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### THE INFLUENCE OF INTRINSIC MOTIVATION AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT PT. BANK RAKYAT INDONESIA (PERSERO), TBK DURI BRANCH THROUGH ORGANIZATIONAL COMMITMENT

Adiyatul Choudry<sup>1)</sup>Sri Indarti<sup>2)</sup> and Deny Setiawan<sup>3)</sup>

<sup>1)</sup>University of Riau Management Graduate Program Student

<sup>2)</sup>Postgraduate Lecturer at the Faculty of Economics, University of Riau

<sup>3)</sup>Postgraduate Lecturer at the Faculty of Economics, University of Riau

E-mail: [adiyatulchoudry@gmail.com](mailto:adiyatulchoudry@gmail.com)

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#### ABSTRACT

The research was conducted at PT. Bank Rakyat Indonesia (Persero), Tbk, Duri Branch. The purpose of this study was to determine the effect of intrinsic motivation on organizational culture on employee performance mediated by organizational commitment variables. The population in this study were all employees of PT. Bank Rakyat Indonesia (Persero), Tbk, Duri Branch. This study took a sample of 124 employee respondents with the sampling technique used was disproportionate stratified random sampling. The data collection technique used is through a questionnaire. The data analysis technique used is path analysis technique. The data were analyzed using SEM (Structural Equation Modeling) analysis which was operated through the WarpPLS 7.0 program. through organizational commitment,

**Keywords:** *Intrinsic Motivation, Organizational Culture, Organizational Commitment, and Employee Performance.*

#### INTRODUCTION

The rapid development of the times in almost all aspects has brought the current company into the VUCA era. The current corporate growth environment is very vulnerable to fluctuations (volatility), uncertainty (uncertainty), complex conditions (complexity), and ambiguity (ambiguity). Therefore, to be able to survive in this VUCA era, today's business people need to always adapt to change/disruption.

According to Kasali (2017), disruption is an innovation that occurs when one party provides a more effective service at a more affordable price than currently available. Disturbances in business in the current era, such as increased purchases via online (e-commerce), online motorcycle taxis, and payments using electronic money. The practicality provided by the platform is what causes people to switch to these services.

The explosive growth of global trade and world competition means that no country can be completely isolated from other countries. The direction of the company in meeting the needs of consumers/customers who have begun to shift from offline to online is a challenge as well as an opportunity for every industry. Of course, the offline base system cannot be abandoned 100%, but the presence of the digital era has become a more effective means in this era. Meanwhile, the challenge is again creativity and innovation, not only innovating products,

marketing strategies also continue to evolve, a real-time financial accounting system and of course to be able to support the creation of processes for each segment of the company requires competent and qualified human resources. Business people must have the right strategy to be able to compete in the competition, in order to win the increasingly fierce competition. This business competition is no exception in the world of banking business, currently no bank can escape competition. Good competition in terms of fighting over credit customers, saving customers and other forms of bank services. Therefore, every bank will try to win the competition, in order to maintain the survival of the bank.

To be a winner in increasingly fierce business competition, companies must be able to respond intelligently. The smart way is to innovate, namely to create changes that are not only easier but more useful. Along with the times, and current technological developments, owners and business people absolutely must be friendly with innovation, especially at this time there are 3 (three) innovations that are very basic to continue to be developed, namely innovation in service (human capital), innovation in production and innovation in technology.

Bank in Article 1 paragraph (2) UU.No.10 Year..1998 concerning..amendment to Law..No.7 Year 1992 concerning banking..is..enterprise..business..which collects funds from the public in the form of savings and distribute it to the public in the form of credit and/or other forms of services in the framework of improving the standard of living of the people at large. So that the bank as a financial institution, has an important role in the economy of a country as a financial intermediary institution. Banks are the cornerstone of community progress, therefore the progress of a bank in a country can also be used as a benchmark for the progress of that country. The existence of the banking world is increasingly needed by the government and society as the driving force of a country's economy.

In terms of progress in the field of technology with the growing development of artificial intelligence (AI) / artificial intelligence with computerization, it aims to reduce the percentage of human power usage because the human function itself has been replaced with technological sophistication. However, no matter how perfect the work equipment is, without reliable human resources to carry out these technological functions, the company, in this case PT. Bank Rakyat Indonesia (Persero), Tbk Branch Duri is meaningless.

From the background above, it shows that human existence, in this case employees in the company, play an important role in achieving company goals. Employees play a major role in running the wheel of company life. Employees who have good performance, of course, produce good work results too. The grouping of employee performance appraisals at PT. Bank Rakyat Indonesia Duri Branch has decreased every year starting from 2017 as many as 85% of employees in the On Performing Employee grouping fell to 79% in 2018 and to 77% in 2019 and continued to decline to only 74% Only employees are included in the On Performing Employee grouping in 2020.

According to Kasmir (2016: 182) said performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Increasing individual performance is likely to increase corporate performance because the two of them have a close relationship. Based on performance factors according to Kasmir above where a person's performance factor is influenced by the commitment of each employee which originates from within (intrinsic) motivation and one of them is also influenced by the culture that is applied in the organization. And according to Poh and Zi, (2011: 82) states that performance is the result of work produced by employees or real behavior displayed according to their role in the organization. Performance also means the results achieved by a person both in quality and quantity in accordance with the responsibilities given to him

Commitment held by employees of the BRI Duri Branch Office is still relatively low, this can be seen from the many violations committed by employees of the BRI Duri Branch Office. Violations that occurred such as employee attendance problems were 35 mild cases and

3 moderate cases, then violations in the performance segment were 27 mild cases and 2 moderate cases, then violations in the field of operational standards were 17 mild cases and 4 moderate cases, as well as more serious violations. is a concern because it is considered a serious case, namely violations of abuse of authority in 18 cases and among the 18 cases there are 11 cases which are indicated as fraud cases.

Intrinsic motivation is the motivation that arises and grows and develops within the person, which then encourages them to do something of value and meaning (Luthan, 2011). Where the actual implementation is expected, namely employees who have high intrinsic motivation will of course work optimally to provide better work results which will be their work performance, provide assistance to coworkers who are having difficulties because they believe that personal achievement is meaningless without the success of achieve together, then maintain a work rhythm to avoid boredom, have high responsibility for work, and always be creative and innovative

In addition to employee intrinsic motivation, a factor that can influence the formation of organizational commitment is organizational culture. Organizational culture is a system of shared meaning shared by members that distinguishes an organization from other organizations. Organizational culture is related to how employees perceive the characteristics of an organizational culture, not to whether employees like the culture or not (Robbins, 2015)

Organizational Culture at BRI Duri Branch is called the 5 values of work enthusiasm, namely (1) Integrity, (2) Professionalism, (3) Trust, (4) Innovation and (5) Customer Centric. Integrity means always thinking, saying and behaving in a commendable manner, maintaining honor and obeying rules, professionalism means committing to work thoroughly and accurately with the best capabilities and full responsibility, trust means building confidence and mutual trust among stakeholders for the betterment of the company, innovation means utilizing abilities and the expertise to find new solutions and ideas to produce products/policies in responding to the challenges of company problems, customer centric means always making customers as the main partners that are mutually beneficial to grow together and sustainably.

The organizational culture and intrinsic motivation of BRI Duri Branch Office employees have a strategic role in achieving the company's vision and mission. Its existence can build perceptions, inspiration and motivation for PT. BRI to be implemented in the duties and responsibilities. To be able to see the implementation and internalization of organizational culture and the intrinsic motivation of employees at PT. BRI Branch Duri, one of which can also be seen from the customer service process where based on organizational cultural values that have been set is implemented into the principle of "Prime Service" namely service that is fast, thorough (accurate) and friendly, data obtained shows that level of customer service satisfaction in terms of convenience, technology and service time.

In the assessment according to the prime service of BRI Branch Duri during the period 2017 – 2020 it has never reached a service standard with a minimum score of 85.00, where for the last 4 years customer service performance assessment at BRI Branch Duri has always been yellow in color and tends to experience a decrease in value, i.e. In 2017 the score was 76.70, in 2018 it was 76.12, in 2019 it was 75.91, in 2020 it was 75.97. and ratings tend to decrease. This is due to the attitude of employees who have not complied with company regulations and no longer follow the standards that have been set.

Research conducted by Dini (2019) states that Organizational Culture has a significant influence on Organizational Commitment, Motivation has a significant influence on Organizational Commitment and Work Environment has a significant influence on Organizational Commitment. And indarti's research (2011) states that a strong organizational culture influences the company's business performance.

While the results of a different study from Lina (2014) state that organizational culture has no significant or negative relationship to employee performance and research from Ayu

Brahmasari and Agus Suprayetno (2008) which concludes that employee motivation has no significant effect on performance.

Based on the description above, the authors are interested in conducting research with the title "The Influence of Intrinsic Motivation and Organizational Culture on Employee Performance at PT. Bank Rakyat Indonesia (Persero), Tbk Duri Branch Through Organizational Commitment".

## **LITERATURE REVIEW AND HYPOTHESIS**

### **Employee performance**

Performance is the result of work and behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016: 184). Furthermore, the definition of performance according to Colquitt in Kasmir (2016: 183) also reveals that performance is the value of a set of employee behaviors that contribute, either positively or negatively to the fulfillment of organizational goals.

The factors in the performance appraisal described according to Kasmir (2016: 65-71), namely; (1) Work Motivation, which is an encouragement for someone to do work, (2) Personality, namely a person or character possessed by a person. Everyone has a personality or character that is different from one another, (3) Work environment, is the atmosphere or conditions around the work location. The work environment can be in the form of environment, layout, facilities and infrastructure as well as working relationships with fellow co-workers, (4) Organizational Culture, namely the habits or norms that apply and are owned by an organization or company, (5) Job Satisfaction, namely feelings of pleasure or joy, or feelings of liking someone before and after doing a job, (6) Commitment,

Based on this definition, it can be concluded that employee performance is the work achieved by a person or group of people in accordance with the authority or responsibility of each employee during a certain period. A company needs to conduct performance appraisals on its employees. Performance appraisal plays a very important role in increased motivation at work. Assessment should provide an accurate picture of work performance.

### **Organizational Commitment**

According to Luthans (2012: 249) states that organizational commitment is an attitude that reflects employee loyalty to the organization and an ongoing process in which members of the organization express their concern for the organization and success and sustainable progress. Moorhead and Griffin (2013: 73) say that organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization.

. According to Jason A Colquitt (2014: 64) Organizational commitment is defined as the desire on the part of employees to remain members of the organization. Organizational commitment affects whether an employee remains a member of the organization or leaves to pursue another job.

Based on the description above, it can be explained that commitment has important benefits for the organization by increasing organizational effectiveness and high performance. With commitment in the organization, it will avoid high employee turnover costs, reduce employee supervision and increase effectiveness in the organization.

### **Intrinsic Motivation**

Motivation Intrinsic motives are active or functioning which do not need to be stimulated from the outside, because in every individual there is an urge to do something. If a person already has intrinsic motivation within himself, he will consciously carry out an activity that does not require motivation from outside himself. Intrinsic motivation is motivated by positive

thinking. This intrinsic motivation arises based on awareness with essential goals, not just tributes and ceremonies.

According to Luthans (2011) intrinsic motivation is the motivation that arises and grows and develops within the person, which then encourages them to do something of value and meaning. Thus motivation Intrinsic is the motivation that encourages someone to achieve that originates within the individual, which is better known as motivational factors.

According to Herzberg quoted by Luthan (2012: 160), those classified as motivational factors include; (a) Achievement/success, (b) Recognition/recognition, (c) Work It Self/the work itself, (d) Responsibility/responsibility and (e) Advancement/development.

### Organizational culture

According to Robbins (2015: 248) defines organizational culture as a system of meaning shared by members that distinguishes the organization from other organizations. Organizations must have values that are believed to be upheld and become the driving force for most members of the organization as legitimate rules of the game to achieve the desired goals, making these values become the culture of the organization.

At PT. Bank BRI has enacted provisions for determining Organizational Culture which are expected to be role models for all BRI personnel, namely: (1) Integrity, always thinking, saying and behaving commendably, maintaining honor and obeying rules, (2) Professionalism, namely Commitment to work thoroughly and accurately with the ability best and full of responsibility, (3) Trust, namely building confidence and mutual trust among stakeholders for the progress of the company, (4) Innovation, namely utilizing capabilities and expertise in finding new solutions and ideas to produce products / policies that answer the challenges of problems company and (5) Customer Centric, namely Always making customers as the main partners that are mutually beneficial for sustainable growth.

From this understanding, it can be concluded that organizational culture is the basic philosophy of an organization that includes shared beliefs, norms and values as the core characteristics of how to do things in an organization. Belief in these norms and values becomes the guideline for all human resources in the organization in carrying out their performance.).

### Research Framework

Based on the theory that has been obtained, the researcher compiled the research framework as follows:

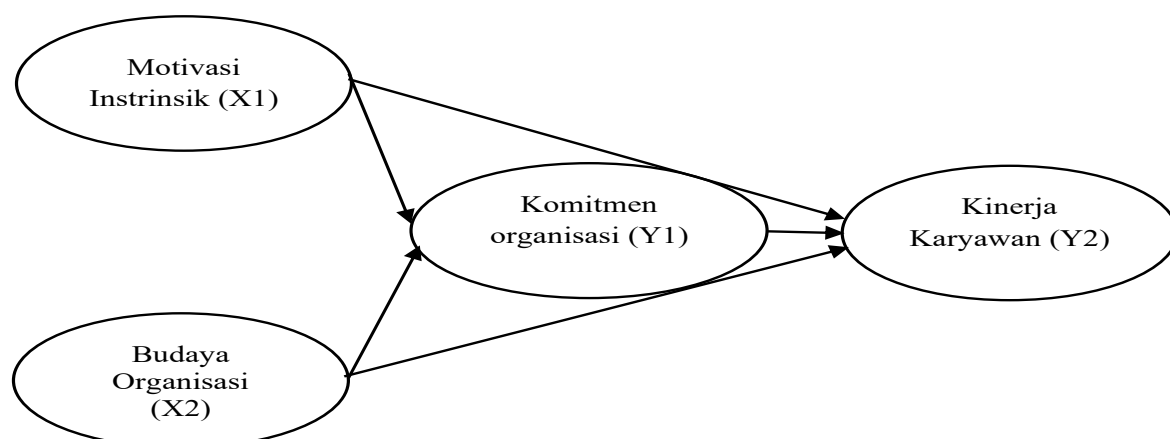


Figure 1. Research Model

## **hypothesis**

Based on the description and results of previous research and current research, the hypothesis proposed is:

- H1: There is an influence of intrinsic motivation on organizational commitment at BRI Branch Duri
- H2: There is an influence of organizational culture on organizational commitment at BRI Branch Duri
- H3: There is an influence of intrinsic motivation on the performance of BRI employees at the Duri Branch through organizational commitment
- H4: There is an influence of organizational culture on the performance of BRI employees at the Duri Branch through organizational commitment
- H5: There is an influence of organizational commitment on the performance of BRI employees at the Duri Branch.

## **RESEARCH METHODS**

### **Research Approach**

Research design is all the research processes carried out by the author in carrying out research starting from planning to carrying out research conducted at a certain time. This study used a quantitative design with PLS structural equation modeling (SEM). The PLS structural equation modeling (SEM) operated through the WarpPLS.5.0 program is used to test how much the contribution is shown by the path coefficients in each path diagram of the causal relationship between variables X1, X2, X3, to variable Y which is mediated by the variable XM. Therefore it can be said that basically, SEM is a combination of factor analysis and multiple regression analysis (Ferdinand, 2011:11)

### **Object of research**

The objects in this study are employees of PT. Bank Rakyat Indonesia (Persero), Tbk Duri Branch with an observation period of 4 (four) years from 2017 to 2020.

### **Data Types and Sources**

The data used in this study is a type of primary data. The data in this study were obtained from answers to questionnaires distributed to respondents. In addition, the data used in this study also came from various literature such as previous research, and books related to the problem under study.

### **Population and Sampling Techniques**

#### **Population**

The population in this study are all employees who are registered as permanent employees at PT. Bank Rakyat Indonesia, (Persero), Tbk Duri Branch, totaling 180 people who will be the object of research and determining the sample using the Slovin method with a precision/accuracy level of 5%.

#### **Sampling technique**

The sample is part of the number and characteristics possessed by the population (Sugiyono, 2016). The sample in this study uses the method *Disproportionate Stratified Random Sampling*. Disproportionate Stratified Random Sampling is a sampling technique based on determining a stratified population but the condition of the strata is less proportional based on the position level because for certain groups the proportion will be greater or smaller than the proportion of the actual population. In accordance with the objectives of this study which will analyze the internal and external factors of employees at the Bank Rakyat Indonesia Duri Branch.

The sample according to Sekaran (2006) is a set of population. Determining the number of samples in this study used the slovin method with an accuracy/precision level of 5% of the 180 population so that a total sample of 124 respondents was obtained. The sampling technique

used is Probability Sampling, and the method used is Disproportionate Stratified Random Sampling, namely determining the number of samples based on a stratified population but the condition of the strata is less proportional based on the level of position because for certain groups the proportion will be greater or smaller than the proportion actual population. The criteria used to select the sample are as follows:

1. Samples with different characteristics or strata (age, mindset, gender, education level and or position level)
2. The population is classified based on the required characteristics (stratification)
3. Taken randomly / randomly based on the amount according to the specified proportion
4. Samples were randomized according to stratification

### **Data collection technique**

The technique used by the author in collecting research data is:

- a. *Interviews*(Interview), which is a data collection procedure by asking questions to company leaders as well as those related to the problem the author is researching.
- b. *Questioners*(List of Questions), which is a way of collecting data through a list of questions that the author has prepared addressed to the respondents who will be sampled. By recording the available data related to existing research problems.

### **Data analysis technique**

The data analysis used in this study is the PLS structural equation modeling (SEM) operated through the WarpPLS.7.0 program. This approach is used to perform path analysis which is widely used in behavioral studies, so that PLS becomes a statistical technique used in models with more than one dependent variable and independent variables (Murniati et al., 2013). According to Murniati et al., (2013) the PLS test is more in line with experimental studies (with more complex models) which do have limited data and causality goals.

## **RESULTS AND DISCUSSION**

### **RESEARCH RESULT**

This study aims to see the effect of intrinsic motivation, organizational culture on employee performance through organizational commitment. In the context of research purposes, in the previous chapter it was explained that the research collected primary data using a questionnaire which was delivered directly to 124 employees. From the questionnaires distributed, it can be known about the characteristics of the respondents.

#### **Evaluation of Data Quality Test (Outer Model)**

Evaluation of the measurement model (outer model) is carried out to assess the reliability and validity of the indicators forming the latent construct.

#### **Validity test**

##### **a. Convergent Validity**

Convergent validity aims to test the correlation between items/indicators to measure constructs. From the results of the study, it was found that all indicators had a loading factor value above 0.7. Then also obtained an average variance extracted (AVE) value above 0.50 which means that all the reflective indicators above have a correlation with the construct variable.

##### **b. Discriminant Validity***Cross Loading*

Discriminant validity aims to test the items/indicators of the two constructs that are should not be highly correlated (Ghozali & Latan, 2014:91). From the results of this study, the correlation values obtained for all indicators from each construct have a high correlation with the construct variables. This explains that all indicators in each construct variable meet the discriminant validity requirements

**c. Discriminant Validity Square Root of Average Variance Extracted (AVE)**

The AVE value that is squared will give the maximum shared squared variances (MSV) or average shared squared variances (ASV). The logic of this method is that a latent construct will explain more variance in item/indicator measurements compared to sharing it with other constructs. From the research results obtained the square root value of AVE along the diagonal line has a greater correlation between one construct and another, so it can be concluded that the construct has a good level of validity.

**Reliability Test**

The reliability of a measurement indicates the stability and consistency of an instrument that measures a concept and is useful for testing a "goodness" of the measurement.

**a. Indicator Reliability**

Reliability indicator that is magnitude variance of indicators/items to explain latent constructs. Test results Cronbach's Alpha Construct Research variables are presented in Table.1 as follows:

**Table.1: Test results Cronbach's Alpha Research Variable Construct**

	Intrinsic Motivation	Organizational culture	Commitment Organizational	Employee performance
<i>Cronbach's Alpha Coefficients</i>	0.930	0.883	0.877	0.951

Source: Processed Data, 2021

In Table 1 it can be seen that all the values of Cronbach's alpha construct variables are above 0.70. This explains that all construct variables meet the reliability requirements

**b. Internal Consistency Reliability**

Internal consistency reliability describes an estimate of reliability based on the average correlation between items in a test. The results of the Composite Reliability Construct Research Variable test can be seen in Table 2 as follows:

**Table.2 :C Test Results Composite Reliability Research Variable Construct**

	Intrinsic Motivation	Organizational culture	Commitment Organizational	Employee performance
<i>Composite reliability coefficients</i>	0.947	0.915	0.908	0.958

Source: Processed Results, 2021

In Table.2 it can be seen that all the values of composite reliability construct variables research variables above 0.70. This explains that all construct variables meet the reliability requirements

**Evaluation of Structural Model (Inner model)**

Testing of the inner model or structural model on WarpPLS 7.0 was carried out to see the relationship between the constructs, the significance value and the R-square of the research model. The structural model is evaluated using R-square for the dependent construct. t test and the significance of the structural path parameter coefficients.

The coefficient of determination uses R-squared which shows what percentage of the endogenous construct/criterion variation can be explained by the construct that is hypothesized to influence it (exogenous/predictor). R-squared exists only for endogenous variables. The results of the Goodness of Fit–Inner Model test can be seen in Table 3 below:

**Table.3: Goodness of Fit–Inner Model Test Results**

Structural Models	R Square	R Square Adjusted
Organizational Commitment	0.501	0.493
Employee performance	0.639	0.630



Source: Processed Results, 2021

From Table.3 above, the commitment R Square value is 0.501. This means that 50.1% of the commitment variable is influenced by motivation and culture. Then the performance R Square value is 0.639. This means that 63.9% of the performance variable is influenced by motivation, culture and commitment.

The next step is to carry out a structural evaluation (inner model) which includes a model fit test, path coefficient, and R2. In the model fit test there are 3 test indices, namely average path coefficient (APC), average R-squared (ARS) and average variance factor (AVIF) with APC and ARS criteria accepted on condition that p-value < 0.05 and AVIF is smaller from 5.

The following is an explanation of the output results of the fit indices model presented in Table 4, namely:

**Table.4 : Model Fit Indices**

Model Fit and Quality Indices	Index	P-values	Criteria	Information
Average path coefficient (APC)	0.350	P < 0.001	P ≤ 0.05	Accepted
Average R-squared (ARS)	0.570	P < 0.001	P ≤ 0.05	Accepted
Average adjusted R-squared (AARS)	0.561	P < 0.000	P ≤ 0.05	Accepted
Average block VIF (AVIF)	1,654	Acceptable if ≤ 5, Ideally ≤ 3.3		Accepted
Average full collinearity VIF (AFVIF)	1,988	Acceptable if ≤ 5, Ideally ≤ 3.3		Accepted
Tenenhaus GoF (GoF)	0.630	Small ≥ 0.1; Medium ≥ 0.25; Large ≥ 0.36		large
Sympson's paradox ratio (SPR)	1,000	≥ 0.7		Accepted
R-squared contribution ratio (RSCR)	1,000	≥ 0.9		Accepted
Statistical suppression ratio (SSR)	1,000	≥ 0.7		Accepted
Nonlinear bivariate causality direction ratio (NLBCDR)	1,000	≥ 0.7		Accepted

Source: Processed Data from Research Results, 2021

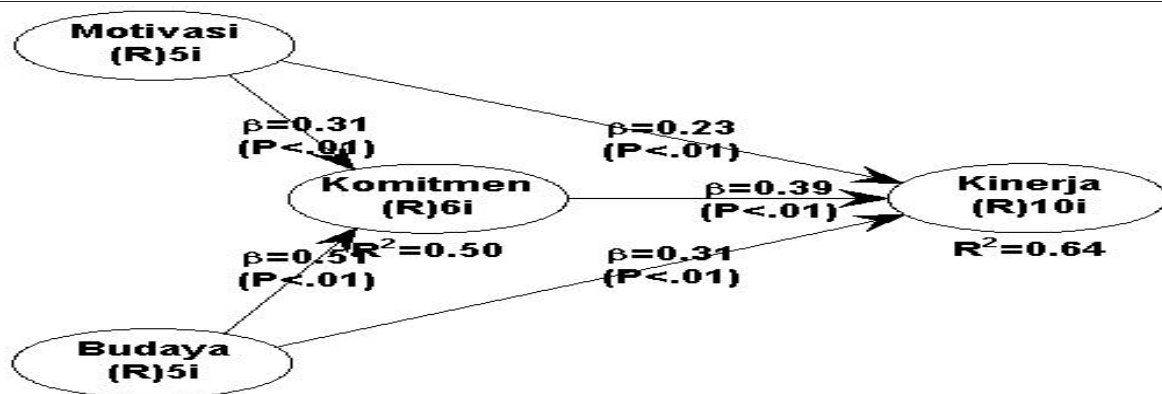
The output results above are in accordance with Table 4, explaining that APC has an index of 0.350 with a p-value <0.001. Meanwhile, ARS has an index of 0.570 with a p-value <0.001. Based on the criteria, APC already meets the criteria because it has a p value of 0.05. Likewise with the p-value of ARS, namely p <0.001 <0.05. The AVIF value which must be < 5 has been fulfilled because based on the data the AVIF value is 1.654. Thus, the inner model can be accepted.

Furthermore, testing the inner model or structural model is carried out to see the relationship between constructs, significance value and R-square of the research model. The structural model was evaluated using the R-square for the dependent construct t test and the significance of the structural path parameter coefficients.

## HYPOTHESIS TESTING AND DISCUSSION

### Intervening Effect Testing

*organizational commitment* as a variable mediating the relationship between Intrinsic Motivation, Organizational Culture on Employee Performance. Figure 3 below shows the full model executed using WarpPLS 7.0.



Source: Data processing with WarpPLS 7.0, 2021

Figure 2. Full Model

From Figure 2 above, direct and indirect effects can be made in the following Table.5:  
**Table 5 : Path Coefficients of Direct and Indirect Effects**

hypothesis	Path Coefficient	P Values	Decision
Intrinsic Motivation → Organizational Commitment	0.309	<0.001	Influential
Organizational Culture → Organizational Commitment	0.507	<0.001	Influential
Organizational Commitment → Employee Performance	0.394	<0.001	Influential
Intrinsic Motivation → Organizational Commitment → Employee Performance	0.122	0.025	Influential
Organizational Culture → Organizational Commitment → Employee Performance	0.200	<0.001	Influential

Source: Processing data with WarpPLS, 2021

The significance of the estimated parameters presented in Table.5 above provides very useful information about the influence between the research variables. The basis used in testing the hypothesis is the value contained in the following output path coefficients and their discussion, including:

### The Effect of Intrinsic Motivation on Organizational Commitment

The path coefficient value is 0.309 with a p value <0.001. These results indicate that the p value <0.001. Thus it can be interpreted that motivation has a significant effect on commitment. (H1 = Accepted).

Stronger intrinsic motivation on employees of Bank BRI Branch Duri, then organizational commitment employees will increase. On the contrary, it is less and less strong intrinsic motivation to employees of Bank BRI Branch Duri then organizational commitment will get lower. Intrinsic motivation results in employees wholeheartedly dedicating their time and energy beyond what is paid to them. It can be argued that intrinsic motivation possessed by employees can increase the employee's organizational commitment.

### The Effect of Organizational Culture on Organizational Commitment

The path coefficient value is 0.507 with a p value <0.001. These results indicate that the p value <0.001. Thus it can be interpreted that culture has a significant effect on commitment. (H2 = Accepted)

Stronger organizational culture at Bank BRI Branch Duri, then organizational commitment employees will increase. Conversely, the less strong the organizational culture at

Bank BRI Branch Duri, the lower the organizational commitment. Culture will affect the extent to which organizational members achieve organizational goals. Successful and effective organizations are organizations with individuals who have good performance in them, where the attitudes and values that have crystallized within the organization will guide employees to behave in accordance with the attitudes and values they believe in.

### **The Effect of Intrinsic Motivation on Employee Performance Through Organizational Commitment**

The path coefficient value is 0.122 with a p value of 0.025. These results indicate that the p value is  $0.025 < 0.05$ . Thus it can be interpreted that motivation has a significant effect on performance through commitment. (H3 = Accepted)

The stronger the intrinsic motivation of employees at Bank BRI, Duri Branch, the performance mediated by employee organizational commitment will increase. On the other hand, the less strong the intrinsic motivation of employees at Bank BRI, Duri Branch, the lower the performance mediated by organizational commitment. With high intrinsic motivation will create a commitment to what is the responsibility in completing each job.

### **The Effect of Organizational Culture on Employee Performance Through Organizational Commitment**

The path coefficient value is 0.200 with a p value  $< 0.001$ . These results indicate that the p value  $< 0.001$ . Thus it can be interpreted that culture has a significant effect on performance through commitment. (H4 = Accepted)

The stronger the organizational culture at BRI Bank Duri Branch, the performance mediated by employee organizational commitment will increase. Conversely, the less strong the organizational culture at Bank BRI Branch Duri, the lower the performance mediated by organizational commitment. Weak organizational culture and unclear rules within agencies can result in employees acting as they please without rules. This action is an indication that employees have an indiscipline attitude. The existence of organizational commitment is highly expected by employees, especially for the welfare and comfort of employees at work. This is because the existence of commitment from the organization can lead to someone's commitment to the organization

### **The Effect of Organizational Commitment on Employee Performance**

The path coefficient value is 0.394 with a p value  $< 0.001$ . These results indicate that the p value  $< 0.001$ . Thus it can be interpreted that motivation has a significant effect on performance. (H5 = Accepted)

The stronger the organizational commitment to the employees of Bank BRI, Duri Branch, the employee's performance will increase. On the other hand, the less strong the organizational commitment of the employees of Bank BRI, Duri Branch, the lower the employee's performance. Organizational commitment is built on the basis of employee trust in the values of the organization itself, the willingness of employees to help realize organizational goals and loyalty to remain members of the organization. Therefore organizational commitment will create a sense of belonging (sense of belonging) for workers to the organization. An employee who has strong organizational commitment will be motivated to carry out the tasks assigned to him with high quality results and the completion time is in accordance with predetermined targets, thus it can be concluded that organizational commitment has a positive influence on employee performance.

## **CONCLUSIONS AND SUGGESTIONS**

### **Conclusion**

From the results of the research that has been described in the previous chapter, the conclusions of this study can be drawn as follows:

1. Intrinsic motivation influences organizational commitment at Bank BRI Branch Duri. The stronger the employee's intrinsic motivation, the higher the organizational commitment and vice versa, the less strong the employee's intrinsic motivation, the lower the organizational commitment. This can be seen from employees being on time at work which can encourage employees to do work quickly and precisely and accurately.
2. Organizational culture influences organizational commitment at Bank BRI Branch Duri. The stronger the organizational culture of Bank BRI Duri Branch, the organizational commitment will increase and conversely, the less strong the organizational culture of Bank BRI Duri Branch, the organizational commitment of employees will decrease. This can be seen from employees who always build confidence and mutual trust among stakeholders for the betterment of the company.
3. Intrinsic motivation influences employee performance mediated by organizational commitment at Bank BRI, Duri Branch. The stronger the employee's intrinsic motivation, the higher the employee's performance mediated by organizational commitment and vice versa, the less strong the employee's intrinsic motivation, the lower the employee's performance mediated by organizational commitment. This can be seen from the employees always want to involve themselves in efforts to achieve the goals set by the company.
4. Organizational culture influences employee performance mediated by organizational commitment at Bank BRI, Duri Branch. The stronger the organizational culture of Bank BRI Duri Branch, the employee performance mediated by organizational commitment will increase and vice versa, the less strong the organizational culture of Bank BRI Duri Branch, the employee performance mediated by employee organizational commitment will decrease. This can be seen from the employee's ability to implement the given knowledge transfer.
5. Organizational commitment has an effect on employee performance at Bank BRI Branch Duri. The stronger the organizational commitment of employees at Bank BRI Duri Branch, the employee's performance will increase and vice versa, the less strong the organizational commitment of employees at Bank BRI Duri Branch, the employee's performance will decrease. This is seen from the Employees must be professional in carrying out the tasks assigned.

### **Suggestion**

From the results of the research and conclusions that have been described previously, the authors provide the following suggestions:

1. Increase employee motivation by providing innovation rewards. In addition to rewards, companies can also create a forum for innovation that can become a potential for employees in career development so that employees continue to develop themselves creatively and innovate.
2. Companies can provide training to strengthen organizational culture to employees such as weekly briefings which will remind employees to always utilize their skills and expertise to find new solutions and ideas to produce products/policies in responding to the company's challenges in the future.
3. Increasing organizational commitment can be carried out by companies through a thorough evaluation of the existing work system. Such as awareness of the responsibilities given by the company to its employees so that employees can join the company without having to feel coerced.
4. Improving employee performance through organizational strengthening. For this reason, companies need to provide more intensive assistance, such as direct leaders providing work direction to each employee in accordance with the SOPs and targets set by the company and holding regular technical guidance to improve the quality of employee performance.

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