

The Influence of Organizational Culture, Organizational Justice and Work Motivation on Organizational Commitment at PT Telkomsel Distributor Independent Power Root Center

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Abstract

This study aims to look at the influence of organizational culture variables on organizational commitment, look at the influence of organizational justice on organizational commitment and see the influence of work motivation on organizational commitment. The population in this study was all employees of PT TELKOMSEL Distributor Center Akar Daya Mandiri as many as 117 respondents using non-probability sampling. Data that have met the validity and reliability and classical assumptions are processed to produce regression equations namely: $Y = 6.974 + 0.018X_1 - 0.103X_2 + 0.186X_3$. Where organizational culture has an insignificant influence on organizational commitment because it has a value of the coefficient of $t_{count} > t_{table} 0.320 > 1.658$ at a significant $0.750 < 0.05$ so it can be conveyed that the research hypothesis H_1 is rejected, Organizational justice does not have a significant influence on organizational commitment because it has a value of the coefficient $t_{count} > t_{table} - 1,403 > 1.658$ at a significant $0.163 < 0.05$ so it can be submitted that the H_2 research hypothesis was rejected. Work motivation has a significant influence on organizational commitment because it has a coefficient value of $t_{counting} > t_{table} 3.472 > 1.658$ at a significant $0.001 > 0.05$ so it can be conveyed that the research hypothesis H_3 is accepted. The coefficient of determination indicates that the value of R_{Square} is 0.440 or equal to 44.40%. This means that, organizational culture, organizational fairness and work motivation are able to explain organizational diversity by the remaining 44.40% explained by other variables that were not included in this study.

Keywords

organizational culture;
organizational fairness; work
motivation; organizational
commitment



I. Introduction

Facing increasingly complex business competition and rapid changes in the external environment, organizations are required to remain adaptive. Organizations that are adaptive to the external environment, are also required to manage their internal environment in order to give birth to high-value innovations. This will be realized if the organization has conducive cultural values so that all existing human resources are willing to contribute optimally to the company.

The success of leadership is partly determined by the ability of leaders to develop their organizational culture (Arif, 2019). Organizational culture is a very important factor in improving organizational effectiveness and can also be a major instrument of competitive advantage, when organizational culture supports organizational strategies so that it can answer and overcome environmental challenges quickly and precisely. So every organization needs to develop a strategy so that employees are always enthusiastic at work,

motivated and have a commitment to the work organization, so as to always produce high performance and achievements in carrying out their duties.

PT TELKOMSEL Distributor Center Akar Daya Mandiri is a means of distributing various Telkomsel products, including sympathy starter packs, aces, Loops and M-kiosks. PT TELKOMSEL must create an organizational culture and organizational justice well in order to create solid teamwork, because the satisfaction of organizational culture and the fairness of employee work organizations is an important thing that everyone has at work, where the level of work individually varies. This difference is because each individual has differences, both in the values he adheres to, attitudes, behaviors, and motivation to work. With a high level of discipline and competence they will work earnestly so that the goals of their organizational commitment can be achieved properly.

Organizational fairness is an employee's assessment of how fair or worthy the organization's treatment of him is, there are three reasons why employees care about organizational fairness issues. First, long-term benefits, employees prefer consistent fairness rather than just being limited to someone's decisions, because with this fairness employees can predict future outcomes. Employees are also willing to receive unprofitable rewards as long as the payment process is fair and receives dignified treatment. Secondly, social considerations, everyone expects to be accepted and valued by the leader not in a rude way and not exploited. Third, ethical discourse, people believe that justice is a morally appropriate way of treating a person (Edy Sutrisno, 2016). So good work motivation is needed to be able to produce good organizational commitment.

Motivation is a desire in a person that causes the person to act. People act for one reason which is to set the goal. Thus, motivation is a motivation that is governed by goals and rarely appears in a vacuum, motivation is a state in the person of a person that encourages the individual's desire to carry out certain activities in order to achieve the goal (Mathis and Jackson, 2012).

Providing motivation is very important in any company. Employees who have high work motivation will be able to encourage these employees to work more enthusiastically and can make a positive contribution to the work that has become their responsibility. Work motivation is something that causes encouragement or morale or in other words a driver of morale, without motivation an employee cannot fulfill his work according to standards or exceeds standards because what is motivation in work does not meet, even if an employee who has the ability to work high but does not have the motivation to complete his task then the final result in his work is not satisfactory (Martoyo, 2013).

II. Review of Literature

2.1 Organizational Culture

According to Luthans (2012) organizational culture is the norms and values of the organization will behave in accordance with the prevailing culture accepted by its environment.

2.2 Organizational Culture Indicators

According to Arifin (2015) there are several indicators of organizational culture, including:

- a. Empowerment
- b. Team Orientation
- c. Capability Development

- d. Creating Change
- e. Customer Focus
- f. Organizational Learning
- g. Strategic Direction
- h. Goals & Objectives
- i. Vision

2.3 Organizational Fairness

According to Abiworo & Triwijayanti (2016) organizational justice is a form of organizational behavior that continues to develop until now.

2.4 Organizational Fairness Indicators

According to Budiarto et al (2014) there are several indicators of organizational justice, including:

- a. Equations. Shows a review of equality between the effort given in the work and the remuneration received.
- b. Eligibility. Shows an assessment of the feasibility of the rewards that the company provides based on the completion of work.
- c. Contributions. Shows the assessment of the harmony between the reward and the contribution made to the company.
- d. Performance. Shows an assessment of the harmony between the resulting performance and the rewards received.
- e. Process control. Shows an assessment of the opportunity given to express views during the time the regulations are implemented.
- f. Decision control. Demonstrate an assessment of the opportunities given and represented by the Employees' Union to participate in overseeing the implementation of regulations.

2.5 Work Motivation

According to Veithzal Rivai (2011) motivation is a condition that has the effect of awakening, directing and maintaining behaviors related to the work environment.

2.6 Work Motivation Indicators

According to Wibowo (2011) there are several indicators of work motivation, including:

- a. Work targets
- b. Quality of work
- c. Responsibility
- d. Risks
- e. Communication
- f. Friendship
- g. The need to master something work
- h. Leader
- i. Company ambassador
- j. Exemplary

2.7 Organizational Commitment

According to Robbins & Coulter (2012) organizational commitment is the level at which employees are identified with a particular organization and its goals and hope to maintain membership in the organization.

2.8 Organizational Commitment Indicators

According to Andi et al (2015) organizational commitment can be measured using four indicators that have been developed as follows:

- a. Strong desire remains as a member, employees are proud to work in the company, and consider the company as a good place to work.
- b. The desire to try hard at work, the feeling of comfort felt by employees makes employees motivated to always perform better.
- c. Acceptance of the value of the organization, the employee feels that the values applied and prevailing in the company correspond to the values embraced by the employee.
- d. Acceptance of the goals of the organization, his desire to remain in the company makes employees try hard in carrying out tasks so that the goals of the company are achieved.

III. Research Method

3.1 Types of Research

This type of research uses associative research, which is a study that proves and finds a relationship between two or more variables (sugiyono, 2017). In this study, the authors tested and analyzed the influence between free variables and bound variables.

3.2 Research Variables

- a. Free variables are those variables that affect other variables. The free variables used in this study are organizational culture, organizational justice and work motivation.
- b. A closed variable is a variable that is influenced by other variables. The bound variable used in this study was organizational commitment.

3.3 Population

Population is a generalization area consisting of objects or subjects that have qualities and characteristics that have been set by the researcher for further study so that a conclusion can be drawn. Population is not just the amount that exists in the object or subject being studied, but includes all the characteristics or traits possessed by the subject or object (Sugiyono, 2017). In this study, the population was all employees of PT TELKOMSEL Distributor Center Akar Daya Mandiri as many as 117 respondents.

3.4 Data Analysis Techniques

- a. Test Instruments
 1. Validity Test is used to find out whether a questionnaire is valid or not.
 2. Reliability Test is a tool for measuring questionnaires that are indicators of a variable or a construction
- b. Test Classical Assumptions
 1. Normality Test
Testing the normality of the data was carried out to see whether in the regression model, its dependent and independent variables had a normal distribution or not Juliandi (2014).
 2. Multicholnearity Test
Multicholnearity is used to test whether in regression models there is a strong correlation between independent variables.
 3. Heteroskedasticity Test
Heteroskedasticity is used to test whether in regression models, there is a variance inequality from the residual of one observation to another.

3.5 Multiple Linear Regression

According to Sanusi (2011) multiple linear regression is an extension of simple linear regression, that is, increasing the number of free variables that were previously only satu to two or more. This study used multiple linear regression.

3.6 Hypothesis Test

a. Test t

The t-test is intended to determine the degree of significance of the influence of each free variable on the bound variable assuming the other free variable does not change.

b. Test F

To test the influence of free variables together (simultaneously) on bound variables, an F test is used.

IV. Results and Discussion

4.1 Results

a. Data Presentation

1. Validity Test

Table 1. Validity Test Summary Results

Questionnaire Items	r_{count}	r_{table}	Conclusion
BO_1	.528	0,265	Valid
BO_2	.472		Valid
BO_3	.412		Valid
BO_4	.346		Valid
BO_5	.397		Valid
BO_6	.394		Valid
BO_7	.592		Valid
BO_8	.360		Valid
BO_9	.495		Valid
KDO_1	.454		Valid
KDO_2	.467		Valid
KDO_3	.277		Valid
KDO_4	.555		Valid
KDO_5	.357		Valid
KDO_6	.376		Valid
MTV_1	.580		Valid
MTV_2	.554		Valid
MTV_3	.598		Valid
MTV_4	.426		Valid
MTV_5	.542		Valid
MTV_6	.632		Valid
MTV_7	.510		Valid
MTV_8	.536		Valid
MTV_9	.428		Valid
MTV_10	.485		Valid
KO_1	.518		Valid

KO_2	.590	Valid
KO_3	.387	Valid
KO_4	.590	Valid

Source: Processed data (2022)

Based on the table above, it shows that all indicators in each variable have met the validity requirement, namely $t_{\text{calculate}} > t_{\text{table}}$.

2. Reliability Test

Table 2. Reliability Test Summary Results

Variable	Cronbach Alpha Count	Cronbach Alpha Standard	Decision
Organizational culture (X1)	0.762	0,600	Reliable
Organizational Justice (X2)	0.670		Reliable
Work Motivation(X3)	0.829		Reliable
Organizational Commitment (Y)	0.787		Reliable

Source: Processed data (2022)

Based on the table above, it shows that all variables have met the requirements of the reliability test, where the calculated Cronbach Alpha value is greater than the standard Cronbach Alpha value.

b. Test of Classical Assumptions

1. Data Normality Test

Table 3. Data Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		117
Normal Parameters ^a	Mean	.0000000
	Std. Deviation	2.27807083
Most Extreme Differences	Extreme Absolute	.054
	Positive	.039
	Negative	-.054
Kolmogorov-Smirnov Z		.588
Asymp. Sig. (2-tailed)		.200

a. Test distribution is Normal.

Source: Processed data (2022)

The table above shows that the value of Asymp. The sig is 0. 200 is greater than 0.05, so it is concluded that the data has been distributed normally.

2. Multicholnearity Test

Table 4. Summary Results of Multicholnearity Test

Coefficients ^a			
Type		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Organizational culture	.981	1.019
	Organizational Justice	.975	1.026
	Work motivation	.601	1.663

a. Dependent Variable: Organizational Commitment

Source: Processed data (2022)

In the table above shows that the VIF value is less than 10 and the tolerance value is more than 0.1 for all three variables, it can be concluded that the regression model is not subject to multicholnearity

3. Heteroskedasticity Test

Normal P-P Plot of Regression Standardized Residual

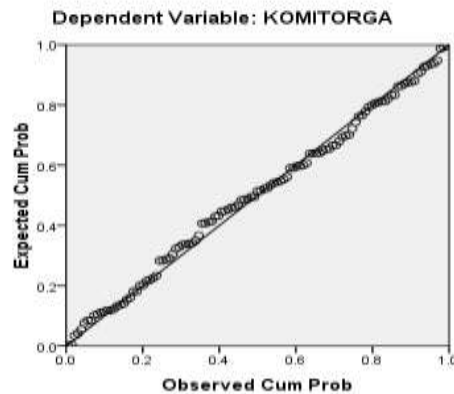


Figure 1. Scatterplot Chart

The figure above shows that the points contained in the *Scatterplot* regression model are scattered unevenly and the points form a clear and irregular pattern so that the regression model above can be concluded that heteroskedasticity does not occur.

c. Multiple Linear Regression Analysis Results

Table 5. Multiple Linear Regression Test Results

Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	6.974	4.551		1.532	.128
	Organizational culture	.018	.057	.023	.320	.750
	Organizational Justice	-.103	.073	-.101	-1.403	.163

	Work motivation	.186	.054	.318	3.472	.001
a. Dependent Variable: Organizational Commitment						

Source: Processed data (2022)

From the multiple linear regression equation above, the following can be described regarding the relationship between independent and dependent variables as follows:

- The constant value (a) = 6.974 is thought to increase organizational commitment by 6.974 assuming the variables of organizational culture, organizational fairness, work motivation, work discipline, and competence have a fixed coefficient value (zero).
- Organizational culture the value of the regression coefficient = 0.018 and is positive, meaning that if there is an increase of one point in organizational culture, it can increase organizational commitment by 0.018 assuming the variables organizational justice, work motivation, work discipline and competence have a fixed value (zero).
- Organizational fairness the value of the regression coefficient = -0.103 and is negative, meaning that if there is an increase of one point in organizational fairness, it can reduce organizational commitment by -0.103 assuming the variables Organizational culture, work motivation, work discipline, and competence have a fixed value (zero).
- Work motivation regression coefficient value = 0.186 and positive value, meaning that if there is an increase of one point in work motivation, it can increase organizational commitment, by 0.186 assuming the variables of organizational culture, organizational justice, work discipline, and competence have a fixed value (zero).

d. Hypothesis Testing

1. T test

Table 6. t Test Results

Coefficients ^a						
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.974	4.551		1.532	.128
	Organizational culture	.018	.057	.023	.320	.750
	Organizational Justice	-.103	.073	-.101	-1.403	.163
	Work motivation	.186	.054	.318	3.472	.001
a. Dependent Variable: Organizational Commitment						

Source: Processed data (2022)

- Organizational culture has an insignificant influence on organizational commitment because it has a coefficient value of $t_{count} > t_{table}$ $0.320 > 1.658$ at a significant $0.750 < 0.05$ so it can be conveyed that the H_1 research hypothesis is rejected, meaning that organizational culture plays an important role in creating smoothness in all aspects that run in the company.
- Organizational fairness has no significant influence on organizational commitment because it has a coefficient value of $t_{count} > t_{table}$ $-1,403 > 1.658$ at a significant $0.163 < 0.05$ so it can be conveyed that the H_2 research hypothesis is rejected meaning that determining organizational commitment negatively affects the organizational fairness of employees who are committed to the company that they will not determine other better jobs and choose to remain with the company.

- c. Work motivation has a significant influence on organizational commitment because it has a coefficient value of $t_{count} > t_{table} 3.472 > 1.658$ at a significant $0.001 > 0.05$ so it can be conveyed that the research hypothesis H_3 is accepted

2. Test F

Table 7. F Test Results ANOVA^b

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	473.920	5	94.784	17.477	.000 ^a
	Residual	601.994	111	5.423		
	Total	1075.915	116			

a. Predictors: (Constant), Organizational Culture, Organizational Justice, Work Motivation

b. Dependent Variable: Organizational Commitment

Source: Processed data (2022)

Based on the results of the output above, it is concluded that organizational culture, organizational justice, work motivation, simultaneously have a significant effect on organizational commitment has a_{calculated} coefficient value of F greater than F_{table} , $17,477 > 2.30$ at a significant $0.000 < 0.05$ so that it can be concluded that the research hypothesis was accepted. thus, the presented regression model can be used.

e. Coefficient of Determination

Table 8. Coefficient of Determination Test Results Model Summary^b

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.664 ^a	.440	.415	2.32881	1.964

a. Predictors: (Constant), Organizational Culture, Organizational Justice, Work Motivation

b. Dependent Variable: Organizational Commitment

Source: Processed data (2022)

Based on the table above, it is known that the value of R_{Square} is 0.440 or equal to 44.40%. This means that, organizational culture, organizational fairness and work motivation are able to explain organizational diversity by 44.40%.

4.2 Discussion

Based on the results of statistical testing carried out, it can be conveyed that partially the organizational culture has an insignificant effect on the organizational commitment of PT Telkomsel Distributor *Center Akar Daya Mandiri*. The results of this test can be shown from the value of the coefficient of $t > t_{table}$, $0.320 > 1.658$ at a significant $0.750 < 0.05$. Organizational culture is the norms that are accepted as a real thing as everyone in the company. Organizational culture becomes a reference between employees and the company. Organizational culture has an important role in determining the growth of the company. The company can grow because the organizational culture is able to stimulate the morale of employees so that the company's performance increases. Thus, from the description above, it can be conveyed that organizational culture is something that is expected by the company to maintain and increase the cultivation of organizational culture values has an insignificant influence on organizational commitment. Based on empirical evidence from the study, it can be concluded that the research results are not in line with Heriyanti & Zayanti (2020).

Based on the results of statistical testing carried out, it can be conveyed that partially the fairness of the organization has an insignificant effect on the organizational commitment of PT Telkomsel Distributor *Center Akar Daya Mandiri*. The results of this test can be shown from the value of the coefficient of $t > t_{table}$, $-1.403 > 1.658$ at a significant $0.163 < 0.05$. From the description above, it is stated that the higher the fairness of the organization, they feel that they are unable to increase the commitment of employees in working at PT Telkomsel Distributor *Center Akar Daya Mandiri*. Based on empirical evidence from the study, it can be concluded that the research results are not in line with Pramudimas & Desi (2017) have a positive and significant effect on organizational commitment.

Based on the results of statistical testing carried out, it can be conveyed that partially work motivation has an insignificant effect on organizational commitment to PT Telkomsel Distributor *Center Akar Daya Mandiri*. The results of this test can be shown from the coefficient value of $t > t_{table}$, $3.472 > 1.658$ with a significant $0.001 < 0.05$. Thus, from the explanation above, the motivation is high, the level of motivation of each employee by carrying out all the rules that have been agreed upon together and there is a strong organizational commitment for employees to always be loyal or loyal to the organization. Based on empirical evidence from the research of Nurlaely & Asri (2016), it can be concluded that work motivation has a positive and partial significant influence between work motivation and organizational commitment variables. This of course, the better the increase from the work motivation owned by employees, the more organizational commitment increases.

V. Conclusion

1. Organizational culture has an insignificant effect on organizational commitment at PT Telkomsel Distributor *Center Akar Daya Mandiri*.
2. Organizational fairness has an insignificant effect on organizational commitment at PT Telkomsel Distributor *Center Akar Daya Mandiri*.
3. Work motivation has a positive and significant effect on organizational commitment at PT Telkomsel Distributor *Center Akar Daya Mandiri*.

Suggestion

1. It is necessary to advise PT Telkomsel Distributor *Center Akar Daya Mandiri*, improve the condition of its organizational culture by cultivating joint activities in the form of *olag raga* or activities that make family, then to support organizational commitment, employees should always have a sense of belonging to the company, employees should always care about problems that occur in the company, employees should always have an emotional attachment to the company. With this togetherness, it will improve organizational culture and organizational commitment. Thus employee performance will increase even more and if employee performance increases, employees will feel satisfied with their achievements.
2. The leadership should in implementing organizational justice in the company still needs to be maintained for the better, the goal is that the quality of human resources and performance in the company remains good so that it will support the success of the company.
3. PT Telkomsel Distributor *Center Akar Daya Mandiri*, needs to pay attention to employee work motivation to develop their skills and expertise, this can be done by providing learning opportunities for employees with good work performance, can also provide more creative space for employees to be encouraged to provide optimal performance in order to achieve organizational goals.

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