                           |

Source: HRD PT Bantara Indah, 20 February 2022

Overall, during the period from 2018 to 2021 there was an average turnover of 8.69%. This is considered high when compared to PT Batara Indah's policy of a predetermined turn over limit of 4%. This shows that at PT Batara Indah there has been no real improvement in suppressing the high turn over rate. The high average turnover at PT Batara Indah during the period 2018 to 2021 is thought to be caused by the problem of weak organizational culture and employee empowerment at PT Batara Indah which can affect employee motivation and commitment to the organization optimally.

Colquitt, Lepine, & Wesson [1] states that commitment to the organization is an individual's desire to remain a member of the organization. Commitment to the organization is one of the determining factors whether he wants to remain a member of the organization or he tries to leave (find a job in another organization). Sopiah [2] states that commitment to the organization is a psychological bond in employees which is characterized by strong trust and acceptance of organizational goals and values, a willingness to strive to achieve organizational interests and a desire to maintain position as a member of the organization. The dimensions of commitment to the organization are: (a) willingness of employees, (b) employee loyalty, (c) employee pride.

Zahriyah et al [3] state that organizational culture is a norm and values that are formed and implemented by companies to influence characteristics or behavior in leading employees to be able to carry out tasks in a timely manner and guide employees in achieving organizational goals. Tayeh et al [4] state that organizational culture is a set of certain values and norms shared by people and groups in an organization and which control the way they interact with each other and with stakeholders outside the organization. The dimensions of organizational culture are: (a) Artifacts, (b) Espoused Beliefs and (c) Underlying Assumptions,

Yukl & Becker [5] states that empowerment in organizations is the perception by members that they have the opportunity to help determine work roles, complete meaningful work, and influence important decisions. Hur [6]

states that individual empowerment develops when people strive to develop the ability to overcome their psychological and intellectual barriers and achieve self-determination, independence, and decision-making abilities. The dimensions of empowerment are: (a) Self-determination, (b) Mastery (c) Meaning, (d) Competence (e) Impact is the perception

Arifan & Dihan [7] states that employee empowerment is the provision of opportunities and encouragement to employees to utilize their talents, skills, resources and experience to complete work in a timely manner, and employees are given trust and authority which can later grow responsibility. The dimensions of empowerment are: (a) Meaning, (b) Competence, (c) Self-determination, (d) Impact, Suryadewi et al [8] state that empowerment teaches employees how to make decisions and accept responsibility for results.

Gibson et al [9] stated that motivation is a concept that describes the power that works on or within an individual to initiate and direct behavior. The concept is used to explain differences in the intensity of behavior, and also to indicate the direction of behavior. There are two factors that affect motivation, namely: (1) A set of extrinsic conditions in the context of work, including salary, status and working conditions; (2) A set of intrinsic conditions, which are job contents, include feelings of accomplishment, increased responsibility, and recognition. Almintisir et al [10] states that motivation is a motive associated with someone's curiosity to do or not do something at work. Motivation is generally divided into intrinsic and extrinsic, including: (1) intrinsic motivation is a type of motivation related to fulfilling one's feelings, pleasure, interests, or personal pleasure; (2) extrinsic motivation occurs when people are triggered from outside to appear in the form of games, explorations, and challenges with the aim of obtaining external rewards. Hasibuan [11] states that employee motivation is influenced by physical needs, needs for security and safety, social needs, needs for self-esteem, and needs for self-actualization. Commitment to the organization is one of the problems that occur among employees at PT Batara Indah. This problem is caused by the gap between organizational culture and the perception mismatch between daily tasks and the competencies possessed by employees of PT Batara Indah optimally. Seeing these phenomena, the gap between the ideal conditions expected by the management of PT Batara Indah for employees and field conditions needs to be examined in depth so that alternative solutions to problems can be found in order to increase commitment to the organization from time to time. The problem of commitment to the organization at PT Batara Indah as the main variable which of course is related to other variables that are thought to have implications for commitment to the organization namely organizational culture, employee empowerment and work motivation.

## II. RESEARCH METHODS

Research conducted at PT. Batara Indah, whose address is in the Bogorindo Sentul Olympic Olympic Industrial Area, Bogor Regency. February to June 2022

The method used in this study is a survey method with a quantitative approach Sugiyono [12]. Information on survey results was collected from respondents using a questionnaire for all variables both the variables Commitment to the organization (Z), Work motivation (Y), Organizational culture (X1) and Empowerment (X2). The influence between each independent variable and the dependent variable is presented in the problem constellation as shown in Figure 1 below.



Figure 1. Constellation of Relations Between Research Variables

In this study, the population was 155 production division staff who were permanent employees at PT. The sampling technique in this study used proportional random sampling, which is a data collection method in which each member of the population has the same opportunity to be selected as a research sample (Sugiarto [13]). So it was concluded that the number of samples used by the author in distributing the questionnaires was 112 respondents. As for the purposes of testing the instrument, 30 employees will be taken outside the research sample. Data collection techniques in research are methods used by researchers to obtain data in a study. Referring to data sources, data collection uses primary and secondary sources. Primary sources are data sources that directly provide data to data collectors, and secondary sources are sources that do not directly provide data to data collectors, for example through other people or through documents. Furthermore, when viewed from the point of view of methods or techniques of data collection, data collection techniques can be carried out by interviews, questionnaires, observation, and a combination of the three (Sugiyono [14]). The data collection technique in this study was a questionnaire (questionnaire) in the form of a statement to PT Batara Indah.

## III. RESULTS AND DISCUSSION

### The Effect of Organizational Culture on Work Motivation

In accordance with the research hypothesis, the influence of organizational culture on work motivation using the product moment correlation technique obtained a correlation coefficient value of 0.929. This means that organizational culture has a positive effect on work motivation. The strength of the influence of organizational culture on work motivation is in the "Very Strong" category

because the value of  $r_{(x_1 y)}=0.929$  is between the values of 0.800-1.000.

To test the significance of the effect that occurs, the  $t$  test is used. The  $t_{count}$  value = 26.260 and the  $t_{table}$  value = 1.981 at the Sig = 0.05 level and the value  $N-3$  or  $112-3 = 109$ . It turns out that the value of  $t_{count} > t_{table}$  ( $26.260 > 1.981$ ), means that the influence of organizational culture on work motivation is significant. Thus it can be concluded that there is a significant positive influence of organizational culture on work motivation. To find out the magnitude of the contribution of organizational culture to work motivation is calculated from the value of the coefficient of determination, which is equal to 86.2%. This means that organizational culture variables contribute 86.2% to work motivation. The functional relationship of organizational culture to work motivation is calculated using the regression analysis technique which produces  $\hat{Y} = 62.876 + 1.291X_1$ . A constant of 62.876 states that if there is no organizational culture then the value of work motivation is 62.876. The organizational culture regression coefficient of 1.291 states that for every increase of one unit of organizational culture, it will increase work motivation by 64.167 one value unit. This means that organizational culture variables can be used to predict work motivation. The dimension that has the strongest relationship is the artifact dimension (X\_1.1) with extrinsic motivation (Y\_2), this is because the highest value of the correlation coefficient is obtained by the relationship between the dimensions in question which is 0.677. This shows that the manifestations that can be seen, heard, and felt by employees and how they have to adapt when in a new workplace environment are strongly related to triggering employees to explore, and face challenges with the aim of obtaining rewards from outside, so it is important to maintain. The dimension that has the weakest relationship is the dimension of exhausted beliefs and values (X\_1.1) with extrinsic motivation (Y\_2) with a correlation value of 0.208.

Gibson et al [9] stated that motivation is a concept that describes the forces acting on or within an individual to initiate and direct behavior. The concept is used to explain differences in the intensity of behavior, and also to indicate the direction of behavior. There are two factors that affect motivation, namely: (1) A set of extrinsic conditions in the context of work, including salary, status and working conditions; (2) A set of intrinsic conditions, which are job contents, include feelings of accomplishment, increased responsibility, and recognition. Based on the results of the research and discussion above, the findings in this study state that there is a positive and significant direct influence of organizational culture on work motivation which has been supported by previous research and also supported by theories regarding organizational culture and employee motivation. Therefore it can be concluded that the stronger the organizational culture, the higher the work motivation and conversely the weaker the organizational culture, the lower the work motivation.

### The Effect of Empowerment on Work Motivation

In accordance with the research hypothesis, the effect of empowerment on work motivation using the product

moment correlation technique obtained a correlation coefficient value of 0.964. This means that empowerment has a positive effect on work motivation. The strength of the influence of empowerment on work motivation is in the "Very Strong" category because the value of  $r_{(x_2 y)}=0.964$  is between the values of 0.800-1.000. To test the significance of the effect that occurs, the t test is used. The  $t_{count}$  value = 38.072 and the  $t_{table}$  value = 1.981 at the Sig = 0.05 level and the value N-3 or 112-3 = 109. It turns out that the value of  $t_{count}>t_{table}$  (26.260>1.981), means that the effect of empowerment on work motivation is significant. Thus it can be concluded that there is a significant positive effect of empowerment on work motivation. To determine the magnitude of the contribution of empowerment (empowerment) to work motivation is calculated from the value of the coefficient of determination, which is equal to 92.9%. This means that the empowerment variable contributes 92.9% to work motivation. The functional relationship of empowerment to work motivation is calculated using the regression analysis technique which produces  $Y\hat{=}34.769+0.512X_2$ . A constant of 34.769 states that if there is no empowerment, then the value of work motivation is 34.769. The regression coefficient of empowerment is 0.512 which states that for every increase of one unit of empowerment, it will increase work motivation by 35.281 one unit of value. This means that the empowerment variable can be used to predict work motivation. The dimension that has the strongest relationship is the dimension of self-determination ( $X_{2.4}$ ) with intrinsic motivation ( $Y_1$ ), this is because the highest value of the correlation coefficient is obtained by the relationship between the dimensions in question which is 0.665. This shows that the extent to which an employee has a sense of freedom in doing his job has a strong relationship with the content of the work, including feelings of achievement, increased responsibility, and recognition. The dimension that has the weakest relationship is the dimension of meaningfulness ( $X_{2.1}$ ) with extrinsic motivation ( $Y_2$ ) with a correlation value of 0.147.

Meyerson & Dewettinck [15] stated that employee empowerment refers to the delegation of power and responsibility from higher levels in the organizational hierarchy to lower level employees, especially the power to make decisions. The dimensions of empowerment are: (a) Meaningfulness refers to the values of work for the individual himself; (b) Competence refers to how well an individual can do the job; (c) Choice refers to the autonomy to do work; (d) Impact (impact) refers to how much influence his work has on the whole organization. Based on the results of the research and discussion above, the findings in this study state that there is a positive and significant direct effect of empowerment on work motivation which has been supported by previous research and also supported by theories regarding empowerment and work motivation. Therefore it can be concluded that the higher the employee empowerment, the higher the work motivation and vice versa the lower the employee empowerment, the lower the work motivation.

### The Influence of Organizational Culture on Organizational Commitment

In accordance with the research hypothesis, the influence of organizational culture on commitment to the organization using the product moment correlation technique obtained a correlation coefficient value of 0.981. This means that organizational culture has a positive effect on commitment to the organization. The strength of the influence of organizational culture on commitment to the organization is in the "Very Strong" category because the value of  $r_{(x_1 z)}=0.981$  is between the values of 0.800-1.000. To test the significance of the effect that occurs, the t test is used. The  $t_{count}$  value = 52.938 and the  $t_{table}$  value = 1.981 at the Sig = 0.05 level and the value N-3 or 112-3 = 109. It turns out that the value of  $t_{count}>t_{table}$  (52.938>1.981), means that the influence of organizational culture on commitment to the organization is significant. Thus it can be concluded that there is a significant positive influence of organizational culture on commitment to the organization. To find out the magnitude of the contribution of organizational culture to commitment to the organization is calculated from the value of the coefficient of determination, which is equal to 96.2%. This means that organizational culture variables contribute 96.2% to commitment to the organization. The functional relationship of organizational culture to commitment to the organization is calculated using the Regression Analysis Technique which produces  $Y\hat{=}33.586+0.943X_1$ . A constant of 33.586 states that if there is no organizational culture then the value of commitment to the organization is 33.586. The organizational culture regression coefficient of 0.943 states that for every increase of one unit of organizational culture, it will increase commitment to the organization by 34.529 one value unit. This means that organizational culture variables can be used to predict commitment to the organization. The indicator that has the strongest relationship is the indicator of the products produced ( $X_{1.3}$ ) with the desire to remain a member of the organization because they have responsibilities and obligations ( $Z_6$ ), this is because the highest value of the correlation coefficient is obtained by the relationship between the indicators in question is of 0.627. This shows that the standardization of employee competence in carrying out the assigned tasks has a strong relationship with employees being able to be responsible for their work in accordance with their competencies. The indicator that has the weakest relationship is the indicator of the most important (dominant) values that are carried out, understood and held by the organization, commitment to quality ( $X_{1.5}$ ) and employees' emotional attachment to the organization ( $Z_1$ ) with a correlation value of 0.001.

Tayeh et al [4] stated that organizational culture is a set of certain values and norms shared by people and groups in an organization and which control the way they interact with each other and with stakeholders outside the organization. The dimensions of organizational culture are: (a) Artifacts, (b) Espoused Beliefs and Values, (c) Underlying Assumptions, Based on the results of the research and discussion above, the findings in this study state that there is a positive and significant direct effect of



organizational culture on commitment to the organization which has been supported by previous research and also supported by theories regarding organizational culture and commitment to the organization. Therefore it can be concluded that the stronger the organizational culture, the higher the commitment to the organization and vice versa the weaker the organizational culture, the lower the commitment to the organization.

### **The Effect of Empowerment on Organizational Commitment**

In accordance with the research hypothesis, the effect of empowerment on commitment to the organization using the product moment correlation technique obtained a correlation coefficient value of 0.945. This means that empowerment has a positive effect on commitment to the organization. The strength of the influence of empowerment on commitment to the organization is in the "Very Strong" category because the value of  $r_{(x_2 z)}=0.945$  is between the values of 0.800-1.000. To test the significance of the effect that occurs, the t test is used. The  $t_{\text{count}}$  value = 30.241 and the  $t_{\text{table}}$  value = 1.981 at the Sig = 0.05 level and the value  $N-3$  or  $112-3 = 109$ . It turns out that the value of  $t_{\text{count}} > t_{\text{table}}$  ( $30.241 > 1.981$ ), means that the effect of empowerment on commitment to the organization is significant. Thus it can be concluded that there is a significant positive effect of empowerment on commitment to the organization. To determine the magnitude of the contribution of empowerment (empowerment) to commitment to the organization is calculated from the value of the coefficient of determination, which is equal to 89.3%. This means that the empowerment variable contributes 89.3% to organizational commitment. The functional relationship of empowerment to organizational commitment is calculated using the regression analysis technique which produces  $\hat{Y} = 41.203 + 0.347X_2$ . A constant of 41.203 states that if there is no empowerment, then the value of commitment to the organization is 41.203. The regression coefficient of empowerment (empowerment) of 0.347 states that for every increase of one unit of empowerment, it will increase commitment to the organization by 41.55 one unit of value. This means that the empowerment variable can be used to predict organizational commitment. The indicator that has the strongest relationship is the indicator of being involved in independent learning, and seeking feedback ( $X_{2.3}$ ) with difficulty moving jobs to other organizations related to job availability ( $Z_4$ ), this is because the highest value of the correlation coefficient is obtained by the relationship between indicators that is 0.751. This shows that the granting of permission by organizations related to employee competency development is strongly related to employees remaining in the company due to limited employment opportunities. The indicator that has the weakest relationship is the employee indicator that is free to express idealism and enthusiasm without criticism ( $X_{2.1}$ ) with difficulty moving jobs to other organizations related to job availability ( $Z_4$ ) with a correlation value of 0.005.

Arifan & Dihan [7] states that employee empowerment is the provision of opportunities and encouragement to employees to utilize their talents, skills,

resources and experience to complete work in a timely manner, and employees are given trust and authority which can in turn foster a sense of responsibility. The dimensions of empowerment are: (a) Meaning, (b) Competence, (c) Self-determination, (d) Impact, refers to the extent to which an employee believes that he can influence the organizational system or company where he works. Based on the results of the research and discussion above, the findings in this study state that there is a positive and significant direct effect of empowerment on commitment to the organization which has been supported by previous research and also supported by theories regarding empowerment and commitment to organization. Therefore it can be concluded that the higher the employee empowerment, the higher the commitment to the organization and vice versa the lower the employee empowerment, the lower the commitment to the organization.

### **Effect of Work Motivation on Organizational Commitment**

In accordance with the research hypothesis, the effect of work motivation on commitment to the organization using the product moment correlation technique obtained a correlation coefficient value of 0.950. This means that work motivation has a positive effect on commitment to the organization. The strength of the influence of work motivation on commitment to the organization is in the "Very Strong" category because the value of  $r_{yz} = 0.950$  is between the values of 0.800-1.000. To test the significance of the effect that occurs, the t test is used. The  $t_{\text{count}}$  value = 31.849 and the  $t_{\text{table}}$  value = 1.981 at the Sig = 0.05 level and the value  $N-3$  or  $112-3 = 109$ . It turns out that the value of  $t_{\text{count}} > t_{\text{table}}$  ( $31.849 > 1.981$ ), means that the effect of work motivation on commitment to the organization is significant. Thus it can be concluded that there is a significant positive effect of work motivation on commitment to the organization. To determine the magnitude of the contribution of work motivation to commitment to the organization is calculated from the value of the coefficient of determination, which is equal to 90.2%. This means that the variable of work motivation contributes 90.2% to commitment to the organization. The functional relationship of work motivation on commitment to the organization is calculated using the regression analysis technique which produces  $\hat{Y} = 19.711 + 0.657Y$ . A constant of 19.711 states that if there is no work motivation then the value of commitment to the organization is 19.711. The regression coefficient of work motivation is 0.657 which states that every increase of one unit of work motivation will increase commitment to the organization by 20.368 one unit of value. This means that the variable of work motivation can be used to predict commitment to the organization. The indicator that has the strongest relationship is the desire to be given responsibility indicator ( $Y_3$ ) with the employee's emotional attachment to the organization ( $Z_1$ ), this is because the highest value of the correlation coefficient is obtained by the relationship between the indicators in question which is 0.676. This shows that an increase in work productivity adjusted based on the competencies possessed by employees has a strong relationship with employees

feeling proud to be part of the organization. The indicator that has the weakest relationship is the desire for appreciation indicator ( $Y_2$ ) with the employee's emotional attachment to the organization ( $Z_1$ ) with a correlation value of 0.003.

Almintisir et al [10] stated that motivation is a motive associated with someone's curiosity to do or not do something at work. Motivation is generally divided into intrinsic and extrinsic, including: (1) intrinsic motivation is a type of motivation related to fulfilling one's feelings, pleasure, interests, or personal pleasure; (2) extrinsic motivation occurs when people are triggered from outside to appear in the form of games, explorations, and challenges with the aim of obtaining external rewards. Based on the results of the research and discussion above, the findings in this study state that there is a positive and significant direct effect of work motivation on commitment to the organization which has been supported by previous research and also supported by theories regarding work motivation and commitment to the organization. Therefore it can be concluded that the higher the work motivation, the higher the commitment to the organization and vice versa the lower the employee's work motivation, the lower the commitment to the organization.

### **The Effect of Organizational Culture on Organizational Commitment Through Work Motivation**

In accordance with the research hypothesis, the influence of organizational culture on organizational commitment through work motivation using the product moment correlation technique obtained a correlation coefficient value of 0.929. This means that organizational culture has a positive effect on work motivation. The strength of the influence of organizational culture on work motivation is in the "Very Strong" category because the value of  $r_{(x_1 y)}=0.929$  is between the values of 0.800-1.000. To test the significance of the effect that occurs, the z test is used.  $Z_{count} = 3.96$  and  $Z_{table} = 1.96$  at the Sig = 0.05 level. It turns out that the value of  $Z_{count} > Z_{table}$  ( $3.96 > 1.96$ ), means that the influence of organizational culture on commitment to the organization through work motivation is significant. Thus it can be concluded that there is a significant positive influence of organizational culture on commitment to the organization through work motivation. The functional relationship of organizational culture to commitment to the organization through work motivation is calculated using the regression analysis technique which produces  $Y \approx 21.299 + 0.691X_1 + 0.195Y$ . A constant of 21.299 states that if there is no organizational culture and work motivation then the value of commitment to the organization is 21.299. Organizational culture regression coefficient of 0.691 and work motivation of 0.195 states that every one unit increase in organizational culture and work motivation will increase commitment to the organization by 22.185 one value unit. This means that the variables of organizational culture and work motivation can be used to predict commitment to the organization.

Mansaray [16] states that motivation is individual behavior in directing oneself to do what will give the desired result (felt need). Thus, highly motivated individuals can always work diligently to fulfill their performance in

accordance with the goals set by the company and sometimes can go the extra mile to exceed their targets. The dimensions of work motivation are: 1) Physiological needs are individual determination to meet biological needs that are greater than ambition to satisfy other types of needs. In the context of work motivation, individual physiological needs are often satisfied through the wages and salaries paid by the organization. 2) The need for security is the desire to get protection from physical and emotional harm, as well as a guarantee that physical needs will be met (stability), and there is no pain. Organizations typically support individuals meeting these needs through safety programs and equipment by providing security through health insurance and retirement plans, as well as other benefits. 3) Social needs are a person's need for love, belonging, acceptance, and friendship. Social needs can be met not only in formally issued work groups but also in informal groups. 4) The need for recognition is the desire for power and status. Individual needs to feel important, get recognition from others, receive promotions, awards and feedback from superiors which will lead to self-confidence, prestige and selfishness. 5) The need for self-actualization is the need for self-fulfillment and the feeling that individual potential has been achieved. In an organization, an individual can achieve his actualization not on promotion but on the individual's ability to master his environment and set and achieve the goals set by the individual.

Wibowo [17] states that organizational culture is the basic philosophy of an organization which includes shared beliefs, norms, and values which are the core characteristics of how these values guide all human resources in the organization in carrying out their performance. The dimensions of organizational culture are: (a) Observable (b) Espoused Values are beliefs, (c) Basic Understanding An understanding of organizational culture and work motivation in an organization shows that every aspect of a strong organizational culture tends to increase employee motivation so that it is more optimal. Organizational culture has a very important influence in increasing work motivation. This is because the success achieved by the organization is determined by the development of the organization towards organizational goals by upholding the cultural values adopted by the organization, organizational managerial capabilities and the behavior of leaders and employees in behaving in accordance with the vision, mission and policy directions that have been determined by the organization so that employees able to have a mindset in accordance with the direction of the company. Employees who have high work motivation are closely related to employees who can align personal dreams and goals with organizational dreams and goals so that employees can work comfortably. Understanding employees and implementing strong organizational values can make employees believe in and apply organizational values in carrying out their duties, so as to make employees feel comfortable and motivate employees to stay in the organization. Based on the results of the research and discussion above, the findings in this study state that there is a positive and significant indirect effect of organizational culture on commitment to the organization through work motivation which is supported by theories

regarding organizational culture, commitment to the organization and work motivation. Therefore it can be concluded that the stronger the organizational culture and employee motivation, the higher the commitment to the organization and vice versa the lower the organizational culture and motivation, the lower the commitment to employees.

### The Effect of Empowerment on Organizational Commitment Through Work Motivation

In accordance with the research hypothesis, the effect of empowerment on organizational commitment through work motivation using the product moment correlation technique obtained a correlation coefficient value of 0.964. This means that empowerment has a positive effect on work motivation. The strength of the influence of empowerment on work motivation is in the "Very Strong" category because the value of  $r_{(x_2 y)}=0.964$  is between the values of 0.800-1.000. To test the significance of the effect that occurs, the z test is used.  $Z_{count} = 7.002$  and  $Z_{table} = 1.96$  at the Sig = 0.05 level. It turns out that the value of  $Z_{count} > Z_{table}$  ( $7.002 > 1.96$ ), means that the effect of empowerment on commitment to the organization through work motivation is significant. Thus it can be concluded that there is a significant positive direct effect of empowerment on commitment to the organization through work motivation. The functional relationship of empowerment to organizational commitment through work motivation is calculated using the regression analysis technique which produces  $\hat{Y} = 27.916 + 0.151X_2 + 0.382Y$ . A constant of 27.916 states that if there is no empowerment and work motivation then the value of commitment to the organization is 27.916. The regression coefficient of empowerment is 0.151 and work motivation is 0.382 which states that every one unit increase in empowerment and work motivation will increase commitment to the organization by 28.449 per unit value. This means that the variables of empowerment and work motivation can be used to predict organizational commitment.

Devadass [18] states that motivation is a phenomenon associated with people in work contexts, which is described as a set of internal and external forces that initiate work-related behavior, and determine its form, direction, intensity, and duration. The definition explains the influence of both, namely: (a) environmental forces (eg, organizational reward systems, nature of work performed); (b) the forces attached to the person (eg, individual needs and motives). Empowerment is a strategy in giving responsibility and authority to employees so that employees can increase work motivation and employees stay in the organization so that employees have a high commitment to the organization. The process of developing employee competencies, providing encouragement, as well as emotional and exemplary support from leaders can assist employees in gaining trust to implement work plans that have been agreed upon by employees and the organization. With high employee empowerment by giving responsibility in accordance with the competencies possessed by employees, it can keep employees in the organization because they support and are willing to help in achieving organizational goals, so that

employees have an increased commitment to the organization as well. Based on the results of the research and discussion above, the findings in this study state that there is a positive and significant indirect effect of empowerment on organizational commitment through work motivation which is supported by theories regarding empowerment, commitment to organization and motivation. Work. Therefore it can be concluded that the stronger the empowerment and motivation of employees, the higher the commitment to the organization and vice versa the lower the empowerment and motivation, the lower the commitment to the organization.

## IV. CONCLUSION

Based on theoretical studies and research results, it can be concluded that there is a positive and significant direct effect of organizational culture on work motivation. The strength of the influence of organizational culture on work motivation is in the "Very Strong" category. So that it can be concluded, understanding and share values are the values adopted by the organization which are shown through work behavior can increase employee motivation optimally. There is a direct positive and significant influence of organizational culture on commitment to the organization. The strength of the influence of organizational culture on commitment to the organization is in the "Very Strong" category. So it can be concluded that to increase commitment to the organization can be achieved by improving the organizational culture well. There is a positive and significant direct effect of work motivation on commitment to the organization. The strength of the influence of work motivation on commitment to the organization is in the "Very Strong" category. So it can be concluded that increasing commitment to the organization can be achieved by increasing work motivation optimally. There is a positive and significant direct effect of empowerment on commitment to the organization. The strength of the influence of empowerment (empowerment) on commitment to the organization is in the "Very Strong" category.

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