WORK CULTURE, WORK MOTIVATION AND ORGANIZATIONAL PERFORMANCE: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract
Human resources are an organization asset that becomes an important factor in the progress of an organization. The quality of human resources itself can be seen from the performance of the employees. The purpose of this research is to examine the influence of work culture and work motivation on organizational performance with organizational commitment as mediating. This research is a review from the theory and several researches that have been done on the work culture, work motivation, organizational performance, and organizational commitment. The results of the research became a reference for improving organizational performance related to work culture, organizational motivation and commitment.

Introduction
Human resources are an organization asset that becomes an important factor in the progress of an organization. The quality of human resources owned by the organization has a role in improving the competitiveness of the organization in this era. The quality of human resources itself can be seen from the performance of the employees. The optimal organizational performance can enable the organization to operate effectively and efficiently. This requires that every organization must have employees with good performance in order to achieve organization goals. Organizational performance in question is how the organization efforts obtaining and using the funds in conducting the development area concerned (Mardiasmo, 2007: 121).

Employees and organizations are very closely related and inseparable. Good quality employees tend to have high levels of performance so that organization goals will be easy to achieve. One effort to achieve the desired goal of the organization is to minimize the level of employee turnover and improve organizational performance. Some steps that can be taken by the organization is to pay attention to all factors that can cause the emergence of the desire to leave the organization, as well as with regard to the level of performance of employees of the organization itself by conducting an evaluation. This should be treated as an important employee phenomenon and behavior as it will have a significant impact on the organization's future condition and the employee. Many factors influence in achieving organizational performance including work culture, motivation and organizational commitment

Organizational performance is a matter of concern is in the management. One of the factors affecting performance is work culture. In general, the existing work culture in organizations between organization with one other organization are different because the basis and attitude behavior that is reflected by everyone in different. Work culture is a behavior is done repeatedly by every individual in an organization and has become a habit in the implementation (Triguno, 2004: 31). Work culture is a habit that done repeatedly by employees in an organization. The violation of this custom is no strict sanction, but from the organizer has morally agreed that the habit is a habit that must be adhered in order to carry out the work to achieve the goal (Nawawi, 2003: 65.
In addition to work culture, organizational performance is also influenced by motivation. The motivation of work as the most vital driving force in a performance achievement, without employee motivation will not succeed to complete a job maximum because there is no will that comes from within the employee itself, which appears only routine (Sutrichastini and Riyanto, 2015). Motivation is the willingness of individuals to spend a high effort to achieve organizational goals (Robbins, 2001: 24). Well-motivated individuals will perform a well-given task for a long time. If a person is well motivated then the person will do everything in his power to achieve his goals both individually or organization.

Another factor that affects the achievement of organizational performance is organizational commitment. Organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive according to the organizational desires and certain beliefs as well as acceptance of organizational values and goals (Luthans, 2006). Ideally every individual in the organization must have a good commitment to the organization. Organizational commitment or organizational commitment is an attitude that reflects the extent to which an individual knows and tied to his organization (Moorhead and Griffin, 2013: 73). This study aims to analyze the influence of work culture and motivation on organizational performance with organizational commitment as mediating.

Literature Review

Work Culture
Edgar H. Schein defines that the work culture is a set of assumptions or belief systems, values and norms developed within the organization that serve as a behavioral guideline for its members to address external adaptation and internal integration (Mangkunegara, 2005:113). Work culture is a group of basic thoughts or mental programs that can be utilized to improve the efficiency of work and human cooperation owned by a community class (Ndraha, 2005:208).

The main factor determining the strength of work culture according to Supriyadi and Guno is togetherness and intensity (Triguno, 2004).
a. Togetherness is the extent to which members of the organization to shared values. The degree of togetherness is influenced by the elements of orientation and reward. Orientation is intended to coaching members of the organization, especially new members through an exercise program. Through the orientation program new members are given cultural values that need to be embraced within the organization. In addition to shared orientation, it is influenced by rewards in the form of salary increases, titles, and other rewards that help strengthen the commitment of cultural values of work.
b. Intensity is the degree of individual commitment of the organization to the core values of work culture. This degree of intensity can be a result of the reward structure. Therefore, the leadership of the organization / organization needs to pay attention and adhere to the reward structure provided to the members in order to instill the values of work culture.

Work culture is a group of basic thoughts or mental programs that can be utilized to improve the efficiency of work and human cooperation owned by a community class. The work culture indicators are as follows (Ndraha, 2005: 208):
a. Receive lead guidance: Accepting leadership directives is a willingness to accept and perform tasks as directed by the leader both in writing and orally.
b. Carry out the tasks: Carry out the work in accordance with the task in accordance with basic tasks and functions.
c. Work discipline: a form of self-control to carry out the work according to the organization's standards for work to be done properly and on time.
d. Responsibilities: Responsibility for work is a good behavior that is conscious of and desires to bear and bear the obligation of its work.
e. Teamwork: Cooperation with colleagues is a compact attitude with colleagues or partners to complete work on target.

Motivation

We'll define motivation as the willingness to exert high levels toward organizational goals, conditional by effort's ability to satisfy some individual need (Robbins, 2001). Motivation comes from the word motive which means encouragement. Thus the motivation is a condition that encourages someone become a person who perform an activity (Bangun, 2012: 312).

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Several factors that influence motivation (robbins, 2001) are:
a. The Administrator leadership style is a leadership with an authoritarian style to make the workers become depressed and indifferent.
b. The attitude of individuals is different each other, there are static and dynamic individual, there is individual who are highly motivated and has low motivation. Situations and conditions outside the individual give effect to motivation, but the most decisive is the individual itself.
c. Work situations, work environment, mileage and available facilities can generate motivation if the conditions are met. However, if these requirements are not addressed and not met, it can suppress motivation. A person can work well if the supporting factors are met, and vice versa.

According to McClelland one's productivity is largely determined by the "mental virus". The mental virus in question consists of three impulses of need, namely:
a. Need for Achievement: The need to achieve success as measured by the standard of opportunity within a person. This need is closely related to the work and directs the behavior on the achievement.
b. Need for Affiliation: the need for warmth and support in relation to others. This necessity directs the behavior to establish close relationships with others.
c. Need for Power: the need to dominate and influence the situation and others to become dominant and controller. This need causes the person concerned to care less about the feelings of others.

Organizatinal Commitmentraining
In general, organizational commitment is defined as dedication or obligation. Organizational commitment is the level of employee to range oneself of an organization with its goals and desires to maintain their membership in the organization (Robbins, 2001).

Factors that influence commitment in organizing include: aspects of personal characteristics, organizational characteristics and experience during the organization. Matters relating to organizational characteristics are organizational structure, policy design within the organization and its socialization. Organizational experiences include the satisfaction and motivation of members in organization, the role in the organization and the relationships between members of the organization with their leaders (Allen and Meyer, 2007). Three indicators of organizational commitment are (Robbins, 2001:101):
a. Affective Commitment: emotional feelings for the organization and confidence in its values. A person with a strong affective commitment will continue to work in the organization because they want to do it.
b. Normative Commitment: the employee's duty to survive an organization for moral or ethical reasons. This commitment causes employees to stand on their jobs as this is an obligation. In other words, this commitment is related to the feeling of obligation to work on the organization.
c. Continuance Commitment: the perceived economic value of survival in an organization rather than leaving the organization. An employee may survive and commit to the organization and the employer for a high reward.

Organizational Performance
Performance is basically what is done or not done by employees (Mathis and Jackson, 2006:368). Organizational performance is the result of work in quality and quantity achieved by an employee in performing their duties according to the responsibility given to someone (Mangkunegara, 2005: 45).

Factors that may affect performance are:
a. Individual factors include: attitudes, characteristics, physical characteristics, interests and motives, experience, age, gender, education, and other individual factors.
b. Situational factors include: Physical and occupational factors consisting of work methods, conditions and design of work equipment, spatial arrangement and physical environment. Social and organizational factors, including organizational rules, organizational characteristics, types of exercises and supervision, wage systems and the social environment (Mathis and Jackson, 2006).
   Mathis and Jackson suggest a person's performance indicators include:

a. Quantity: Represents the amount generated and expressed in terms such as number of units and number of completed activity cycles. The quantity measured from the employee's perception of the number of activities assigned and the results.
b. Quality: The obedience in procedure, discipline, and dedication. The degree of the desired activity results near perfect in terms of adjusting some ideal ways of performing the activity, as well as meeting the expected objectives of an activity. The quality of work is measured from employees perception of the quality of work produced, the perfection of the tasks to the skills and the abilities of employees.
c. Reliability: The ability to perform the required work with minimum supervision.
d. Presence : The employee confidence that they will come to work every day in a timely manner
e. Ability to cooperate: the ability of employees to work with others in completing a task and has been established to achieve utility and maximum results.

Theoritical Framework
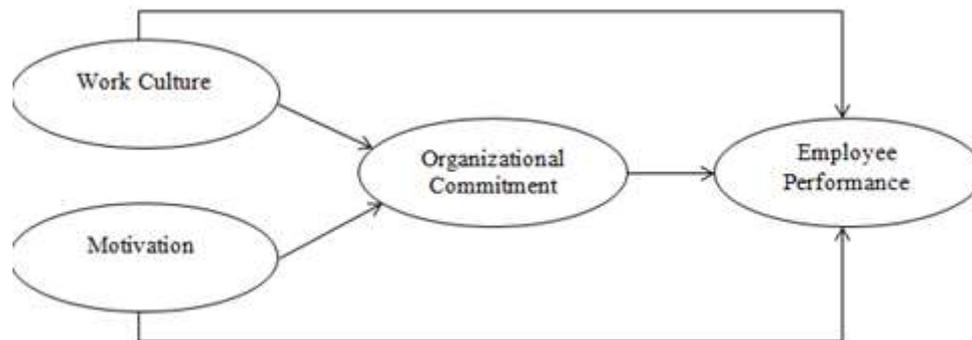Theoritical framework in this research as follows:

Figure 1. The Conceptual Framework relationship between work culture, motivation, organizational commitment, and organizational performance

Discussion
Performance basically can be seen from two aspects that are individual performance and organizational performance. Performance within the framework of the organization is the relationship between individual performance and organizational performance, so that if the individual performance in the organization increases then the performance of the organization also increased.

Based on the results of previous research, several factors that affect performance include: work culture, motivation and organizational commitment. Research about the influence of work culture on organizational performance that performed by Sinha. et al (2010), Safrizal et al. (2014), Ismawarni (2016), Mahanani (2014) found that work culture influences organizational performance. However, there are different research results conducted by Lingga (2014) that the work culture does not affect the organizational performance of financial officers.

Organizational performance is also influenced by motivation. This is in accordance with the opinion of Robbins (2001: 24) said that motivation is the willingness of individuals to spend high effort to achieve organizational goals. Motivation as the driving force of the most vital in a performance achievement, without employee motivation, the employee will not succeed to complete a job in organization (Sutrischastini and Riyanto, 2015). Another relevant study was conducted by Yuliantini et al. (2017), Ibrahim (2015), Masydzulhak (2016), QatmeemalmarhooN (2017) found that motivation had an effect on performance. Maulana (2012) found a strong relationship between motivation and organizational commitment. Yuliantini et al (2017) found motivation has a positive influence on organizational performance and commitment. Motivation is the willingness of individuals to spend high effort to achieve organizational goals (Robbins, 2001: 24). However, there are still different research results conducted by Lingga (2014), Markonah and Sunarto (2014) found that motivation has no significant effect on organizational performance.

Another important factor in achieving organizational performance is organizational commitment, as Luthans (2006) argues that organizational commitment is a strong desire to remain a member of a particular organization, a desire to strive according to organizational desires and certain beliefs as well as acceptance of organizational values and goals. The research that conducted by Dance et al. (2013), Khan. (2010), Memari (2013), Markonah and Sunarto (2014) found that organizational commitment have a positive and significant impact on Performance. However, the results of research conducted by Kurniawan (2011) and Pratama (2016) found that organizational commitment has no effect on the organizational performance.

Conclusion

Performance in the organization is a relationship between individual performance and organizational performance, where the performance of the organization is a description of the work of the organization in achieving its objectives. Human resources as the main part in the organization is very determine the achievement of organization in achieving the performance of many factors that influence it. From the study of theory and the results of previous research, performance is influenced by several factors, including work culture, motivation and organizational commitment. The research can be concluded as follows:

a. Work culture has a significant effect on organizational commitment
b. Motivation has a significant effect on organizational commitment
c. Work culture has a significant effect on organizational performance
d. Motivation has a significant effect on organizational performance
e. Organizational commitment has a significant impact on organizational performance

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