



# The Effect of Organizational Commitment and Work Motivation on Organizational Climate PT. Dodorindo Jaya Abadi Tanjung Morawa

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## ABSTRACT

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PT. Dodorindo Jaya Abadi is: a company that has been accredited and established since 1997 by providing a variety of baby products branded Dodo which is ISO 9002 certified so that it has products of international quality. Even though PT. Dodorindo Jaya Abadi has expanded to almost all regions in Indonesia, but for a company headquartered in Tanjung Morawa – Medan, North Sumatra. Various complaints about the workplace or an uncomfortable working atmosphere for employees while working. The company cannot commit to its employees where the company cannot keep its promises even though the employees have worked with all their heart. Employees are not driven to give the best or the most optimal for the company. This research uses quantitative descriptive research. The total population in the study was 447 employees with the sampling technique using the Slovin formula, obtained as many as 82 samples. Simultaneously there is a significant influence between the variables of organizational commitment and work motivation on the organizational climate of employees of PT. Dodorindo Jaya Abadi. While partially found the variable organizational commitment has a significant effect on the organizational climate of employees of PT. Dodorindo Jaya Abadi. Partially, it was found that the work motivation variable had a significant effect on the organizational climate of the employees of PT. Dodorindo Jaya Abadi. The results of this study indicate that the variable of work motivation has more influence than organizational commitment on the organizational climate of employees of PT. Dodorindo Jaya Abadi.

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## 1. Introduction

PT. Dodorindo Jaya Abadi is a company that has been accredited and established since 1997 by providing a variety of baby products branded Dodo which is ISO 9002 certified so that it has products of international quality. Even though PT. Dodorindo Jaya Abadi has expanded to almost all regions in Indonesia, but for a company headquartered in Tanjung Morawa – Medan, North Sumatra.

Organizational climate is a concept that describes the internal atmosphere of the company's environment that is felt by its employees during their activities in order to achieve company goals (Wirawan 2015). Organizational climate can influence the human resource policies and practices accepted by company employees. Each company will have a different organizational climate. The diversity of jobs designed within the company or the individual nature of the existing employees will describe these differences. The phenomenon of problems contained in the company related to organizational climate problems are: various complaints about the workplace or an uncomfortable working atmosphere for employees during work which makes employees inflexible at work and embarrassed by other co-workers such as: the presence of jokes that often insinuate fellow members of co-workers if something goes wrong or when employees have a shortage where this has happened to employees who stutter and are often used as jokes for co-workers. In addition, the company is also considered to rarely carry out communication within the company or joint activities that can



strengthen or make employees know each other more and make employees feel foreign in their workplace such as:

New employees are also rarely invited to communicate so that new employees are more often silent when completing their work, such as: during lunch breaks, other co-workers go out to eat together, but new employees are only left alone without having the desire to ask them to go out to eat together. In addition, new employees are also seen eating alone in the kitchen more often than with other senior coworkers and for some other new employees also prefer to communicate or join fellow new employees from the department who feel that they have more of the same circumstances than the other new employees. Other senior colleagues and employees are able to exchange ideas more than the seniors.

In addition, the company is also not given the opportunity for employees to give complaints or suggestions because if this is done, then the superior will feel that the employee is not obedient to him and will be more likely to talk back when given directions for him. For other matters, such as: conflicts that occur between co-workers who argue with each other when completing work make the atmosphere sometimes awkward and other employees can only stay silent and do not dare to defend each other.

Organizational commitment is defined as a psychological construct that is characteristic of the relationship between employee members and their company and has an influence on employees' decisions to continue their responsibilities in the company and can also be considered as a decision to stay working for the company or not (Kaswan, 2017). Employees who are satisfied with the company will have a high commitment to the company, which directly or indirectly is a manifestation of employee loyalty (Kesawa et al., 2016). The phenomenon of the problems contained in the company related to the problem of organizational commitment is: the company cannot commit to its employees where the company cannot keep its promises even though the employees have worked wholeheartedly such as:

Employees have also been promised by the company that there is a vacancy in a higher position, but when the employee comes to work, the employee has asked about the vacancy of the position, why has it not been filled by a senior colleague, but the answer from his colleague stated that there was no In the vacancy of the position, the superior deliberately informs him of this so that he can see if the new employee he has accepted has the desire to support a higher career so that he is more active in working. Hearing this information, employees such as: lost their seriousness because at first they were really given the opportunity to occupy a higher position because they felt they were worthy. Disappointment with companies that are not committed in the end makes employees become increasingly lazy to work. The more uncommitted employees are, the lower the expectations of employees to improve their performance resulting in organizational goals cannot be realized (Ausri et al., 2018). It is not surprising that the working atmosphere is increasingly quiet because some employees have the intention to leave the company and do not want to establish a special relationship with their co-workers.

Work motivation is an inner strength that can arouse, direct and influence an employee to have the intensity and persistence of voluntary behavior in doing a job (Sedarmayanti, 2017). Usually, in general, motivation is considered as: a set of incentives that exist within employees to work better and always give the maximum to the company. The phenomenon of the problems contained in the company related to the problem of work motivation are: employees are not encouraged to give the best or the most optimal for the company because for the first thing, employees do not apply a reward system for employees who work well so that employees work according to their standards. without having the will to improve the results it gives again.

Lack of motivation also makes employees less enthusiastic or unmotivated at work so that in the workspace a negative atmosphere is seen, such as: employees speak in a lethargic or unmotivated state at work and in the end it will have an impact on the condition of other employees. The company has never motivated employees such as: inviting co-workers to eat together or spend a vacation together to the beach or to Berastagi for a vacation so that it makes the employee's working relationship not as good or as close as co-workers who often go out together in spending time on vacation. they.

Based on the background described above, it makes researchers interested in conducting research with the title of the thesis: "The Effect of Organizational Commitment and Work Motivation on the Organizational Climate of PT. Dodorindo Jaya Abadi Tanjung Morawa."

Some of the identification problems in this study are: The company cannot commit to its employees where the company cannot keep its promises even though the employees have worked with all their heart. In addition, employees have also been promised by the company that there is a vacancy in a higher position, but



when the employee comes to work, the employee has asked about the vacancy in the position, but the boss deliberately informed him of this so he could see if the new employee he had accepted had the desire. to support a higher career so that they are more active in working. Employees are not encouraged to give the best or the most optimal for the company because for the first thing, employees do not apply a reward system for employees who work well so that employees work according to their standards without having the will to improve the results they provide again. In addition, the company also very rarely gives punishment to employees who make a few mistakes unless the error is very serious so that it makes employees feel that they do not need to work seriously and in the end they become careless in their work. Various complaints about the workplace or an uncomfortable working atmosphere for employees during work which makes employees inflexible at work and embarrassed by other co-workers. In addition, the company is also considered to rarely carry out communication within the company or joint activities that can strengthen or make employees get to know each other more and make employees feel foreign in their workplace.

## 2. Method

The research locations are: PT. Dodorindo Jaya Abadi which is located at Jalan Pelita IV Blok. D No. 27, KIM Star, Tanjung Morawa. The selection of this location was done purposively with the consideration that there was a company's willingness to provide the necessary information in accordance with the research. The research period is from September 2021 to June 2022.

### 2.1 Population and Sample

The research population that will be used in the study are: all employees who work at PT. Dodorindo Jaya Abadi during the 2020 period as many as 447 employees. The research population that will be used in the study are: all employees who work at PT. Dodorindo Jaya Abadi during the 2020 period as many as 447 employees.

According to Nalendra, et al (2021:27), there are several ways to determine sample size and one of them is Slovin. The Slovin formula is a formula or formula for calculating the minimum number of samples if the behavior of a population is not known with certainty. In using this formula, the first thing that must be done is to determine the level of confidence in the results of the truth or the significance level of the error tolerance. The sample size according to Slovin in (Amirin, 2011) is determined based on the following formula:

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

Information: n = Sample Size  
N = Population Size  
e = Selected Error Tolerance (10%)

$$n = \frac{447}{1 + 447 (10\% )^2} = \frac{447}{1 + 447 (0,01)} = \frac{447}{1 + 4,47} = \frac{447}{5,47} = 82$$

The calculation above gets a sample of 82 employees. The researcher determines the error tolerance used in slovin is 10% where this is due to the limitations of time, funds and the ability of the researcher.

To determine the effect of the independent variable and the dependent variable, the multiple regression analysis formula is used as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

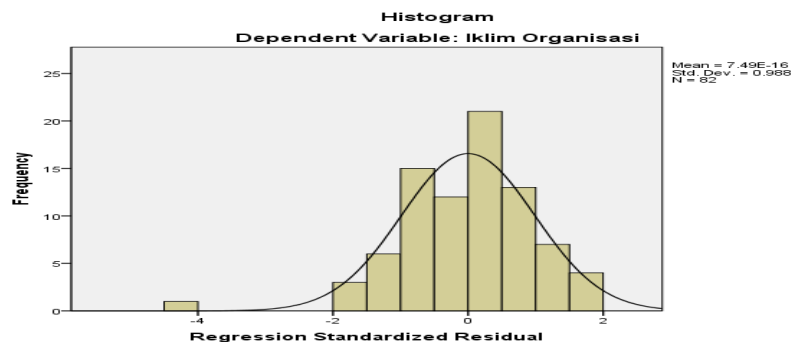
Information :  
Y = Organizational Climate  
a = Constant  
b1 = Variable Regression Coefficient X1 (Organizational Commitment)  
b2 = Variable Regression Coefficient X2 (Work Motivation)  
X<sup>1</sup> = Organizational Commitment Variable  
X<sup>2</sup> = Work Motivation Variable  
e = Percentage Error (0.5)

### 3. Result and Discussion

#### 3.1 Multiple Regression Coefficient Test Results

Testing the multiple regression hypothesis states that there is an influence of Organizational Commitment and Work Motivation on the Organizational Climate of PT. Dodorindo Jaya Abadi Tanjung Morawa

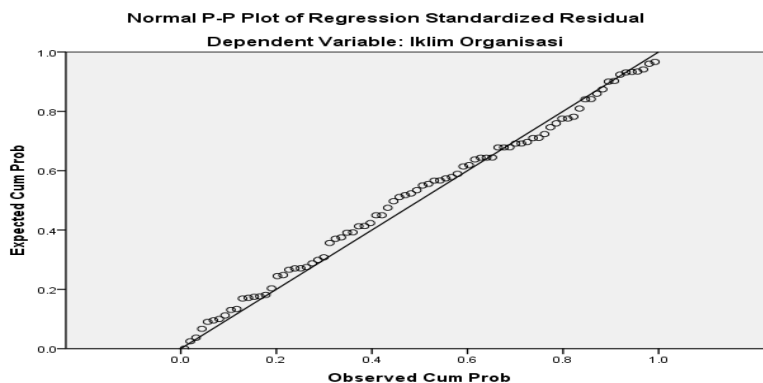
##### a) Normality test



**Fig 1.** Histogram Normality Test

Source: 2022 Research Results (Processed Data)

Figure 1 shows that real data forms a symmetrical line that tends not to deviate to the left or right, it can be said that the data is normally distributed.



**Fig 2.** PP Plot Normality Test

Source: 2022 Research Results (Processed Data)

Figure 2. The *PP Plot Normality* Graph shows that the data is spread around the diagonal line and most of it is close to the diagonal line, so it can be concluded that the data is normally distributed.

**Table 1**  
Normality Test Results  
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		82
Normal Parameters <sup>a,b</sup>	mean	.0000000
	Std. Deviation	3.34409640
Most Extreme Differences	Absolute	.060
	Positive	.045
	negative	-.060
Kolmogorov-Smirnov Z		.544
asyp. Sig. (2-tailed)		.929

a. Test distribution is Normal.

b. Calculated from data.

Source: Research Results 202 2 (Data Processed)



Based on table 1 above, the results of the *Kolmogorov-Smirnov normality test* prove that the significant value generated is greater than 0.05, namely: 0.929, it can be concluded that the data is classified as normally distributed.

**b) Multicollinearity Test**

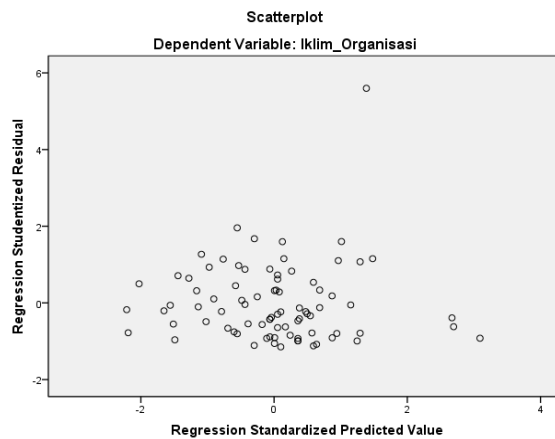
**Table 2**  
Multicollinearity Test  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	14,384	3.872		3.715	.000		
Organizational Commitment	.407	.107	.354	3.823	.000	.966	1.036
Work motivation	.502	.114	.408	4.406	.000	.966	1.036

a. Dependent Variable: Organizational Climate  
Source: Research Results 202 2 (Data Processed)

Based on table 2 it can be seen that the correlation value for the variables of organizational commitment and work motivation has a *tolerance value* (0.966) > 0.1 and a VIF value (1.036) < 10 so it can be concluded that the independent variable does not have symptoms of multicollinearity.

**c) Heteroscedasticity Test**



**Fig 2.** Scatterplot Graph

Source: Research Results 202 2 (Data Processed)

Based on the picture above, it can be seen that the points on the *Scatterplot graph* are randomly distributed *and* not patterned and spread above and below the number 0 on the Y axis. It can be concluded that from 82 samples of respondents there was no heteroscedasticity. between samples.

**Table 3**  
Results of Multiple Linear Regression Analysis  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	14,384	3.872		3.715	.000		
Organizational Commitment	.407	.107	.354	3.823	.000	.966	1.036
Work motivation	.502	.114	.408	4.406	.000	.966	1.036

a. Dependent Variable: Organizational Climate  
Source: Research results,202 2 (processed data)

Based on table 4.3, it is known that in *Unstandardized Coefficients* part B, multiple linear regression equations are obtained, namely: with the following formula:

$$Y = + b_1 X_1 + b_2 X_2 + e$$

$$Y = 14,384 + 0.407 + 0.502 + e$$

Based on the above equation, it can be described as follows:

1. The constant ( $\alpha$ ) = 14,384 indicates a constant value, if the value of the independent variable ( $X_1$ ), namely: organizational commitment and the variable ( $X_2$ ), namely: work motivation is 0, then the organizational climate is: fixed is worth 14.384.
2. The coefficient of  $X_1$  ( $b_1$ ) = 0.407 indicates that the organizational commitment variable ( $X_1$ ) has a positive effect on organizational climate by 0.407. This means: for every 1 unit increase in the value of organizational commitment ( $X_1$ ), the value of organizational climate will increase by 40.7%.
3. The coefficient of  $X_2$  ( $b_2$ ) = 0,502 indicates that the work motivation variable ( $X_2$ ) has a positive effect on the organizational climate of 0,502. This means: for every 1 unit increase in the value of work motivation ( $X_2$ ), the value of organizational climate will increase by 50.2%.

**d) Determination Test ( $R^2$ )**

The coefficient of determination (adjust  $R^2$ ) was used to measure the magnitude of the influence between the independent variables, namely: Organizational Commitment ( $X_1$ ) and Work Motivation ( $X_2$ ) on Organizational Climate (Y). The results of the determination test can be seen below:

**Table 4**  
Coefficient of Determination Test  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.588 <sup>a</sup>	.346	.329	3.386	1.745

a. Predictors: (Constant), Work Motivation, Organizational Commitment

b. Dependent Variable: Organizational Climate

Source: Research results,202 2 (processed data)

Based on table 4 above, it can be seen that the value of *Adjusted R Square (Adjusted R<sup>2</sup>)* or the coefficient of determination that has been correlated with the number of variables and sample size so that it can reduce the element of bias in the event of additional variables or additional sample size obtained is: 0.329. This means that the influence of organizational commitment and work motivation on organizational climate is: 32.9% and the remaining 67.1% is influenced by other factors originating from outside this research model such as: job training, supervision, compensation, work discipline. and others.

**e) F Test (Simultaneous)**

**Table 5**  
Simultaneous Test Results (F Test)  
ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	478,276	2	239,138	20,856	.000 <sup>a</sup>
	Residual	905.821	79	11,466		
	Total	1384,098	81			

a. Predictors: (Constant), Work Motivation, Organizational Commitment

b. Dependent Variable: Organizational Climate

Source: Research results,202 2 (processed data)

In table 5 above, the calculated F value (20.856) > F table (3.11) with a significant level of 0.00 < 0.05 so it can be concluded that  $H_3$  is accepted with the understanding that there is a significant positive effect between organizational commitment and work motivation on the organizational climate of employees of PT. Dodorindo Jaya Abadi.

**f) T test (Partial)**

The following table shows the results of partial hypothesis testing, namely:



**Table 6**  
Partial Test Results (t Test)  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14,384	3.872		3.715	.000		
	Organizational Commitment	.407	.107	.354	3.823	.000	.966	1.036
	Work motivation	.502	.114	.408	4.406	.000	.966	1.036

a. Dependent Variable: Organizational Climate

Source: Research results, 2022 (processed data)

Based on table 6 above, it can be seen that:

1. In the organizational commitment variable ( $X_1$ ) it can be seen that the t value ( $3.823$ )  $>$   $t_{table}$  ( $1.990$ ) with a significance of  $0.000 < 0.05$  so it can be concluded that there is a significant positive effect between organizational commitment on the organizational climate of PT. Dodorindo Jaya Abadi so that  $H_1$  is accepted. In other words, the higher the organizational climate, the more organizational commitment employees will increase. The same thing was also stated by Ni Luh and I Gede (2020) that the organizational climate positive and significant effect on organizational commitment
2. In the work motivation variable ( $X_2$ ), it can be seen that the value of  $t_{count}$  ( $4.406$ )  $>$   $t_{table}$  ( $1.990$ ) with a significance of  $0.000 < 0.05$  so it can be concluded that there is a significant positive effect between work motivation on the organizational climate of PT. Dodorindo Jaya Abadi so  $H_2$  is accepted. Job satisfaction is a pleasant emotional state of employees which is reflected through the positive attitude of employees towards their work. Similar to the research conducted by Sarah and Wayan (2015), that good motivation can provide employee job satisfaction so that it can improve employee performance.

#### 4. Conclusions

Based on the results of partial hypothesis testing using the t-test, it can be seen that the value of  $t_{count}$  ( $3.823$ )  $>$   $t_{table}$  ( $1.990$ ) with a significance of  $0.000 < 0.05$  so it can be concluded that Organizational Commitment has a significant positive effect on the Organizational Climate of PT. Dodorindo Jaya Abadi. Based on the results of partial hypothesis testing using the t-test, it can be seen that the value of  $t_{count}$  ( $4.406$ )  $>$   $t_{table}$  ( $1.990$ ) with a significance of  $0.000 < 0.05$  so it can be concluded that work motivation has a significant positive effect on the organizational climate of employees of PT. Dodorindo Jaya Abadi. Based on the results of simultaneous hypothesis testing using the F-test, it can be seen that the  $F_{calculated}$  value ( $20.856$ )  $>$   $F_{table}$  ( $3.11$ ) with a significant level of  $0.00 < 0.05$  so it can be concluded that Organizational Commitment and Work Motivation are significant towards Organizational climate of employees of PT. Dodorindo Jaya Abadi.

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