

# “The analysis of influence of motivation and organizational commitment on employees’ performance in Telkom Kandatel Gorontalo Province”

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# THE ANALYSIS OF INFLUENCE OF MOTIVATION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEES' PERFORMANCE IN TELKOM KANDATEL GORONTALO PROVINCE

## Abstract

Every organization is required to be in a conducive condition in order to produce optimal performance to serve the community. The successfulness of an organization in many activities was based on technological advantages, fund availability, facilities and human capital. It demanded that every organization of the company must improve its competence in terms of human resources. This research was explanatory research with a quantitative approach that aimed to:

- 1) analyze the effect of motivation on organizational commitment;
- 2) analyze the effect of motivation on employees' performance;
- 3) analyze the effect of organizational commitment on employees' performance;
- 4) analyze the effect of motivation on employees' performance through organizational commitment.

The study was conducted at the Regional Service Office of PT Telkom Kandatel Gorontalo Province with the total sample of 45 people, the sampling technique used was saturated sampling (census). Primary data collected using the questionnaires were then processed and analyzed using Structural Equation Modeling (SEM). The results of the study indicated that:

- 1) motivation had a significant positive effect on organizational commitment;
- 2) motivation did not have a significant effect on employees' performance;
- 3) organizational commitment had a significant positive effect on employees' performance;
- 4) motivation had a significant positive effect on employees' performance through organizational commitment of PT Telkom Kandatel Gorontalo Province employees.

## Keywords

motivation, organizational commitment, and performance, SEM

**JEL Classification** L26, O15

## INTRODUCTION

Achievement of performance in the perspective of human resource management, both in the form of *task performance* and *contextual performance* in its achievement, requires motivation and organizational commitment from both the employees and the management of Telkom Kandatel Gorontalo Province. To face competition and changes in the business environment, especially in the face of the Industrial Revolution 4.0, competent and technology literate human resources are needed. Human resource development is absolutely necessary to meet the needs of competent human resources. Human resource development, in the view of Swanson, E. Holton, and E. F. Holton (2001) and Stoner (2006), can be done through a learning process in the form of training and development that can function as a *leverage* or as a process that can improve performance.

Performance in principle is more illustrative “achievement” (McClelland, Atkinson, Clark, & Lowell, 1953). Simanjuntak (2005) states that performance is the result of being achieved on the basis of the activities carried out, while Sutrisno (2007) states that performance is the result of work that can be achieved in accordance with duties and authority. The definition of performance in various literatures is very diverse, but basically the definition of performance, according to Bernardin (2002), describes the work results or work performance achieved both at the organizational level, task level, and individual level. To support performance achievement, especially at the individual level, in this case, employee performance is needed as a *leverage* in the form of motivation.

Motivation is an explanatory concept that can be used to understand the observed behaviors, so that the primary task of the leadership of Telkom Kandatel Gorontalo Province is to make the organization function effectively, to do so, the leader needs to seek conditions that can motivate employees to carry out their tasks in support of performance achievement. Philip C. Grant (1984) states that at present, the existence of motivation is less concerned with the assumption that improvements in technology will overcome human weaknesses. However, in terms of achieving optimal performance, the existence of human resources as *human capital* is very important to continue to be motivated.

As'ad (2001) suggests that employees who will be given training must be highly motivated employees and called it “*path goal theory*” saying that performance is a function of *facilitating process* and *inhibiting process*. The basic principle is that if someone sees that performance is on the high path to satisfy needs as a certain destination then, the employee will do the path as a function of *level of needs* concerned, but whether the process can improve performance depending on the level of freedom which is on path, so that if there are no significant obstacles, it will produce high performance. Key from “*path goal theory*” is that performance is a function of motivation to produce with a certain level.

On the other hand, there is a different opinion from Susanty and Baskoro (2013) that an employee who has high work motivation is not necessarily able to produce good or satisfying work, so they need to make improvements in their work. Research by Brahmasari and Suprayetno (2009) also shows the same thing that motivation cannot necessarily improve employee performance. It is caused by the limitations of the supervisor's policies, for example, related to overtime. Furthermore, Brahmasari and Suprayetno (2009) explained that an employee who intends to complete a job due to dedication and loyalty to their work even though it is not taken into account over time from the management, limits it to the provisions that it is not permitted, so that the employee will complete the next day.

Employee performance is not only influenced by motivational factors, but also it requires an organizational commitment from employees to remain and be loyal to the company. Robbins (2008) states that organizational commitment shows to what extent an employee sided with a particular organization and its objectives, and intends to maintain membership in the organization. Hatmoko (2006) defines organizational commitment as employee loyalty to the organization through the acceptance of goals, organizational values, willingness to try to be part of the organization and the desire to stay within the organization. Organizational commitment has three components (Meyer & Allen, 1997), namely:

- affective commitment, which occurs when employees want to be part of an organization because of an emotional bond;
- sustanaibility commitment, which arises when employees persist in an organization, because they require salary and other benefits, or because the employee does not find another job; and
- normative commitment, which arises from the values in employees with the awareness to remain a member of the organization.

The effect of organizational commitment on performance has been proven based on the findings of research conducted by Didit, Heri, and Wayan (2018), which found that organizational commitment has a significant effect on improving the performance. It means that the better organizational commitment of employees, the more hard employees will work to achieve maximum performance. Similarly, the research results of Rafiei, Amini, and Foroozandeh (2014) found that affective commitment, sustainability commitment, and normative commitment had a positive and significant effect on improving the performance.

Telkom company has many subsidiaries and associates of Telkom Group that spread both domestically and abroad. The presence of Telkom as a government-owned business entity provides services and benefits to the general public in the field of telecommunication services. The activities of Telkom companies start from planning, developing, providing, developing, operating, marketing or selling/renting and maintaining and improving telecommunication network and informatics services in the widest sense with due regard to the provisions of the laws, by encouraging the expansion of Telkom's broadband infrastructure with a target of 10 million households, 5 million speedy services, 1 million WiFi sets, building IMES capabilities, and especially in the media business for the consumer segment, as well as international business expansion, certainly requires the spirit of human resources and commitment, which is expected to be a motor growth company and the most important is to assist in the realization of the nation's development, especially the Indonesian nation.

As a large and long-standing company, Telkom's success cannot be separated from the management role of the company. The improvement of the company's perspective that adjusted to the present conditions has enabled Telkom to continue to this day. Telkom believes that employees with individual skills, knowledge, attitudes, intelligence, skills, experience, feasibility, ability, conformity, authority, training, education, creativity and other added value can be a company asset to encourage companies to move forward and succeed in the future.

In relation to the above, this research would like to study the concept of relationship between motivation with commitment and performance. Differences of findings from previous researchers then become an important gap and need to review the consistent concept of the relationship between motivation, organizational commitment and performance appraisal, especially to employees in Telkom. Motivation, which is strongly believed to improve performance, requires a commitment role in an organization, on the one hand, and that organizational commitment can affect employees' performance.

Similarities and differences things from this study relate to the position of organizational commitment variables, which mediate the variables in improving the performance.

## 1. REVIEW OF LITERATURE

### 1.1. Motivation

Motivation, according to McClelland et al. (1953) is an achievement that someone has, so they state that "*achievement motivation is desire to do well not so much for the sake of social recognition or prestige but to attain an inner feeling or personal accomplishment. Success in competition with some standards of excellence*", whereas G. Kinman and R. Kinman (2001) state that "*common to many conceptualizations of motivation is an emphasis on the*

*presence of stimuli to direct the individual: either an internal drive (intrinsic) or an external environmental incentive (extrinsic)*". The motivation of each individual is different, these differences can be caused by motivational sources. Theoretically, there are two types of motivation or sources of motivation, namely: motivation that comes from within each individual, called intrinsic motivation, such as attitudes, personality, experience, education, hopes or ideals and motivations that come from outside the individual, but have an influence on individual attitudes and behavior, called extrinsic motivation, such as leadership, work envi-

ronment, friends, rules, economy, politics, culture, and so on. Intrinsic motivation is usually more durable and effective than extrinsic motivation. If someone succeeds in achieving their motivation, then, the person tends to continue to be motivated.

The theory of motivation as a management concept attracts the attention of experts, academics, practitioners, bureaucracies, entrepreneurs, researchers, and various other professions. Motivation is very important to be owned and cultivated in an organization, because it is related to the driving force for a person or group of people to achieve optimal performance. On the other hand, motivation is also sometimes felt difficult to apply in an organization, because there is no standard to observe and measure the motivation of each person, because the motivation of each person is not the same as well as the level of satisfaction and behavior.

Kerlinger (2006) defines three variables forming motivation, namely:

- motive for the needs of work;
- expectations for the work environment (expectation); and
- need for compensation (incentive).

Various studies on work motivation have been carried out and produced various kinds of theories, starting from 1900, motivation theories have been developed by scientific management figures such as Frederick W. Taylor, Frank Gilberth, and Henry L. Grant who proposed a wage incentive model to motivate the workers, then comes the human relation movement model, and then comes *content model* or content theory developed by Maslow, Herzberg, and Alderfer. According to Stoner (2006), motivation theory in its development is divided into two, namely:

- 1) content theories of motivation that emphasize the sources of causes of behavior occurrence or stop, related theories such as the theory of Maslow, Murray, Alderfer, McGregor, Herzberg, McClelland;
- 2) process theory that emphasizes how behavior is initiated and implemented, theories related

to it such as equity theory, expectancy theory, and goal setting theory.

According to Kaitanya's research, the motivation theory, which is considered very relevant to the research topic, is McClelland's motivational theory. According to Handoko (2002), someone is considered able to have the motivation to achieve if he has the desire to do a work that he achieves better than other people. Measurement of achievement motivation used by Brantas (2009) consists of three dimensions, namely:

- 1) *need for achievement* (tends to prioritize competition to be better or superior to others);
- 2) *need for affiliation* (the need or desire to create reciprocal relationships, which is the drive to interact with other people or be with other people who do not want to do something that harms others); and
- 3) *need for power* (the need or desire to have an influence on other people with the power they have).

## 2. ORGANIZATIONAL COMMITMENT

Kondalkar (2007) states that organizational commitment is the attitude shown by employees to remain in the organization, a sense of belonging to the organization. Similar opinion from Robbins (2003) also revealed that commitment is the level at which an employee is sided with a particular organization and goals, and intends to maintain its membership in that organization. Robbins and Judge (2007) define commitment as a condition in which an individual sits with the organization and its goals and desires to maintain its membership in the organization. According to Mathis and Jackson (2002), organizational commitment is the degree to which employees believe and are willing to accept organizational goals and will remain or will not leave the organization.

Sopiah (2008) defines organizational commitment as a sense of identification (trust in organizational values), involvement (willingness to try, as well as possible for the benefit of the organization), and

loyalty (the desire to remain a member of the organization concerned) expressed by a employee against their organization. Organizational commitment is employee loyalty to the organization, while also growing loyalty and encouraging employee involvement in making various decisions. Therefore, commitment will create a sense of belonging of employees of the organization.

Mullins (2007) states that there are four pillars that influence the commitment, namely

- 1) *a sense of belonging to the organization* (namely the pillar model of employee commitment that is built on the expansion of information on employees, employee involvement in organizational activities, and building organizational success for employees);
- 2) *a sense of excitement in doing the job* (namely the pillars of employee commitment that are built based on the employee's interest in the current job, its feeling is manifested in the form of pride of employees in the organization, and employee confidence in the organization);
- 3) *confidence in management* (namely employee trust in the organization as a whole, including leadership, dedication, and leadership abilities);
- 4) *value of conformity* (meaning that someone will feel comfortable in the work when there is a positive relationship between the value of the individual and the value of the organization).

The relation with the research is that organizational commitment theory, which is considered very relevant to the research topic, is the theory of Meyer and Allen (1997), which divides three parts of organizational commitment, namely:

- 1) affective commitment, the indicators are: employees' trust in the organization, emotional relationships of employees within organizations, the employees' sense regarding the organization as part of their life, and the employees' sense on organization task;
- 2) continuous commitment, with indicators: the attractiveness and endurance of the employee on their job, personal sacrifice for postpone-

ment of work, staying on the current job, because there is no other choice, and there is a life disruption if he leaves work;

- 3) normative commitment, with indicators: reluctance to leave the organization, leadership concern if workers leave the organization, feeling obliged to stick to the current job, and less prejudice than others if they leave work.

### 3. PERFORMANCE

Bacal (2004) defines individual performance as "*performance is the degree to which an employee contributes to the goals of theirs or her work unit and company as a result of theirs or her behavior and the application of skills, abilities, and knowledge*", whereas Kaswan and Ade, (2015, p.153) argue that "*job performance represents behaviors employees engage in while at work that contribute to organizational goals*". Opinions about the definition of performance according to some experts as in Suhendi and Anggara (2010) are as follows:

- 1) Campbell et al. stated that performance is something that appears, that is, individuals are relevant to organizational goals. Good performance is one of the goals of the organization in achieving high productivity. Achieving good performance cannot be separated from the quality of good human resources.
- 2) Cascio et al. argued that the performance of a person is a combination of ability, effort, and opportunity, which can be measured by the consequences it produces. Performance can also be interpreted as an individual's success in doing their job.
- 3) Miner said that performance as an extension of individual meeting and expectations about what an individual must do is related to a role, and that performance is an evaluation of various habits in the organization, which require standardization.
- 4) McCloy et al. said that performance can also mean behaviors or actions that are relevant to the achievement of organizational goals.

- 5) Cherington said that performance shows the achievement of work targets related to quality, quantity and time.

Individual performance in the perspective of human resource development, according to Kaswan and Ade (2015), is divided into two, namely *task performance* and *contextual performance*. Kaswan and Ade stated that task performance as “Activities that are formally recognized as part of the jobs... activities that contribute to the organization’s technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services”. Definition of task performance in its context means that activities are formally understood as part of the task/job. In the view of Kaswan and Ade (2015), the performance of the task itself is not sufficient for the effective functioning of the organization, so contextual performance is also needed, while *contextual performance*, according to Kaswan and Ade (2015), is the behavior of individuals who are not formally bound by the system, but are more voluntary (not demanding roles/job descriptions), so the causal factors are much influenced by behavior.

Ulrich’s opinion was developed by Burr and Girardi (2002), which states that performance is a product of interaction between competence, organizational commitment, and motivation. Organizations that have high employee competencies without being balanced with commitment and control of work will be in vain, while commitments without competency and work control are useless, so, according to Burr and Girardi (2002), these three components are believed to have a major contribution to improving the performance.

Herriegel, D., Slocum, J., & Woodman, R.W.(1989) state that performance is a function of motivation and ability, which can be formulated that:  $Performance = Ability \times Motivation$ , then, the concept was developed by Ulrich (Burr & Girardi, 2002) who states that performance is a product of interaction between competence, organizational commitment, and motivation, so that if formulated into:  $Performance = Competence \times Organizational\ Commitment \times Motivation$ . It means that in case of better the competency or ability of an employee and supported by strong organizational commitment and high achievement

motivation, it is possible that *task performance* and *contextual performance* will also increase, so that increased *task performance* and *contextual performance* will affect the overall performance of the organization.

## 4. AIMS

This research aimed to:

- 1) analyze the effect of motivation on organizational commitment;
- 2) analyze the effect of motivation on employees’ performance;
- 3) analyze the effect of organizational commitment on employees’ performance;
- 4) analyze the effect of motivation on employees’ performance through organizational commitment.

## 5. RESEARCH METHOD

The type of research used was explanatory research with a quantitative approach, which aimed to obtain an explanation of the relationship (causality) between one variable and another variable. Primary data collection used a questionnaire given to 45 employees. The collected data were then processed and analyzed using the Structural Equation Modeling (SEM).

## 6. RESEARCH RESULTS

### 6.1. Test of relationship models and hypotheses of direct effect and indirect influence (mediation)

Test of relationship model and hypotheses is evaluated by looking at coefficient value of lane path parameter between variable and t-statistic value. The test is done after the relationship model built in this research is in accordance with the observed data and the overall suitability of the model. The purpose of test on the model of structural relationships is to find out how the relationship

**Table 1.** Results of path coefficient and test of direct effect hypothesis

Source: Data processed (2015).

Exogenous variables	Endogeneous variables	Path coefficient	T-statistics t-table = 1.960	p-value	Inf.
Motivation	Organizational commitment	0.72747	10.41527	0.0000	Significant
Motivation	Employees' performance	0.07655	0.52922	0.7270	Not significant
Organizational commitment	Employees' performance	0.62197	4.54085	0.0000	Significant

between latent variables is designed in this study. Partial least square calculation is done by looking at the estimated path coefficient and critical point (t-statistic) significant at  $\alpha = 5\%$ .

Based on the conceptual framework of this study, the test of the relationship model and hypotheses between the variables can be done in two stages:

- direct path coefficient test;
- test of the coefficient of indirect effect lane (mediation).

The results of complete data analysis can be seen in the output model partial least square (PLS). Description of the test of the relationship between research variables can be explained as follows.

### 6.2. Test of the relationship model and the hypothesis of direct effect

Test of the relationship model and hypothesis of direct influence of motivation on organizational commitment, and influence of motivation and organizational commitment on performance can be seen in Table 1. Test results indicate the direct

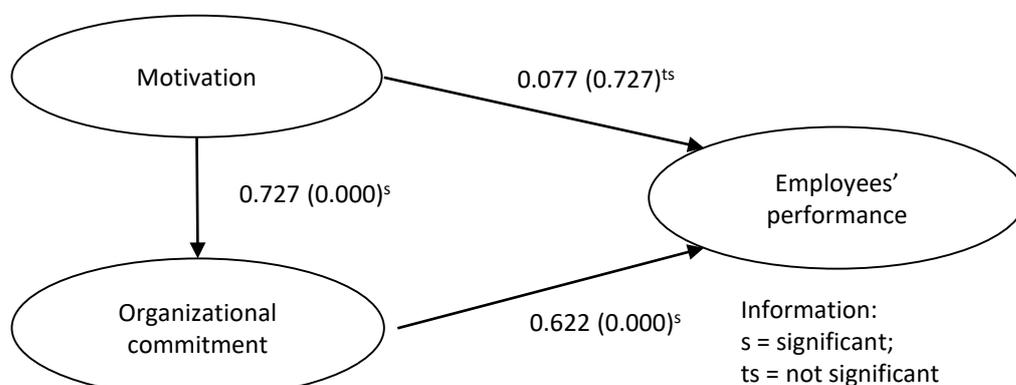
relationship between research variables shown by path coefficients and t-statistics.

Based on the results of the analysis in Table 1 and Figure 1, it appears that the direct relationship between research variables is both significant and not significant. Of the three hypotheses of direct relationship between the variables tested, there are two significant direct effects and one non-significant direct effect. Motivation variable ( $X_1$ ) has a significant effect on organizational commitment ( $X_2$ ), organizational commitment variable ( $X_2$ ) has a significant effect on performance ( $Y_1$ ), while the variable that has an insignificant influence is the variable of motivation ( $X_1$ ) on performance ( $Y_1$ ).

The direct path effect coefficient test and research hypothesis aim to answer whether the proposed hypothesis is acceptable or rejected. The result of direct impact test and hypothesis can be explained as follows.

### 6.3. Influence of motivation on organizational commitment

The analysis result in Table 1 shows that the coefficient of direct influence path of motivation to organizational commitment obtained the value



**Figure 1.** Diagram of test results for the hypothesis of direct effect

of 0.727 at t-statistics 10.415. These results prove that motivation has a significant effect on organizational commitment. The positive value of the path coefficient can mean that the influence of motivation on organizational commitment PT of Telkom Kandatel Gorontalo Province is unidirectional. This means that the greater the motivation given by the company or perceived by employees, the bigger the employee's commitment to the organization.

Hypothesis test is also significant by comparing the p-value with alpha value. The value of p-value smaller than the alpha value of 5% or 0.05 proves that there is significant influence of motivation variable organizational commitment, or vice versa. Table 1 shows that the p-value (0.000) is smaller than alpha (0.05), so it can be said that the motivation variable has a significant effect on organizational commitment. Thus, the hypothesis *H1*, which states that motivation has a significant effect on organizational commitment, is accepted.

#### 6.4. The influence of motivation on employees' performance

The results of the analysis in Table 1 shows that coefficient of direct influence of motivation on employees' performance was 0.077 at t-statistics 0.529. This result proves that motivation has no significant effect on employees' performance. In addition, significant hypothesis test is also done by comparing the p-value with alpha value. The p-value is smaller than the alpha value of 5% or 0.05 and proves that there is a significant influence of motivation variable on organizational commitment. Table 1 shows that the p-value (0.727) is greater than alpha (0.05), so it can be said that the motivation variable does not significantly affect the employee's performance. Thus, the hypothesis *H2*, which states that motivation has a significant effect on organizational commitment, is rejected.

#### 6.5. The effect of organizational commitment on employees' performance

The result of the analysis in Table 1 shows that the coefficient of direct influence of organizational commitment on performance is 0.622 at the t-statistics of 4.541. The positive value of the path co-

efficient can mean that the influence of organizational commitment on employees' performance of PT Telkom Kandatel Gorontalo is unidirectional. This means that the higher the organization's commitment, the higher will be resulting employees' performance.

Hypothesis test is also significant by comparing the p-value with alpha value. The p-value is smaller than the alpha value of 5% or 0.05 and proves that there is a significant influence of organizational commitment variable on employees' performance, or vice versa. Table 1 shows that p-value (0.000) is smaller than alpha (0.05), so it can be said that organizational commitment variable has a significant effect on employees' performance. Thus, hypothesis *H3*, which states that organizational commitment has a significant effect on employees' performance is accepted.

#### 6.6. Test of the relationship models and hypotheses of indirect influence (mediation) of motivation on employees' performance through organizational commitment

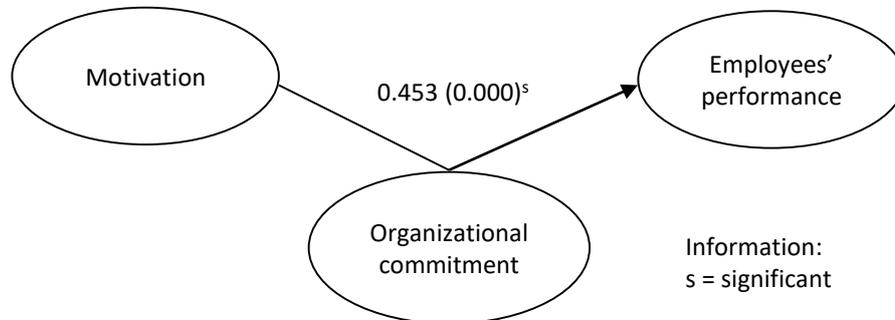
Test of the relationship model and hypothesis of indirect influence (mediation) motivation on employees' performance through organizational commitment can be seen in Table 2. Indirect effect test (mediation) aims to find the position of the mediation variable in the model. Mediation test is conducted to determine the nature of the relationship between the variables either as a complete mediation variable (mediation mediation), partial mediation (mediation) and not mediation variables. The result of indirect effect test is shown by path coefficient and t-statistic.

Based on the results of the analysis in Table 2 and Figure 2, it can be seen that there is the effect of motivation variable on employees' performance through organizational commitment. The results of the analysis indicate that the coefficient path indirect influence of motivation on employees' performance through organizational commitment obtained the value of 0.453 at t-statistics 4.146. These results prove that motivation has a significant effect on performance through mediation of

**Table 2.** Results of path coefficient and indirect effect hypothesis test

Source: Data processed (2015).

Exogenous variables	Mediation variables	Endogeneous variables	Path coefficient	T-statistics t-table = 1.960	p-value	Inf.
Motivation	Organizational commitment	Employees' performance	0.453	4.146	0.0000	Significant

**Figure 2.** Diagram of indirect effect hypothesis test result

organizational commitment. This means that the greater the motivation given, the greater will be the company's employees' performance through the high commitment of employees to PT Telkom Kandatel Gorontalo Province.

Hypothesis test is also significant by comparing the p-value with alpha value. The p-value is smaller than the alpha value of 5% or 0.05 and proves that there is significant influence of motivation variable on employees' performance through organizational commitment, or vice versa. Table 2 shows that the p-value (0.000) is smaller than alpha (0.05), so it can be said that the motivation variable has a significant effect on employees' performance, which is mediated by organizational commitment. Thus, the hypothesis *H4*, which states that motivation has a significant effect on employees' performance through organizational commitment, is accepted.

## 7. DISCUSSION

### 7.1. Effect of motivation on organizational commitment

The results of the analysis as shown in Table 1 show that achievement motivation has a positive and significant effect on organizational commitment with a value of  $p = 0.000 < 0.05$  and a coefficient of 0.72, the coefficient value indicates that the better the motivation of an employee, the better organi-

zational commitment. It means that if the organization pays attention to the needs of employees, employees will work hard to help the organization achieve organizational goals.

The result of the analysis shows that there is enough evidence to state that there is a positive and significant influence of motivation on employee commitment of PT Telkom Kandatel Gorontalo Province. The descriptive test shows that employees of PT Telkom Kandatel Gorontalo Province are highly motivated from companies with an average value of 4.29. Of the three motivation indicators studied, indicators of achievement needs, affiliation needs and power needs must be maintained in order to maintain high commitment of employees to the company. Providing high motivation to every employee makes employees feel engaged. The circumstances make the employee happy in his work, will embed the sense of belonging to the company, proud to be a part, and will continue to advance the company where to work. PT Telkom Kandatel Gorontalo Province is a large company, and to this day continues to stand out, where its existence impacts more motivated employees to increase organizational commitment. This situation also continues to encourage employees in achieving, affiliating and career opportunities, develop creativity in achieving optimal performance.

The results of this study complement the results of previous studies conducted by Mehmet and İskender (2009) who found that motivation lev-

els affected the organizational commitment. It means that an employee is motivated to do an activity, because the employee is satisfied with what they get, so that the satisfaction they have can reduce employee retention rates. Rahmawati, Abiddin, and Ro'is (2014) also found that motivation as a whole is positively correlated with organizational commitment. Meanwhile, the dimension of understanding is considered to be the best predictor that influences the organizational commitment. It means that the more understanding the employee has of their duties and authority, the more motivated he will be to do work as a manifestation of organizational commitment he has.

Other research conducted by Salleh, Zahari, Said, and Ali (2016) also found that there was a positive relationship between work motivation and organizational commitment. Similar were the results of the research by Faisal, Husam, Fayis, and Dia (2017), which found that motivation had a significant impact on organizational commitment. It is meaningful if the affective, normative, and sustainable commitment is owned and utilized properly by employees, the employee will try to provide the best for their organization.

## 7.2. Effect of motivation on employee performance

The results of the analysis as shown in Table 1 show that motivation does not affect the performance of employees with a value of  $p = 0.72 > 0.05$  and a coefficient of 0.76. It coefficient value indicates that motivation alone is not sufficient to improve employee performance, but employee performance can improve if mediated by organizational commitment variable. It means that employees who have strong organizational commitment will have high achievement motivation. So that leaders must be able to create conditions that can make employee organizational commitment increase.

Motivation is measured by three indicators, namely the needs of achievement, affiliated needs, and the power requirements that have been obtained by the employees, but have not been able to improve its performance. Not significant effect of motivation on employee performance is due to several things:

1. The PT Telkom company, especially Kandatel Gorontalo Province, is a large company that demands high quality work in accordance with the job description, even exceeding quality standards. The failure to achieve it has resulted in a decrease in employee morale, which has an impact on non-optimal performance.
2. Quite a solid quantity of work requires employees to be able to solve it, so it requires additional time if it has not been fulfilled. There is a policy of overtime work that has not been permitted so that work is not optimal. Delays in work affect employee attitudes that are declining in terms of improving performance.

The results of this study are different from the results of the research of Selvarajan, Singh, and Solansky (2018), Beltran-Martin and Bou-llusar (2018), and Hendrawijaya and Gumanti (2018), which found that motivation affects employee performance. Furthermore, Graves and Sarkis (2018) and Güngör (2011) state that both intrinsic and extinsic motivations are factors that can increase leadership and performance values. It means that if the employee's intrinsic and extinsic motivation is optimized properly, it will encourage employees to improve their performance. Other research conducted by Abdi, Ibrahim, and Hussein (2017) found that if an employee is motivated in the form of financial motivation and enrichment, work will have a significant and positive effect on employee performance. These researchers recommend that all employees must be motivated to ensure they are maintained and this will improve performance. In this way the, overall productivity and effectiveness of the organization can be improved. In their study, Olusadum and Anulika (2018) explained that there was a significant relationship between staff motivation and staff performance. Therefore, the study recommends that organizations should consider staff motivation as the primary responsibility.

The findings of this study complement the results of research by Milka, Michael, and Tanui (2015), which found that motivation had no effect on performance. This study found that motivation does not directly affect employee performance. It is interesting because some previ-

ous studies found that improving the employee performance is influenced by the level of motivation of the employees themselves. It means that the characteristics of the employees of the Kandatel Gorontalo Province are different from the respondents in the previous study. So the results cannot be generalized to all research objects.

### 7.3. Effect of organizational commitment on employees' performance

The results of the analysis as shown in Table 1 show that organizational commitment has a positive and significant effect on employee performance with a value of  $p = 0.00 < 0.05$  and a coefficient of 0.62. It coefficient value shows that the better the organizational commitment of an employee, the bigger will be the performance. It means that someone who is loyal to their organization has a greater responsibility to maintain and improve organizational performance through improving individual or employees' performance.

The result of the analysis shows that there is enough evidence to state that there is a positive and significant influence of organizational commitment on the performance of PT Telkom Kandatel Gorontalo employees. Descriptive test shows that organizational commitment has an average value of 4.17. This proves that the employees of PT Telkom Kandatel Gorontalo have high organizational commitment to the company. Organizational commitment as measured by three indicators of affective commitment, rational commitment and normative commitment is very good if the situation is maintained and improved in order to improve employees' performance. The average value obtained by an indicator of affective commitment and higher normative commitment than a rational commitment can mean that the employee feels emotionally involved, feels company owned, is responsible for advancing the company. It certainly can improve the quality and quantity of work while impacting on good performance.

The results of this study complement the results of previous studies conducted by Jaramillo, Mulki,

and Marshall (2005), Abdirahman, Najeemdeen, Abidemi, and Ahmad (2018) and C. P. Ko and C. C. Ko (2012), and Rafiei, Amini, and Foroozandeh (2014) who found that high organizational commitment will affect satisfaction, so employees who are satisfied with the organization's services will try to work better to support the performance of the organization. Furthermore, Kalkavan and Katrinli (2014) found that organizational commitment influences employee satisfaction and performance. Likewise, the results of Didit, Heri, and Wayan (2018) and Li Lin and Wang (2018) show that organizational commitment and organizational culture influence the performance. It means that the organizational commitment of the employees of Kandatel Gorontalo Province is in a good category, which can be proved by a lack of employee retention rates.

### 7.4. The effect of motivation on performance through organizational commitment

The results of the analysis as shown in Table 2 show that motivation has a positive and significant effect on employee performance through media and organizational commitment variables with a value of  $p = 0.00 < 0.05$  and a coefficient of 0.453. It coefficient value shows that the better the organizational commitment of an employee, the motivation will also increase, so if employees' motivation increases it will affect the performance of the employee. If the employees' performance increases then it will have impact on overall performance of the organization.

These results indicated that there is enough evidence of organizational commitment variables capable of mediating the effect of motivation on employee performance at PT Telkom Kandatel Gorontalo Province. It means that good performance can be achieved by a highly motivated employee, because high motivation felt by employees is able to create organizational commitment that affects the performance of employees of PT Telkom Kandatel Gorontalo Province. From the results of the analysis, it is also known that organizational commitment as a complete mediation variable. It means that organizational commitment is able to perfectly mediate the effect of motivation on employee performance. Motivation

can affect performance if there is an organizational commitment of employees.

In this study, it was explained that giving motivation from the company in accordance with the needs of employees that will foster employee commitment to the company, so that it is able to produce optimal performance for the company. The existence of work motivation on employees will make the employee work to achieve company goals, giving rise to employee organizational commitment so that performance can be achieved.

From the results above, the company must pay attention to the level of employees' commitment to the company. Employee attitudes toward the organization can foster strength over organizational performance, because motivation will af-

fect organizational performance. As the matter of fact that motivation that needs to be known by each leader or every person who works in a company.

If employees' needs are well known by the company and given a positive response to, then, the commitment will be created in the company. It has been proven that 50% more employees work above 5 (five) years and some even work up to 20 years. Mainly the need for employee achievement where employees are able to complete their work properly. Affiliated needs are obtained where employees are happy in their work both individually and in groups. And also the power needs where each employee wants to be responsible for their work. It is certainly important to note so that employees continue to be committed to advancing the company.

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## CONCLUSION

Based on the results of data analysis, the research conclusion is as follows:

1. Motivation is able to contribute directly to organizational commitment. It means that the provision of motivation from the company PT Telkom Kandatel Gorontalo Province needs to be increased so that employees will increase their commitment to the company. The company's attention to the needs of employees who work well will be able to foster effective motivation in providing a positive effect on employees' commitment to the company in achieving its goals.
2. Motivation has not been able to contribute directly to employees' performance. It means that the motivation felt by employees of PT Telkom Kandatel Gorontalo Province both needs to be balanced with the attention and control of the leadership or company, that the demands of work must be in accordance with the level of ability and knowledge possessed by employees. So that motivation is not reduced, which results in non-optimal performance.
3. Organizational commitment is able to contribute directly to employees' performance. It means that the organizational commitment of employees to PT Telkom Kandatel Gorontalo Province good performance is able to be achieved. Companies must continue to be able to improve and maintain employees' attitudes towards the company so that performance can be improved and maintained. Good performance can be obtained by the attention of the company to make employees feel sense of belonging to the company, working pride, and always have responsibility for their work, with the aim to work sustainably, maintaining the continuity of the company in a sustainable manner.
4. Motivation is able to contribute indirectly to employee performance through organizational commitment. It means that motivation can improve performance with the role of employee organizational commitment to the company. The high motivation felt by employees is able to create high organizational commitment, where the needs are always fulfilled making employees increase their responsibility for performance. It will have a good impact on employee performance in accordance with the expectations of PT Telkom Kandatel Gorontalo Province.

## SUGGESTIONS

1. Companies should pay attention to the provision of motivation that can increase employees' commitment to the company. The leadership or management of the company should pay more attention to the behavioral factors of the employee's organizational commitment because of the commitment of employees to be able to produce better performance.
2. The employees of PT Telkom Kandatel Gorontalo Province have very high motivation, therefore, the company needs to balance with the attention and control of the leadership or company, paying attention to every work demand so that the goal is achieved properly.
3. For further research, the next researcher can develop this research by paying attention to performance determinant variables such as job satisfaction. Performance can increase if the company pays attention to the satisfaction of each employee's work.

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