

Effect of Motivation and Job Pressure on Organizational Commitment and Its Impact on Employee Performance KPP Pratama Jakarta Tanah Abang II

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Abstract: This study aims to determine the influence of motivation, work pressure and organizational commitment to the performance of employees simultaneously and partially. This research was conducted on employees of KPP Pratama Jakarta Tanah Abang II. The sampling technique used a saturated sample method involving 87 people. Data analysis using path analysis. The results showed that the variables of motivation, work pressure, and organizational commitment affect the performance of employees simultaneously. Job motivation variable and organizational commitment have an effect on partial employee performance. Organizational commitment variables do not mediate between motivation and work pressure on employee performance.

Keywords: motivation, job pressure, organizational commitment and employee performance

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I. Introduction

Every employee has the motivation in carrying out daily tasks on the organization. The motivation varies high and low. Employees who have high motivation is expected that the employee will work in earnest so that employees will have a good performance.

The motivation of employees at the office of KPP Pratama Jakarta Tanah Abang II should be proud because employees can work hard. But not all employees have such high motivation. Therefore it is necessary to increase the motivation of employees in the organization. Low employee motivation is marked by work delays and returns sooner than specified, employees still read newspapers when they are relaxed and there are other ways of an employee to ward off boredom in the office. Koesmono research (2005) states that motivation affects the performance of employees.

Another factor to consider in improving performance is employee job pressure. Job pressure is related to the workload to be completed by the employee. Job pressure can cause employees to feel frustrated by the high job. If the job pressure is not needed then the performance of employees will be left with other employees.

It should be noted also in improving employee performance is organizational commitment owned by employees in the organization. Organizational commitment refers to the attitude of loyal employees to the organization if the loyal attitude is high then expected employees will have high performance in the organization.

II. Literature Review

Employee Performance

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. The result of work or activity of an employee in quality and quantity in an organization to achieve a goal in carrying out task and work given to him.

Further, according to Spencer and Spencer in Dharma (2003: 41), personal characteristics that include temperament, concepts and knowledge predict behavioral behavior skills, which in turn will predict job performance. Furthermore, if we look at the direction in the picture that for organizations that do not choose, develop and create competence motivation for employees, do not expect improvement and productivity, profitability and quality of a product and service.

Performance is the level of success in performing the task, as well as the ability to achieve the goals set. Performance is said to be good and successful if the desired goal can be achieved well (Gibson et.al., 2007: 171). Employee performance is the achievement (result) of employee or employee's work during the certain period compared with the various predetermined possibility (standard, target, or criterion) and agreed (Soeprihanto, 2007: 7)

Irawan et al. (2007: 11) are meant by performance is the work of concrete, measurable, and can be observed. Furthermore, it is said that the performance is actually being the goal is ideal. Mangkunegara (2000: 67) pointed out that performance comes from the word job performance or performance (work performance or achievement actually achieved by someone). Performance is defined as the work in quality and quantity achieved by employees in performing their duties in accordance with the responsibilities given to him.

Performance is the work achieved by a person or group of persons within an organization, in accordance with their respective powers and responsibilities, in an effort to achieve the objectives of the organization concerned legally, not violating the law and in accordance with morals or ethics (Prawirosentono, 2009: 2).

From the description above can be said that the so-called employee performance is the level of success of employees in carrying out duties and responsibilities given to him and achieve the goals set, indicated by the ability, manner of behaving, and the results of his duties. From some indicators presented by experts, basically have the same view, that to achieve organizational goals required a good level of performance of employees both individually and organizational.

Meanwhile, 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.

III. 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 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. Motivation is what makes one act (Sargent, cited by Howard, 1999) states that motivation is the impact of one's interaction with the situation it faces (Siagian, 2004).

Trimo (2000) provides a sense of motivation is a driving force in the behavior of individuals in individual behaviors both that will determine the direction and existence of each human behavior in which embodied also the emotional user insane.

Based on the above understanding can be concluded that the motivation can be viewed as a function, means the motivation serves as a power from within the individual to perform certain activities in achieving goals. Motivation in terms of process, meaning motivation can be stimulated by external factors, to generate motivation in students through the process of learning stimuli so as to achieve the desired goals. Motivation in terms of purpose means that motivation is the target of stimulus to be achieved. If a person has a desire to learn a thing, then he will be motivated to achieve it.

Job Pressure

Stress is a common term applied to the stresses of human life and stress understanding is mostly focused on stressful living conditions. This pressure arises because the individual does not have the ability to overcome tasks or problems that exist at a certain time.

Stress is a form of physical, psychological, emotional and mental tension. This form of tension affects the daily performance of a person. Even stress can make decreased productivity, pain, and mental disorders. Basically, stress is a form of tension, both physical and mental. The source of stress is called the stressor and the tension caused by stress called the strain.

Gibson et al (2000) define stress as an adaptive response, in the midst of individual differences or psychological processes as a consequence of environmental, external situations or events that impose excessive psychological or physical demands on a person.

According to Robbins (2001), stress can also be interpreted as a condition that suppresses a person's psychic state in reaching an opportunity where to reach the opportunity there are limits or barriers. And if the sense of stress is associated with this research then the stress itself is a condition that affects the physical or psychological condition of a person because of the pressure from within or from outside of a person who can disrupt the implementation of their work.

IV. 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:

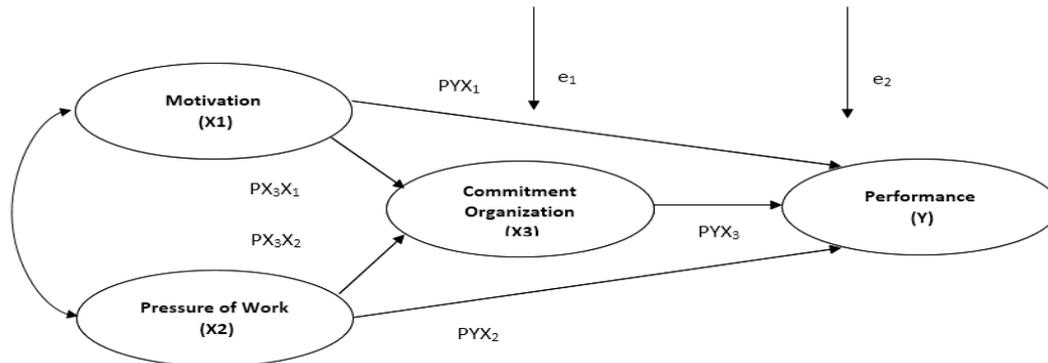


Figure 1. Research Design

Population and Sample 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, 2000).

The sample used by the authors in this study are employees of the Office of Primary Tax Service (KPP) Jakarta Tanah Abang II. The total number of employees is 87 people. The number of employees is fully involved in this study. So the sampling is using saturated sample method.

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 field research that is data collection method do premise direct research on the object of research in question.

Data Analysis

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 the 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.

V. Research Result And Discussion

1. Test Validity and Reliability

Based on the results of data processing then all items and research variables declared valid and reliable.

2. 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 the test of normality, autocorrelation, and Heteroscedasticity.

3. 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		Motivation	Pressure	Commitment	Performance
N		85	85	85	85
Normal Parameters ^{a,b}	Mean	22,7059	15,2235	22,1176	34,7412
	Std. Deviation	4,17140	4,37084	4,92422	5,03595
Most Extreme Differences	Absolute	,117	,105	,114	,120
	Positive	,061	,104	,092	,086
	Negative	-,117	-,105	-,114	-,120
Test Statistic		,117	,105	,114	,120
Asymp. Sig. (2-tailed)		,006 ^c	,022 ^c	,008 ^c	,004 ^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 from 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.

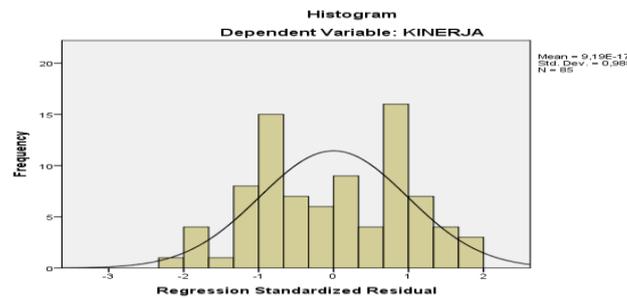


Figure 2. Data normality curve

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

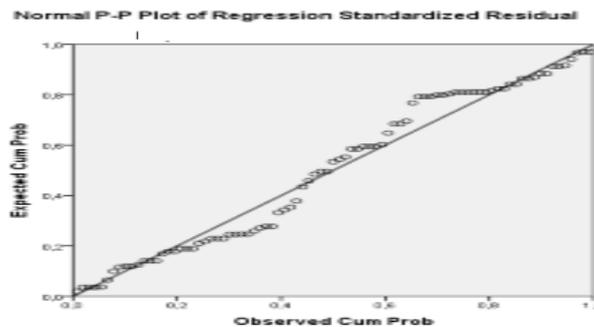


Figure 3. The data linearity curve

4. Test Data Auto Correlation

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					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,691 ^a	,478	,465	3,68218	1,415

a. Predictors: (Constant), PRESSURE, MOTIVATION
 b. Dependent Variable: PERFORMANCE

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

5. 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

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	MOTIVATION	,979	1,021
	PRESSURE	,979	1,021

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.

6. 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 SPSS program. The resulting image can be seen in the following figure.

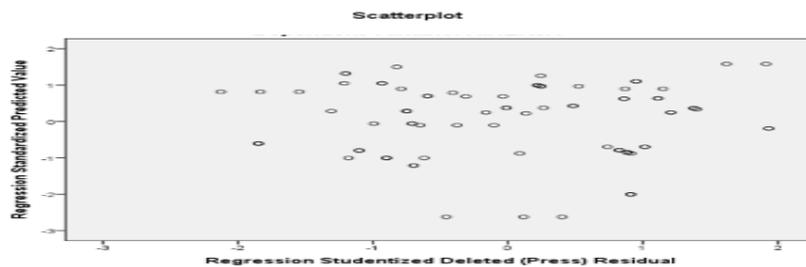


Figure 4. Testing of heteroscedasticity

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. Influence Motivation and Job pressure on employee performance

Linear analysis model can be seen based on the calculation by using SPSS program as follows.

Table 4. Results of the first equation analysis

Coefficients		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	13,584	2,478		5,481	,000
	MOTIVATION	,721	,097	,597	7,411	,000
	PRESSURE	,314	,093	,272	3,380	,001

a. Dependent Variable: PERFORMANCE

Based on the above table, the simultaneous structural equations can be described as follows

$$Y = 0,597X_1 + 0,272X_2$$

The value of F arithmetic can be obtained from the following table

Table 5. F value Calculate simultaneous equations

ANOVA ^a		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1018,516	2	509,258	37,560	,000 ^b
	Residual	1111,790	82	13,558		
	Total	2130,306	84			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), PRESSURE, MOTIVATION

Based on the above table note that the value of F arithmetic amounted to 37.560 and the significance of 0.05. This value is less than 0.05. This means that the variables motivation and job pressure 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 a squared first regression model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.691 ^a	.478	.465	3,68218	1,415

a. Predictors: (Constant), PRESSURE, MOTIVATION
 b. Dependent Variable: PERFORMANCE

Based on the above table it is known that r square value of 47.8% means motivation and job pressure variables affect employee performance of 47.8% while the rest is influenced by other variables that are not included into the equation model.

2. Analysis of the effect of motivation on the performance of employees partially

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

Table 7. Results of the second regression equation analysis

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17,288	2,358		7,330	,000
MOTIVATION	,769	,102	,637	7,523	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0.637X1$$

Based on the table above analysis results note that the coefficient of motivation of 0.637. The value of t is 7,523. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the variables of motivation affect the performance of employees partially. The amount of influence of leadership on the performance employees can be seen in the following table.

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.405	.398	3,90656

a. Predictors: (Constant), MOTIVATION

Based on the above table it can be seen r square value of 0.405. This means the influence of variable motivation on performance an employee of 40.5% and the rest influenced by other variables that are not included in the model equation.

3. Analysis of the effect of job pressure on employee performance partially

The result of the analysis of the effect of work pressure on performance partially can be seen in the following table.

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

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	28,452	1,869		15,223	,000
PRESSURE	,413	,118	,359	3,499	,001

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0.359X2$$

Based on the table above analysis results note that the coefficient of employment pressure of 0.359. The value of t is 3.108. Value significance of 0.001. This value of significance is smaller than 0.05. This means that the job pressure variables affect the performance of the carrier part. The magnitude of the influence of job pressure on the performance employee can be seen in the following table.

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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.359 ^a	.129	.118	4,72937

a. Predictors: (Constant), PRESSURE

Based on the above table it can be seen r square value of 0.129. This means that the influence of work pressure variables on the performance of employees is 12.9% and the rest is influenced by other variables not included in the equation model.

4. Analysis of the influence of organizational commitment on the performance of employees partially

The result of the analysis of the effect of work pressure on performance partially can be seen in the following table.

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

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20,368	1,964		10,373	,000
	COMMITMENT	,650	,087	,635	7,497	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0.635X3$$

Based on the table above analysis results note that the coefficient of the motivation of 0.635. The value of t is 7,497. Value significance of 0.00. This value of significance is smaller than 0.05. This means that the variable of organizational commitment affects the performance of employees partially. The amount of influence of organizational commitment to 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	.635 ^a	.404	.397	3,91198

a. Predictors: (Constant), COMMITMENT

Based on the above table it can be seen r square value of 0.404. This means that the influence of commitment variable on employee performance is 40.4% and the rest is influenced by other variables that are not included in the equation model.

5. Analysis of the influence of motivation on employee performance through organizational Commitment variable

The coefficient of Motivational influence on job pressure can be seen in the following table

Table 13. Influence motivation on organizational commitment

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,126	2,675		3,786	,000
	MOTIVATION	,528	,116	,447	4,557	,000

a. Dependent Variable: COMMITMENT

Based on the above table it can be seen that the effect of Motivation on employee performance is 0.637. Influence Motivation on employee performance through organizational commitment is 0.447 X 0.635 = 0.284.

In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

6. Analysis The influence of employment pressure on employee performance through organizational commitment variables

The value of motivation coefficient on the pressure of work can be seen in the following table

Table 14. The coefficient value of the effect of job stress on organizational commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16,276	1,841		8,842	,000
	PRESSURE	,384	,116	,341	3,300	,001

a. Dependent Variable: COMMITMENT

Based on the above table it can be seen that the direct effect of employment pressure on employee performance is 0.359. While the influence of job pressure on employee performance through organizational commitment is $0.341 \times 0.635 = 0.217$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable. The overall path analysis can be described as follows:

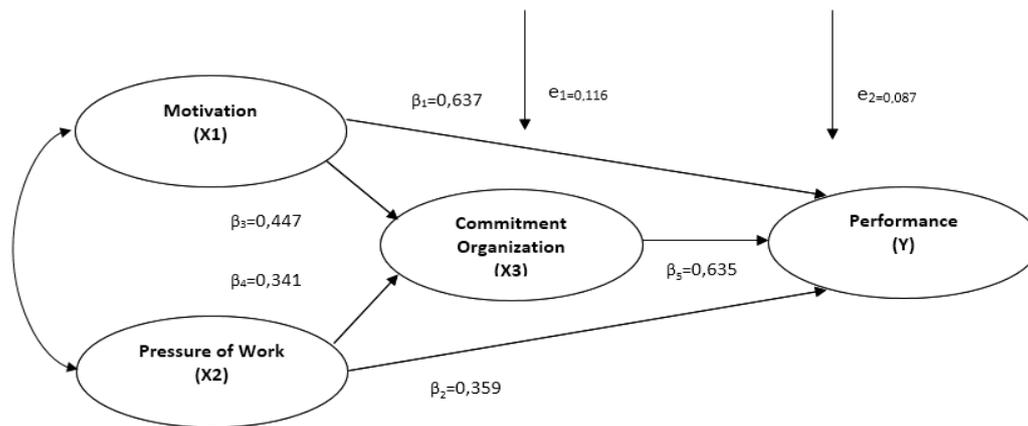


Figure 5. Overall Path Analysis

VI. Conclusions and Suggestion

Conclusion

Variables Motivation and job pressure affect the performance of employees simultaneously. The value of F count is 37,560 and the significance is 0,05. This value is less than 0.05. The r squared value of 47.8% means that the Motivation and job pressure variables affect the performance an employee of 47.8% while the rest is influenced by other variables that are not included into the equation model.

Motivation variables affect the performance of employees partially. The value of t is 7,523. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.405. This means the influence of variable motivation on performance an employee of 40.5% and the rest influenced by other variables that are not included in the model equation.

The job pressure variable affects the performance of the carrier part. The value of t is 3.108. Value significance of 0.001. This value of significance is smaller than 0.05. The value of r squared is 0.129. This means that the effect of job pressure variable on employee performance is 12.9% and the rest is influenced by other variables that are not included in the equation model.

Organizational commitment variable affects the performance of employees partially. The value of t is 7,497. Value significance of 0.00. This value of significance is smaller than 0.05. The value of r squared is 0.404. This means that the influence of commitment variable on employee performance is 40.4% and the rest is influenced by other variables that are not included in the equation model.

Influence Motivation on employee performance is 0.637. The influence of motivation on the performance of employees through organizational commitment is $0.447 \times 0.635 = 0.284$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

The direct effect of employment pressure on employee performance is 0.359. While the influence of job pressure on employee performance through organizational commitment is $0.341 \times 0.635 = 0.217$. In this case, the direct influence is greater than the indirect effect so that it can be said that the organizational commitment variable is not an intervening variable.

Suggestion

Employee motivation is expected to increase. Employee motivation will be created if the needs of employees are met. Employees' needs such as salaries or unearned income, benefits, and other nonfinancial income will affect personal motivation. In addition, employees also need to be provided with non-financial needs such as good communication from the organizational environment and justice applied to the organization.

The employment pressure faced by employees also needs to be evaluated. Extremely high job pressures can result in increasing work stress conditions that will interfere with employee performance. To reduce the stress level, it is necessary to conduct refresher activity by doing the tour together or conduct mental training of employees so that they are ready to face the workload to be completed.

Organizational commitment also needs to be improved by raising employee awareness of work and organization. This activity can be done by disseminating the goals, organizational vision, evaluating the loyalty of employees to the organization so that employees have the high work commitment.

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