

# Influence of Organizational Culture and Personality to the Work Motivation and Performance of Employees Through the Organizational Commitment as Mediating Variables for Medical Analist Officers at the Bio-Test Company in Surabaya, East Java

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## Abstract

The objective of this research is to analyze the influence of Organizational Culture and Personality to the Work Motivation and Performance of employees through the Organizational Commitment of the Medical Analyst Officers at the BIO-TEST Company in Surabaya. The result of this research indicates that the Organizational Culture and Personality give positive and significant influences to the Work Motivation and Performance of employees, and so does the Organizational Commitment positively and significantly influences Performance of the Medical Analyst Officers at the BIO-TEST Company in Surabaya.

**Keywords:** Organizational Culture, Personality, Work Motivation, Organizational Commitment and Performance of Employees.

## INTRODUCTION

The very strong global competition makes every company, either the big or the small one, has to prepare itself in every thing, especially in Human Resources, either physically or mentally. In connection with Human Resources, the most important thing is to prepare their existence pursuant to their competence, creativity, and innovation required. According to Bangun (2002:7) one of the activities of human resource management is to obtain the manpower pursuant to the needs (number and quality) in order to achieve the goal of an organization. Attention shall also be given to human resources by giving them training and education adjusted to their talents, ability and their work place, because later on the established human resources are expected to be adaptive to their environment, so that they will be able to be used as an input for the progress in their work place. Bangun (2002:7) is in the opinion that determination of the required human resources is adjusted to the job description stated at the work analysis previously specified.

Organizational Culture is an important factor to build performance of the potential employees in order to have the emotional relation with their work place and their colleagues, so that they will have 'sense of belongingness' to their work place. According to Robbins and Judge (2011:555) the Organizational Culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether they like them that is, its descriptive term. Each company has different organizational culture in having the interaction between one employee to the others, so that a relation will be established based on the jointly agreed organizational culture. In the opinion of Taurina and Ratnawati (2012) the harmonization of the achieved goal between employees and organization through culture will set up the organizational commitment in the employees themselves personally.

By the time when performing the work activities, an employee will be colored by his personality character. Personality is the basis of behavior that will end up in the performance of an employee, and personality is the color and the form of interaction between the concerned when starting to communicate with his environment, particularly with his colleagues. McShane and Glinov (2003:84) state that personality is the relatively stable pattern of behaviors and consistent internal states that explain a person's behavioral tendencies. In general, a personality is the form of behavior and the internal statement of someone explaining the tendency of his behavioral form. Personality is important and related to a person's behavior and will also build his loyalty to the company he works for when he is facing a dilemma of choice whether remaining to stay at the company or looking for a new place to work.

Each employee must have the organizational commitment to his work place, so that each employee is expected to feel happy when working and participates in bringing progress to his company. According to Robbins (2008:101), the Organizational Commitment is a state in which an employee takes side to a certain organization and has the goal and intention to hold out his membership at the organization. An employee is a very important working partner for an organization, so that a big concern must really be given so that the employees are able to have the will, develop the organization for the sake of its progress and are always loyal to develop themselves at their work place. Monday et al in Darlis (2002) states that Organizational Commitment indicates the faith and support to the values and goal to be achieved by the organization.

Work Motivation is always needed by someone so that his performance achievement can be maximum and motivation is a stimulus for someone in doing his activities. Every one will never be separated from the form

of the required motivation. Kreitner and Kinicki (2014:212) state that motivation is a psychological process giving the stimulation and directing the behavior having a destination. It is obvious that this definition contains the meaning that motivation has a destination for someone. In general, the higher the motivation that someone has, the higher as well the effort he does to achieve what he needs by having high performance. The Organizational Commitment will be stronger if Motivation of the employees is also high.

Performance of employee is the result of achievement of each employee in an organization, so that it can create the spirit for the employee to increase his contribution to the company. According to Hasibuan (2003:87), evaluation to the achievement of the subordinates shall get the attention from their superior, so that it will motivate them to be enthusiastic in working, as long as its evaluation process is conducted honestly and objectively and has the follow-up action.

BIO-TEST LABORATORY operates in the field of health giving the services in General Check-up, Ultrasonography (USG), Rontgen (X-Ray), Heart Recording (EKG), Echo for Heart IUSG and Treadmill (to know the heart beats) for the community. Object of research in this BIO-TEST Laboratory (BTL) is a working place requiring high accuracy in the work results of its Medical Analysts. Therefore, this job requires high quality manpower to do the works. The work outputs of the Medical Analysts are very strategic, because they have a close relation with medical data of someone. So far, this BIO-TEST Laboratory still has not yet got an official Organizational Culture, so that the employees and the company executives do not have similar behavioral guidelines. Consequently, the conflicts and differences of opinion frequently occur and causes high labor turnover, but unfortunately the company executives just respond to this matter coldly, because they are in the opinion that there are still so many candidate employees outside there looking for the job. The work involvement among the workers in this BIO-TEST company is not so high, because each employee only cares for his/her own tasks, especially in the field of medical analysis (the specific type of work). This is the subject that becomes the polemic, so that the Researcher is interested to analyze "The Influence of Organizational Culture and Personality to the Work Motivation and Performance of Employees through the Organizational Commitment as the Mediating Variables".

#### Theoretical Review

Organizational Culture is a basis or norm of someone's behavior jointly understood in an organization. According to Schein in Luthans (2005:124), the Organizational Culture is an assumption of basic patterns created or developed by certain groups by the time when they adjust themselves with the external problems and the internal integration already been working sufficiently well and deemed valuable and therefore being taught to new members as the correct way to understand, to realize, to think and to feel the relation with that problem. The Organizational Culture at the work place is very important to be applied in each individual in order to achieve the vision and mission of an organization. According to Robbins and Judge (2011:554), an organizational culture is a system of shared meaning held by members that distinguishes the organization from other organizations. There are 7 (seven) Characteristics in Organizational Culture, namely:

- 1) Innovation and risk taking: the degree to which employees are encouraged to be innovative and take risk.
- 2) Attention to detail: the degree to which employees are expected to exhibit precision, analysis and attention to detail.
- 3) Outcome orientation: the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them.
- 4) People orientation: the degree to which management decisions take into consideration the effect of outcomes on people within the organization.
- 5) Team orientation: the degree to which work activities are organized around teams rather than individuals.
- 6) Aggressiveness: the degree to which people are aggressive and competitive rather than easygoing.
- 7) Stability: the degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

From the aforesaid seven elements, we find out that organizational culture is a behavior of an employee in working and in understanding his work environment in the effort to achieve the goal already been specified.

Each behavior of an individual will be colored by the characteristics of his personality. Each person has different personality, therefore the pattern of his behavior will also be different and this will be influenced by the environment where he does his activities. Robbins and Judge (2011:135) states, "*Personality is the sum total of ways in which and individual reacts to and interacts with others*". Whereas Luthans (2005:228) declares that personality is how someone influences other people and how they understand and view him, and also how the measuring patterns are of their internal and external characters in measuring he himself and interaction among human being. When a person interacts with his environment, it will be visible how far he can accommodate behaviors in his surrounding, so that the communities mutually in need to each other will be established without prioritizing their personal ego. According to Robbins and Judge (2008:132), there are 5 (five) big factors building up the Personality of an individual, namely:

- 1) Extraversion: - an individual who likes to get along with other people, makes friends and being firm in character.
- 2) Easily agreeable: - good nature, cooperative and trustful.
- 3) Careful: - being responsible, reliable / trustable, and persevering.
- 4) Stable in Emotion: calm, self confident and on the contrary.
- 5) Open: - creative, sensitive to something having artistic nature and has great curiosity.

In connection with personality factors already been explained above, certainly everything depends on each individual with his or her personal life background.

Organizational Commitment is a commitment or loyalty that has to be conducted by each individual to his work place, so that in performing his work activities he never feels doubtful to make his best achievement to grab his career and has sense of belongingness and sense of responsibility to the success of the company's goal. Robbins and Judge (2011:77) state that Organizational Commitment is the degree to which employee identifies with particular organization and its goals and wishes to maintain membership in the organization. There are separate dimensions to the organizational commitment, namely:

1. Affective commitment is an emotional attachment to the organization and a belief in its value.
2. Continuance commitment is the perceived economic value of remaining with an organization. An employee may be committed to an employer because she is paid well and feels it would her family to quit.
3. Normative commitment is an obligation to remain with the organization for moral or ethical reason. An employee spearheading a new initiative may remain with an employer because he feels he would "leave the employer in the lurch" if he left.

In principle, the Organizational Commitment is a statement of an employee about the intention of his loyalty to the organization based on various aspects concerning with his profits and losses either economically or non-economically if leaving the organization or company and performs his responsibility for the sake of a success of the organization.

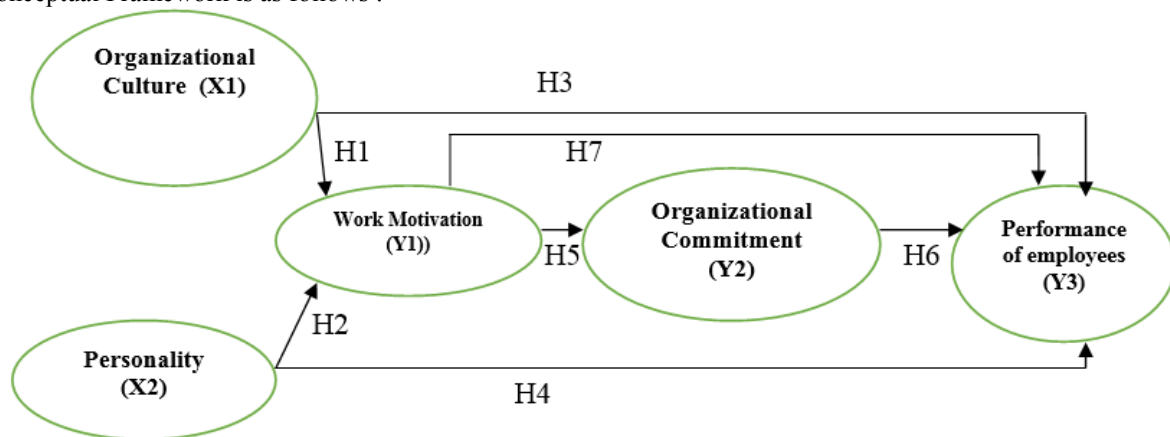
The Organizational Commitment of an individual will be getting higher and higher if it is supported by work motivation, certainly it will be adjusted to the needs expected by someone. Moorhead and Griffin (2013:86) say that motivation is a set of activities causing people to behave in certain ways. This description contains the meaning that a person will do the activities related to the motivation he has. Motivation is important in the effort to reach the high performance in order to have his personal needs or wishes fulfilled. Luthans (2006:285) states that the Motivation Theory of Existence, Relatedness, Growth (ERG) by Alderfer is a development of motivation theory of Hierarchy Need Theory by Abraham Maslow classifying the human needs into 3 (three) aspects, namely *Existence*, *Relatedness* and *Growth*. In principle, this theory of motivation emphasizes 3 (three) primary things needed by an individual in performing the activities in his life. Performance is the output of an employee's achievement in performing his tasks and obligations in an organization or in a company. According to Bangun, Wilson (2012:231), the Performance is an output of work achieved by someone based on job requirements. Bangun, Wilsdon (2012: 234) say that the evaluation on performance can be measured through:

- 1) Number of Works: namely the number of works produced by an individual or a group of requirements becoming the work standards.
- 2) The Work Quality: Each employee in a company has to fulfill certain requirements in order to be able to produce the work pursuant to the quality demanded by a certain work.
- 3) Punctuality: Each work has different characteristics. Certain types of works shall be completed on time, since they have dependency to other works. If a work in a certain department is not completed on time, it will hamper the works of other departments.
- 4) Presence: Certain types of work require the presence of employees to do them pursuant to the specified time.
- 5) Ability to Cooperate: Not all the works can be completed by one employee only.

#### Method of Research

This research is intended to know and to analyze the influence of Organizational Culture and Personality to the Work Motivation and Performance of Employees through the Organizational Commitment of the Medical Analyst Officers at BIO-TEST Company, Surabaya.

Conceptual Framework is as follows :



Gambar 1  
 Conceptual Framework

Hypotheses

- H1 : Organizational culture influences work motivation
- H2 : Personality influences work motivation
- H3 : Organizational culture influences performance of employees
- H4 : Personality influences performance of employees
- H5 : Work motivation influences organizational commitment
- H6 : Organizational commitment influences performance of employees
- H7 : Work motivation influences performance of employees

Population and Samples

Population:

Population in this research are Employees of Medical Analyst working for the BIO-TEST Laboratory, Surabaya. The amount of population in this research is 90 (ninety) employees. There are more female employees working in this BIO-TEST Surabaya than the male ones.

Samples:

The samples applied in this research are taken by using *sampling purposive method* with a certain consideration, because the unit of its analysis is the Medical Analyst Officer having a special skill. The size of sample applies the Solvin Formula in Sanusi (2014:101) as follows:

$$n = \frac{N}{1 + N\alpha^2}$$

In which:

- n = Size of Sample.
- N = Amount of Population
- α = Non-Accuracy Tolerance (in percentage).

The amount of population is 90 (ninety) persons. Therefore, the magnitude of sample if it is calculated by using the above formula is:

$$n = \frac{90}{1 + 90(0.05)^2} = \frac{90}{1 + 0.247} = \frac{90}{1.3} = 69.23 = 70$$

The distribution of samples as follows :

Tabel 1  
 The total sampels

No	Location	The total employees	How to account sample	The total samples
1.	RA Kartini street	44	44/90X70	34
2.	Raya Darmo Boulevard street	29	17/90 X 70	13
3.	Kertajaya street	17	29/90 X 70	23
	Totally	90		70

The total sampel is 70 employees, because it less than 100 so that the data processing program used SEM with *Partial Least Square* (PLS).

The respondents criteria is as follows :

Location	Sex	
	Male	Female
Kartini street	5 employees	39 employees
Raya Darmo Boulevard street	2 employees	27 employees
Kertajaya street	-	17 employees

Location	Education	
	Senior High School analisis	Education of Diploma
Kartini street	25 employees	19 employees
Raya Darmo Boulevard street	20 employees	9 employees
Kertajaya street	10 employees	7 employees

Location	Age	
	10 – 3o years	More than 30 years
Kartini street	25 employees	19 employees
Raya Darmo Boulevard street	20 employees	9 employees
Kertajaya street	10 employees	7 employees

Location	Service year	
	10 – 3o years	More than 30 years
Kartini street	25 employees	8 employees
Raya Darmo Boulevard street	19 employees	2 employees
Kertajaya street	13 employees	1 employees

#### Types of Data

According to Indrianto and Supomo (2002:104) the types of data applied are the interval data from the smallest scale till the biggest one with the same interval length, namely: ‘completely disagree’ is given the score 1, ‘disagree’ is given 2, ‘neutral’ is given 3, ‘agree’ is given 4 and ‘completely agree’ is given the score 5.

#### Variabel Identification :

- a. Independent variables: organizational culture, personality
- b. Dependent variables: work motivation, organizational commitment and performance of employees

#### Variable Operational Definition

- a. Organizational Culture: - is a norm or a rule specified by an organization to be followed by each employee in order to be able to achieve the organizational goal. Its indicator refers to the opinion of Robbins and Judge (2011:554) covering: Innovation and Risk Taking, Attention to Detail, Outcome orientation, People Orientation, Team Orientation, Aggressiveness, and Stability.
- b. Personality: is the whole ways in which an individual reacts and interacts to other individuals. Indicator of personality refers to the opinion of Robbins and Judge (2008:132), namely: Extraversion, Easy to Agree, Careful, Emotionally Stable, and Open.
- c. Work Motivation: is a set of activities causing people have certain behavior. According to Robbins and Judge (2008: 224-225) its indicators are: 1) Existence: Salary, Work Uniforms, Health Insurance, Work Sustainability. 2) Recognition as an employee, communication relation, social security. 3) growth : reward ,

- self-development , authority on work.
- d. Organizational Commitment: an employee who has commitment to his organization will be loyal to his organization and will try to develop it and will not have any intention to quit from the organization. Indicators of Organizational Commitment refer to the opinion of Allen and Meyer in Kamis, et al (2013) covering: Affective Commitment, Continuance Commitment, Normative Commitment.
  - e. Employee Performance: is the output of achievement reached by an employee in performing his tasks. Indicators of employee performance refer to Bangun, Wilson (2012:234) consisting of: Amount of Works, quality of work, Punctuality, Presence Ability in *Cooperation*.

#### Research Instrument

The research instrument used in this study is by distributing questionnaires to employee medical analysis in BIOTEST Surabaya. In this questionnaires is measured by likert scale with range : the strengly disagree with score 1, disagree with score 2, netral with score 3, agree with score 4 and strongly agree with score 5

#### Analysts Data

This research uses explanatory research. Analysts data by using Structural Equation Modelling (SEM) with Partial Least Square (PLS) program.

The Regression equation :

$$Y1 = aX1 + bX2$$

$$Y2 = Y1$$

$$Y3 = cX1 + dX2 + eY1 + fY2$$

#### Notes :

X1 = organizational culture, X2 = Personality, Y1 = work motivation, Y2 = organizational commitment, Y3 = performance of employees

#### The result

The average of respondent answers on each variable as follows :

Organizational Culture (X1)		Personality (X2)	
Indicator	Average	Indicator	Rata-rata
X1.1	3.628	X2.1	3.671
X1.2	3.624	X2.2	3.657
X1.3	3.671	X2.3	3.728
X1.4	3.771	X2.4	3.614
X1.5	3.714	X2.5	3.568
X1.6	3.800	X2	3.648
X1.7	3.542	Organizational commitment (Y2)	Average
X1	3.679	Y2.1	3.514
Work Motivation (Y1)	Average	Y2.2	3.442
Y1.1	3.857	Y2.3	3.485
Y1.2	3.728	Y3	3.480
Y1.3	3.793		
Y1	3.792		
Performance of employees (Y3)	Average		
Y3.1	3.514		
Y3.2	3.442		
Y3.3	3.485		
Y3.4	3.528		
Y3.5	3.714		
Y3	3.537		



**The measurement results of validity are follows :**

Variable/Indicator	Original sample estimate	Mean of subsamples	Standard deviation	T-Statistic
<b>Organizational Culture (X1)</b>				
X1.1	0.751	0.751	0.072	10.463
X1.2	0.743	0.746	0.065	11.496
X1.3	0.750	0.751	0.067	11.257
X1.4	0.745	0.734	0.067	11.086
X1.5	0.775	0.775	0.060	12.959
X1.6	0.676	0.672	0.078	8.664
X1.7	0.546	0.537	0.136	4.028
<b>Personality (X2)</b>				
X2.1	0.730	0.731	0.075	9.762
X2.2	0.837	0.836	0.050	16.867
X2.3	0.753	0.748	0.060	12.504
X2.4	0.803	0.808	0.043	18.663
X2.5	0.750	0.754	0.066	11.309
<b>Work Motivation (Y1)</b>				
Y1.1	0.888	0.890	0.030	29.704
Y1.2	0.860	0.854	0.049	17.650
Y1.3	0.805	0.802	0.067	11.989
<b>Organizational Commitment (Y2)</b>				
Y2.1	0.895	0.895	0.027	32.598
Y2.2	0.905	0.854	0.036	25.433
Y2.3	0.889	0.802	0.033	26.994
<b>Performance of employees (Y3)</b>				
Y3.1	0.845	0.847	0.033	25.671
Y3.2	0.857	0.855	0.046	18.746
Y3.3	0.835	0.841	0.047	17.664
Y3.4	0.567	0.554	0.123	4.599
Y3.5	0.479	0.467	0.164	2.917

From the above table we conclude that loading factor > 0,5 and t-table > 1,96 so the data can be said valid.

The measurement results of reliability are follows :

Variable	Composite Reliability	Criteria of cronbach's Alpha	Remarks
X1	0.879	≥ 0.6	Reliable
X2	0.883	≥ 0.6	Reliable
Y1	0.887	≥ 0.6	Reliable
Y2	0.925	≥ 0.6	Reliable
Y3	0.848	≥ 0.6	Reliable

The above table can be said that the data is used reliable because all the results are ≥ 0,6

**Uji Goodness of Fit dan R-Square**

Variabel	R-Square
X1 (Organizational Culture), X2 (Personality) → Y1 (Work Motivation)	0.855
Y1 (Work Motivation) → Y2 (Organizational Commitment)	0.760
X1 (Organizational Culture), X2 (Personality), Y1 (Work motivation), Y2 (Organizational Commitment) → Y3 (Performance of employees)	0.940

From the above table, it can be said that R-Square from work motivation is 0.885 (88,5%), organizational commitment is 0.760 (76,0 %) and performance of employees is 0.940 (94,0%) it means that it is ≥ 0,50 in SEM (Structural Equation Modeling) is good and qualified. (*Goodnes of Fit*)

The result of coeficient linear programming about the influence of organizational culture, personality to work motivation and performance of employees as follows :

Influences between variable	Original Sample Estimate	Mean of Sample	Standard deviation	T-Statistic
X1 (Organizational culture) → (Y1 (Work Motivation )	0.323	0.321	0.099	3.275
X2 (Personality) → Y1 (Work Motivation)	0.722	0.725	0.067	10.784
X1 (Organizational Culture) → Y3 (Performance of employees)	0.149	0.157	0.071	2.104
X2 (Personality) → Y3 (Performance of employees)	0.051	0.056	0.134	2.466
X2 (Personality) → Y3 (Performance of employees)	0.600	0.598	0.073	8.288
Y1 (Work Motivation ) → Y2 (Organizational Commitment)	0.738	0.741	0.059	12.548
Y2(Organizational Commitment) → Y3(Performance of employees)	0.134	0.117	0.142	1.994
Y1 (Work Motivation) → Y3 (Performance of employees)				

From the above table can be made regression equation as follows :

$$Y1 = 0.323X1 + 0.722 X2$$

$$Y2 = 0.600 Y1$$

$$Y3 = 0.149 X1 + 0.051 X2 + 0.134 Y1 + 0.738 Y2$$

Discussion on Research Outputs is as follows:

- H1 Organizational Culture has significant influence to the Work Motivation as proven by regression coefficient at the amount of 0.323, with the t-arithmetical progression of 3.275 > t table of 1.96. The result of this research supports the research already been conducted by Koesmono (2005) with the regression coefficient at the amount of 0.680, and Koesmono (2014) that the Organizational Culture influences the Performance with the regression coefficient at the sum of 0.189.
- H2 Personality has significant influence to the Work Motivation as proven by regression coefficient at the amount of 0.722, with the t-arithmetical progression of 10.784 > t table of 1.96. The result of this research supports the research already been conducted by Angmalisang (2011) that the Personality influences the Work Motivation of teachers with the regression coefficient of 0.709.
- H3 Organizational Culture has significant influence to Employee Performance as proven by regression coefficient at the amount of 0.149, with the t-arithmetical progression of 2.104 > t table of 1.96. The result of this research supports the research already been conducted by Koesmono (2005) that the Organizational Culture influences the Motivation with the regression coefficient at the sum of 0.506 and the result of research by Koesworo (2015) with the regression coefficient of 0.251, but does not support the research by Darsana (2013) that Organizational Culture has no significant influence to the employee Performance with the regression coefficient of -0.234.
- H4 Personality has significant influence to the Employee Performance as proven by regression coefficient at the amount of 0.051, with the t-arithmetical progression of 2.466 > t table of 1.96. The result of this research supports the research already been conducted by Darsana (2013) that the Personality does not influence the Employee Performance with the regression coefficient of -0.300.
- H5 Motivation has significant influence to the Organizational Commitment as proven by regression coefficient at the amount of 0.600, with the t-arithmetical progression of 8.288 > t table of 1.96. The result of this research supports the research already been conducted by Koesmono (2014) that Motivation influences the Organizational Commitment with the regression coefficient of 0.261 and research by Kusworo et al (2015) with the regression coefficient of 0.136.
- H6 Organizational Commitment has significant influence to the Employee Performance as proven by regression coefficient at the amount of 0.738, with the t-arithmetical progression of 12.548 > t table of 1.96. The result of this research supports the research already been conducted by Koesmono (2014) that Organizational Commitment influences the Performance with the regression coefficient at the sum of 0.301 and the result of research by Koesworo et al (2015) with the regression coefficient of 0.361, research by Abrianto et al (2010) with the regression coefficient of 0.209.
- H7 Work Motivation has significant influence to the Employee Performance as proven by regression coefficient at the amount of 0.134, with the t-arithmetical progression of 1.994 > t table of 1.96. The result of this research supports the research already been conducted by Koesmono (2014) that Motivation influences the Performance with the regression coefficient at the sum of 0.457 and the result of research by Koesworo, et al (2015) with the regression coefficient of 0.251, research by Abrianto et al (2010) with the regression coefficient of 0.281.

## CONCLUSION

- The Organizational Culture significantly influences Motivation and Employee Performance. This can illustrate the importance of Organizational Culture as the bases to behave in an organization able to improve the work



- motivation and the employee performance. In the same opinion with Robbin and Judge (2008:258) that Organizational Culture supports the works of individuals and the team pursuant to the expectation of the organization. Luthans (2006:125) states that Organizational Culture as the Work Guideline and Motivation to produce the work in conformity with the expectation in maximum.
2. The rationale that an individual who is behaving will be colored by the character attached to him (personality). Whereas according to Luthans (2006:225), Personality is a dominant characteristic of an individual in influencing other people in order to have high spirit in behaving. So, personality will set up the weak or the strong motivation of a person in fulfilling his needs. In addition, Personality will influence the Work Performance of an individual, as stated by Koesmono (2015), Luthans (2006:231) that personality is related to the work experience of a person and colors the results of his works.
  3. Motivation significantly influences Organizational Commitment. Generally an individual having high motivation will also have a high organizational commitment. Ardana, et al (2009:421) places a person at his work based on his skill and talent and this can increase his commitment to the organization. A person having high motivation will produce a maximum performance. This is in line with the opinion of Robbins and Judge (2008:270) that the work outputs of a person will be related to his intention and his motivation in fulfilling his needs.
  4. The outputs of this research declares that the Organizational Commitment significantly influences the Performance. This is acceptable, considering the fact that the Organizational Commitment is a statement of employees concerning with their loyalty to organization or to their works, therefore the Organizational Commitment will be closely related to the outputs of the employees. Robbins and Judge (2008:101) state that the Organizational Commitment has a positive relation with the work productivity of a person. Luthans (2006:250) declares that Organizational Commitment supports development of employees in improving their performance with the challenging works.

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