The Effect of Organizational Commitment and Integrity on Employee Performance through Motivation PT. Parsariran

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Abstract : *This study aims to determine the effect of organizational commitment and integrity on employee performance simultaneously, to know the influence of organizational commitment to employee performance partially, to know the influence of integrity to the employee performance partially, to know the motivation to the employee performance partially, to know the influence of organizational commitment to employee performance through the motivation variable and know the influence of integrity to the performance of employees through motivation. Research conducted on employees of PT. Parsariran. The sampling technique used a saturated sample involving 77 employees. Data analysis using path analysis.*
Based on data analysis that variable of organizational commitment and integrity influence to employee performance simultaneously. Organizational commitment, integrity and motivation variable have an effect on partial employee performance. Motivational variables cannot mediate between organizational commitment and integrity to employee performance.
***Keywords:**organizational commitment, integrity, motivation, employee performance*

I. Introduction

Companies need employees who have high organizational commitment and integrity. Organizational commitment is the individual psychological state associated with strong beliefs, beliefs, and acceptance of the organization's goals and values, a strong willingness to work for the organization and the degree to which it wants to remain an organization member. Organizational commitment reflects the degree to which a person recognizes an organization and is tied to its goals.

Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual person knows and is tied to his organization. A highly committed individual will likely see himself as a true member of the organization.

In a previous study, Osa and Amos (2014) stated that organizational commitment has an effect on employee performance. The study was conducted on a number of company employees in the country of Nigeria. The better organizational commitment that employees have, the performance of employees is also getting better. In this study motivation also gives a good impact on the improvement of employee's performance at work.

Rivai (2005: 309) said that the performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company. Performance is the result of work in quality and quantity that can be achieved by an employee in performing tasks in accordance with the responsibilities given to him.

Another factor affecting performance is integrity. Integrity is a consistent attitude and behavior to uphold work ethics and professional ethics. Integration requires a temptation or an opportunity to commit a disgraceful act. But the motivated person does not commit such a disgraceful act because he has confidence in the importance of upholding the noble values in his environment.Integration is to act consistently in accordance with organizational values and policies and professional codes of ethics, even under difficult circumstances to do so. Simply put, motivation shows the firmness of attitudes, unity of deeds and moral values adopted by a person.

II. Literature Review

Employee Performance

Performance is the result of the work or activity of an employee in quality and quantity in an organization to achieve the goal in carrying out the task and work given to him. Rivai (2005: 309) said that the

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performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company

While according to Mangkunegara (2009: 9), employee performance (work performance) is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Therefore it can be concluded that the performance of human resources is the performance of work, or the work (output) both quality and quantity achieved HR per unit time period in carrying out its work duties in accordance with the responsibilities given to him. Performance appraisal is an effort made by the leadership to assess the work of his subordinates.

Measuring employee performance according to Mathis (2002: 78) which became an indicator in measuring the performance or achievement of employees are as follows:

1. The quantity of work, ie the volume of work produced under normal conditions.
2. Quality of work, which can be neatness accuracy and linkage results with not ignore the volume of work.
3. Utilization of time, ie the use of working periods adjusted to the discretion of the company or government agency.
4. Cooperation, namely the ability to handle relationships with others in the work.

Organizational Commitment

According to Robbins and Judge (2008: 100) organizational commitment is a situation in which an employee sided with a particular organization and its goals and intentions to maintain membership in the organization. Thus, high employee involvement means siding with the particular job of an individual, while high organizational commitment means favoring the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization. A highly committed individual will likely see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is an individual psychological state associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the extent to which it wants to remain an organization member.

Organizational commitment is the attitude of employees who are interested in the goals, values and objectives of the organization shown by the acceptance of individual values and goals of the organization and have the desire to affiliate with the organization and willingness to work hard for the organization so that makes individuals feel at home and still want to stay in the organization achieving organizational goals and sustainability. Organizational commitment is revealed by the scale of organizational commitment. The aspect of commitment is expressed through Schultz and Schultz's (1993, 290) aspects: (1) acceptance of organizational values and goals (2) willingness to strive for the organization and (3) having a desire to affiliate with the organization. Meyer and Allen (1993) suggest three components of organizational commitment: 1). Affective commitment, occurs when employees want to be part of the organization because of an emotional bond (emotional attachment) or feel has the same value as the organization,2). Continuance commitment, ie the willingness of individuals to remain in the organization because they do not find other jobs or due to certain economic rewards, 3). Normative commitment, arising from the values of employees. Personnel, members of the organization, because there is an awareness that is committed to the organization is the right thing to do.

Integrity

Integrity is derived from the Latin "integrate" which means complete or flawless, perfect, without a mask. The point is that what is in the heart is the same as what we think, say, and do (Bertens, 1994).

So it can be said that integrity is a consistent attitude and behavior to uphold the work ethics and professional ethics. Integration requires a temptation or an opportunity to commit a disgraceful act. But the motivated person does not commit such a disgraceful act because he has confidence in the importance of upholding the noble values in his environment.

Integration is to act consistently in accordance with organizational values and policies and professional codes of ethics, even under difficult circumstances to do so. Simply put, motivation shows the firmness of attitudes, unity of deeds and moral values adopted by a person.

People who have Integration will not be deterred by the temptation to betray the moral values that are believed. A person motivated is a person who maintains a high degree of honesty and ethics in his daily speech and actions. They are competent, meticulous and reliable people in behaving, trustworthy by their colleagues, subordinates, and superiors as well as outsiders. They also treat others fairly.

Motivation

Motivation is a drive of will that causes a person to perform an action to achieve a certain goal. Motivation comes from the word motif which means "encouragement" or stimulus or "driving force" that exists within a person. According to Weiner (1990) cited Elliot et al. (2000), motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities.

According to Uno (2007), motivation can be interpreted as an internal and external impulse in a person who is indicated by the existence; desires and interests; encouragement and need; hopes and aspirations; appreciation and respect. According to Weiner (1990) cited Elliot et al. (2000), motivation is defined as an internal condition that awakens us to action, encourages us to achieve certain goals, and keeps us interested in certain activities. Motivation is the impact of one's interaction with the situation it faces (Siagian, 2004).

Motivation becomes a force, a force or power, or a complex state and a willingness in the individual to move toward a certain goal, whether consciously or unconsciously (Makmun, 2003).

Sudarman argued that intrinsic motivation is the motivation that becomes active or functioning unnecessary stimulation from the outside because in each individual there is a drive to do something. While according to Suryabrata, intrinsic motivation is a motivation whose function does not need to be stimulated from the outside. While the device of intrinsic motivation according to another opinion of motivation is the driving force that comes from outside the child's self. Based on the above definition, it can be understood that extrinsic motivation is essentially a drive that comes from outside a person. Positive extrinsic motivations such as reward, praise, gifts and so on can stimulate children's activities to study hard.

III. Research Methods

Research Design

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:
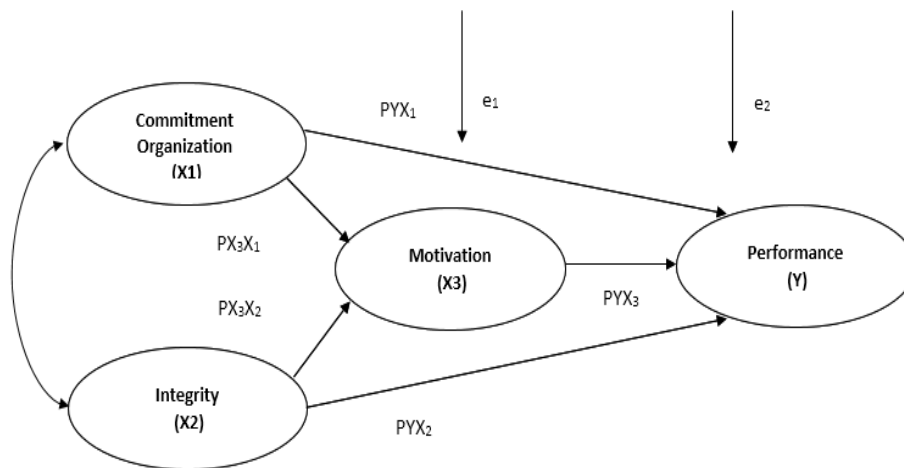
Figure 1. Research Design

Population, Sample, and Period of Research

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2005). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 2010). The sample used in this research is employees of PT. Parsariran.

The total number of employees is 77 people. The employee is entirely incorporated into the data analysis. Sampling is included in sample stacking by using purposive sampling method. This sampling takes sampling in a unit of analysis with respect to the same characteristics in the sample. The overall sample taken in this part of the organization uses saturated sampling.

Data Collection Technique

To obtain a concrete and objective data must be held research on the problems studied, while the steps that researchers travel in data collection is the primary data. Primary data is data obtained directly from the

object of research. In this case, the primary data obtained from the field research data collection method is done by direct research on the object of research in question.

Test for Classic Deviation Assumptions

Stages of data processing in this study are classical assumption test with regression such as linearity test, heteroskedastic test, normality test, multicollinearity test and autocorrelation and descriptive statistic search are a mean value, median mode, standard deviation, and range.

Data Quality Test

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2007: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

1. Test Data Validity

Testing the validity of the instrument using the item analysis, which is to calculate the score of each item with a total score which is the number of each scored item. The correlation coefficient used is the Product Moment correlation coefficient.

2. Test Data Reliability

Looking for instrument reliability whose score is not 0-1, but is a range between several values, eg 0-10 or 0-100 or scales 1-3, 1-5, or 1-7, and so on can use alpha coefficient (α) from Cronbach.

IV. Research Result and Discussion

Classical Assumption Testing

The regression equation resulting from the calculation using SPSS version 21 must be tested for quality by using classical assumptions to qualify Best Linear Unbiased Estimated (BLUE). Some classical assumption tests that must be met are a test of normality, autocorrelation, , and Heteroscedasticity.

Normality Test

The data normality test is used to draw the conclusion whether the data under study is normally distributed so that if it is described it will form a normal curve. Test the normality of data using Kolmogorov Smirnov with the results can be seen in the following table.

Table 1. Calculation results Kolmogorov Smirnov

One-Sample Kolmogorov-Smirnov Test		Commitment	Integrity	Motivation	Performance
N		77	77	77	77
Normal Parameters[a,b]	Mean	22,4026	18,1429	18,6494	38,4805
	Std. Deviation	3,87726	5,55999	4,43896	4,93273
Most Extreme Differences	Absolute	,151	,120	,181	,109
	Positive	,079	,078	,121	,082
	Negative	-,151	-,120	-,181	-,109
Test Statistic		,151	,120	,181	,109
Asymp. Sig. (2-tailed)		,000[c]	,008[c]	,000[c]	,024[c]
a. Test distribution is Normal.					
b. Calculated from data.					
c. Lilliefors Significance Correction.					

Based on the above table it is known that the data meet the assumption of normality if the value of significance has a number greater than 0.05. The data in the table above illustrates that the data has a number of significance above 0.05 so it can be said that the data on the questionnaire has a normal distribution.

The portrayal of the normality curve can also be seen based on the image below. The image is obtained from the illustration on SPSS where X included is S resid and Y is Z Pred.
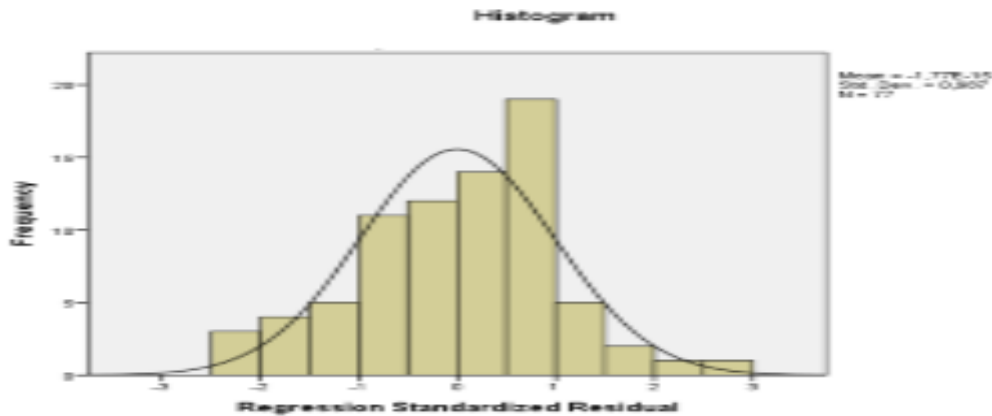
Figure 2. The data normality curve

Based on the picture above it is known that the data is normally distributed. This analysis supports the analysis that has been done before. The equations formed when drawn also form a linear curve. This curve can be described as follows.
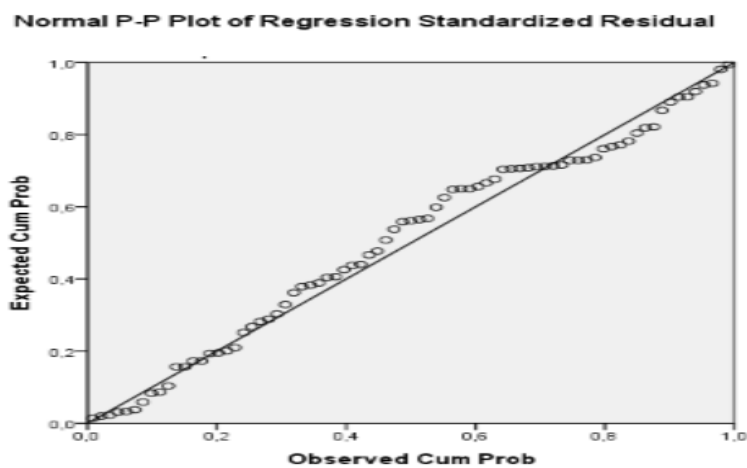

Figure 3. Data linearity curve

Test Data Autocorrelation

This test includes testing whether data on one variable has a significant correlation or not. Autocorrelation testing can be seen using Durbin Watson as follows.

Table 2. Calculation results of Durbin Watson

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,500[a]	,250	,230	4,32910	,989

a. Predictors: (Constant), INTEGRITY, COMMITMENT
b. Dependent Variable: PERFORMANCE

Based on the above table the value of Durbin Watson is at reception does not occur autocorrelation data.

Data Multicollinearity Test

Multicollinearity test data is a test to see if there is a high correlation between independent variables. Testing this assumption is done by using the VIF value. If the VIF value is smaller than 5 then the inter-independent variable does not occur multicollinearity. VIF calculation results can be seen in the following table.

Table 3. VIF calculation results

		Collinearity Statistics	
Model		Tolerance	VIF
1	COMMITMENT	,968	1,033
	INTEGRITY	,968	1,033
a. Dependent Variable: PERFORMANCE			

Based on the above table it is known that the VIF value is less than 5 so it can be said that the independent variables are not correlated.

Test Data Heteroskedasticity

The data heteroscedasticity test is a test to assess whether the predicted value of the data is correlated with the value of the independent variable. If it happens then the resulting equation is also not a good estimator. This test can use the curve model resulting from the equation between X Pred on variable Y and D Resid on variable X in the SPSS program. The resulting image can be seen in the following figure.
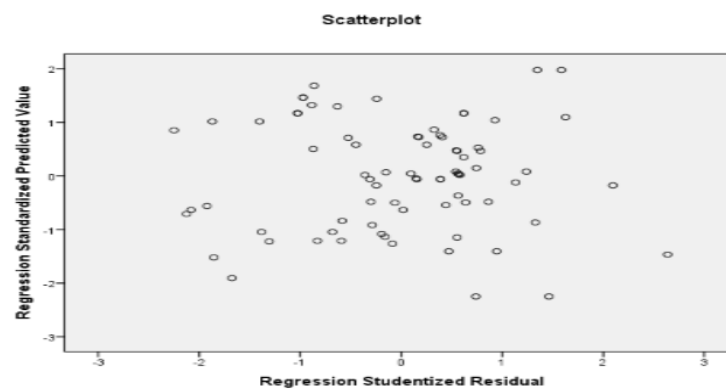
Figure 4. Testing of heteroscedasticity

Based on the picture above can be seen that the spreading points do not form a certain pattern means that not the densest correlation between the prediction of data on variable Y with the value of independent variables on variable X so that the data does not occur symptoms of heteroscedasticity.

Hypothesis Testing
1. Effect of organizational commitment and integrity on employee performance
Linear analysis model can be seen based on a calculation by using SPSS program as follows.

Table 4. Results of the first equation analysis

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	25,088	3,120		8,040	,000
	COMMITMENT	,317	,130	,249	2,433	,017
	INTEGRITY	,347	,091	,391	3,823	,000
a. Dependent Variable: PERFORMANCE						

Based on the above table, the simultaneous structural equations can be described as follows
$Y = 0.249X1 + 0.391X2$
The value of F arithmetic can be obtained from the following table

Table 5. F value Calculate simultaneous equations

		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	462,382	2	231,191	12,336	,000[b]
	Residual	1386,839	74	18,741		
	Total	1849,221	76			
a. Dependent Variable: PERFORMANCE						
b. Predictors: (Constant), INTEGRITY, COMMITMENT						

Based on the above table note that the value of F arithmetic amounted to 12.336 and significance of 0.05. This value is less than 0.05. This means that organizational commitment and Integrity variables affect the performance of employees simultaneously. The magnitude of the influence of independent variables on the dependent variable can be seen from the r quadratic value as follows.

Table 6. The r-value of squared first regression model

Model Summary[b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,500[a]	,250	,230	4,32910	,989
a. Predictors: (Constant), INTEGRITY, COMMITMENT					
b. Dependent Variable: PERFORMANCE					

Based on the above table it is known that r square value of 25.0% means the organizational commitment and Integrity variable affecting employee performance of 25.0% while the rest is influenced by other variables that are not included into the equation model.

2. Analysis of the influence of organizational commitment to employee performance partially

The result of the analysis of the influence of organizational commitment on performance partially can be seen in the following table.

Table 7. Results of the second regression equation analysis

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	29,380	3,165		9,284	,000
	COMMITMENT	,406	,139	,319	2,918	,005
a. Dependent Variable: PERFORMANCE						

The structural equation of the above data can be seen as follows $Y = 0.319X_1$

Based on the table above analysis results note that the coefficient of organizational commitment of 0.319. The value of t is 2.918. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the organizational commitment variable affects the employee's performance partially. The amount of influence organizational commitment to employee performance can be seen in the following table.

Table 8. The r-value of the square of the second equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,319[a]	,102	,090	4,70559
a. Predictors: (Constant), COMMITMENT				

Based on the above table it can be seen r square value of 0.102. This means that the influence of organizational commitment variable on employee performance is 10.2% and the rest is influenced by other variables that are not included in the equation model.

3. Analysis of the effect of integrity on the performance of employees partially

The results of the analysis of the effect of integrity on performance partially can be seen in the following table.

Table 9. Results of the analysis of the third regression equation

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	31,463	1,748		17,995	,000
	INTEGRITY	,387	,092	,436	4,195	,000
a. Dependent Variable: PERFORMANCE						

The structural equation of the above data can be seen as follows $Y = 0.436X_2$

Based on the table above analysis results note that the Integrity coefficient of 0.436. The value of t is 4.195. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the Integrity

variable affects the performance of employees partially. The magnitude of the influence of integrity on employee performance can be seen in the following table.

Table 10. The r-value of the square of the third equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,436[a]	,190	,179	4,46878
a. Predictors: (Constant), INTEGRITY				

Based on the above table it can be seen r square value of 0.190. This means that the influence of the Integrity variable on employee performance is 19.0% and the rest is influenced by other variables that are not included in the equation model.

4. Analysis of the effect of motivation on employee performance partially
The results of the analysis of the effect of integrity on performance partially can be seen in the following table.

Table 11. Results of the analysis of the fourth regression equation

Coefficients[a]					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	31,557	2,318		13,616	,000
	MOTIVATION	,371	,121	,334	3,070	,003
a. Dependent Variable: PERFORMANCE					

The structural equation of the above data can be seen as follows $Y = 0.334 X3$

Based on the table above analysis results note that the coefficient of a motivation of 0.334. The value of t is 3.070. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the variable of motivation affects the performance of employees partially. The magnitude of the influence of motivation on employee performance can be seen in the following table.

Table 12. The r-value of squared the fourth equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,334[a]	,112	,100	4,68018
a. Predictors: (Constant), MOTIVATION				

Based on the above table it can be seen r square value of 0.112. This means that the effect of motivation variable on employee performance is 11,2% and the rest is influenced by another variable not included in equation model.

5. Analysis of influence organizational commitment to employee performance through motivation variables
The coefficient of influence organizational commitment to Integrity can be seen in the following table

Table 13. Influence organizational commitment to employee performance through motivation variables

Coefficients[a]					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	10,887	2,864		3,801	,000
	COMMITMENT	,346	,126	,303	2,750	,007
a. Dependent Variable: MOTIVATION					

Based on the above table it can be seen that the effect of organizational commitment on employee performance is 0.319. Influence organizational commitment to employee performance through motivation is 0,303X0,334 = 0,101. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable.

6. Analysis of the influence of integrity on employee performance through motivation variable
The value of integrity coefficient to integrity can be seen in the following table

Table 14. Value of coefficient Influence of Integrity to Employee Performance through motivation variable

		Coefficients[a]				
		Unstandardized Coefficients		Standardized Coefficients		
	Model	B	Std. Error	Beta	t	Sig.
1	(Constant)	18,797	1,748		10,752	,000
	INTEGRITY	,008	,092	,010	,088	,930
a. Dependent Variable: MOTIVATION						

Based on the above table it can be seen that the direct influence of integrity on employee performance is 0.436. While the influence of integrity on employee performance through motivation is 0,01 x 0,334 = 0,003. In this case, the direct influence is greater than the indirect effect so it can be said that the motivation variable is not an intervening variable. The overall path analysis can be described as follows:
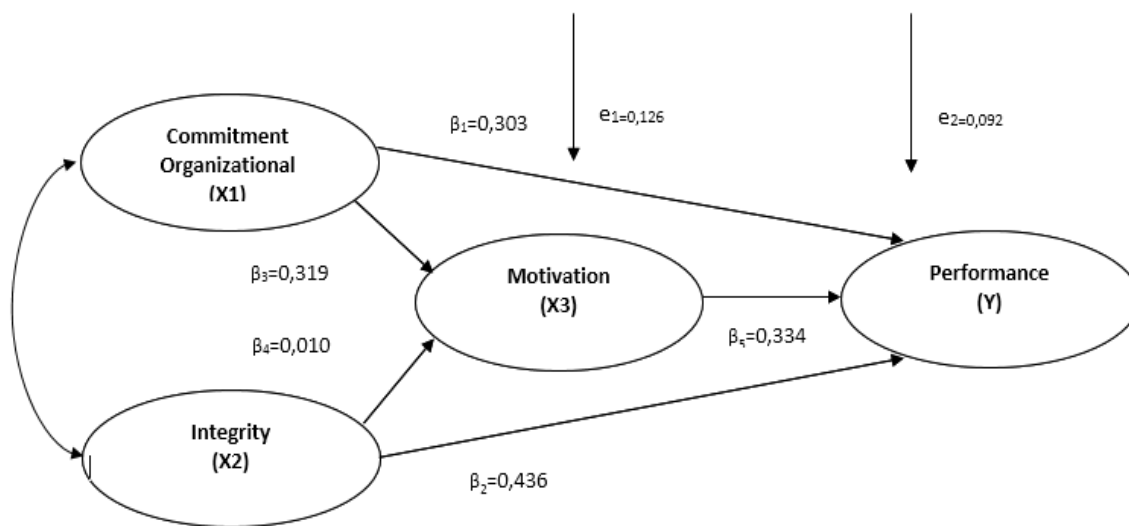
Figure 5. Overall Path Analysis

V. Conclusions And Recommendations

Conclusion

Variables organizational commitment and Integrity affect the performance of employees simultaneously. F value counted 12,336 and significance equal to 0,05. This value is less than 0.05. The r square value of 25.0% means the organizational commitment and integrity variable affecting employee performance of 25.0% while the rest is influenced by other variables not included in the equation model.

Variables organizational commitment affects the performance of employees partially. The value of t is 2.918. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.102. This means the influence of organizational commitment variable on employee performance of 10.2% and the rest is influenced by other variables that are not included in the equation model.

Integrity variables affect the performance of employees partially. The value of t is 4.195. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.190. This means that the influence of the Integrity variable on employee performance is 19.0% and the rest is influenced by other variables that are not included in the equation model.

Motivation variables affect the employee's performance partially. The value of t is 3.070. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.112. This means that the effect of motivation variable on employee performance is 11,2% and the rest is influenced by another variable not included in equation model.

The influence of organizational commitment to employee performance is 0.319. Influence organizational commitment to employee performance through motivation is 0,303 x 0,334 = 0,101. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of motivation is not as intervening variable.

The direct influence of integrity on employee performance is 0.436. While the influence of integrity on employee performance through motivation is 0,01 x 0,334 = 0,003. In this case, the direct influence is greater than the indirect effect so it can be said that the variable of motivation is not an intervening variable.

VI. Recommendations

Organizational commitment needs to be developed. Employees with a high organizational commitment to the organization need to be appreciated both in the form of awards and in other forms. This will allow other employees to participate in increasing their organizational commitment to the workplace.

Employee integrity also needs to be improved by increasing awareness of employees to integrate with other employees as well as with the company's management. This can be done through the improvement of trade union functions that exist in the company.

Motivation also needs to be improved by meeting the needs of employees. Employees need a good income to support their family and self. Other things that are non-financial also need to be considered such as awards and conduct a tour event involving the family of employees need to be considered by the management company.

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