
THE EFFECT OF WORKPLACE QUALITY AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE'S PRODUCTIVITY (CASE STUDY: CV. KOMBOS MANADO)

PENGARUH KUALITAS LINGKUNGAN KERJA DAN KOMITMENT ORGANISASI TERHADAP PRODUKTIVITAS KARYAWAN (STUDI KASUS: CV. KOMBOS MANADO)

By:

Desinta Emor¹
Paulus Kindangen²
Frederik G. Worang³

^{1,2,3} International Business Administration (IBA) Management Program
Faculty of Economic and Business
University of Sam Ratulangi

e-mail:

desinta.emor@gmail.com

pkindangen@yahoo.com

fworang@gmail.com

Abstract: In global era, every organization seeks to improve employee's performance to create productive employees as their asset. The aim of this study to determine the effect of workplace quality and organizational commitment on employee's productivity. In this study, population refers to the employees of CV. Kombos Manado by using saturation sampling technique and sample size of 40 respondents through questionnaires. The result of data processed using SPSS 24 shows all the variables of workplace quality and organizational commitment simultaneously effect on employee's productivity in CV Kombos Manado. As for partially, workplace quality does not have significant effect on employee's productivity in CV. Kombos Manado, whereas organizational commitment have significant effect on employee's productivity in CV. Kombos Manado. CV. Kombos Manado should consider about the importance of the effect of workplace quality and organizational commitment in the company. Because according to the result of this study, those two factors have an effect through the employee's productivity. And also, company should make more activities to improve the employee's feel of connect with the company.

Keywords: Workplace Quality, Organizational Commitment, Employee's Productivity

Abstrak: Di era global saat ini, organisasi berusaha meningkatkan kualitas kerja karyawannya agar menghasilkan para karyawan yang produktif. Penelitian ini bertujuan untuk mengetahui pengaruh dari kualitas lingkungan kerja dan komitmen organisasi terhadap produktivitas karyawan. Dalam penelitian ini, populasi mengacu pada karyawan CV. Kombos Manado dengan menggunakan teknik saturation sampling dan ukuran sampel sebanyak 40 responden melalui kuesioner. Penelitian ini menggunakan metode asosiatif dengan kuesioner dan menggunakan analisis Regresi Berganda. Hasil penelitian menunjukkan bahwa kualitas lingkungan kerja dan komitmen organisasi berpengaruh signifikan terhadap produktivitas karyawan. Kualitas lingkungan kerja secara parsial tidak berpengaruh signifikan terhadap produktivitas karyawan di CV. Kombos Manado, sedangkan komitmen organisasi secara parsial berpengaruh signifikan terhadap produktivitas karyawan di CV. Kombos Manado. CV. Kombos Manado harus mempertimbangkan tentang pentingnya pengaruh keterlibatan karyawan, rekreasi tempat kerja, dan keragaman di tempat kerja di perusahaan. Dan juga, perusahaan harus membuat lebih banyak kegiatan untuk meningkatkan rasa karyawan dari menghubungkan dengan perusahaan.

Kata kunci: Kualitas Lingkungan Kerja, Komitmen Organisasi, Produktivitas Karyawan

INTRODUCTION
Research Background

Human resources issue is very essential and become one of the important parts for the company to keep exists in a global era. Human resources have an important role in every activity of the company. Even though supported by complete facilities and unlimited fund, but without any support from good human resources, all the activities in a company will not be done well. It shows that human resource is a key success of all activities in a company.

Since there the number of job opportunities available for employees has been increasing in growing worldwide economy, not just employees but also employers need to readjust themselves in order to cope up with the dynamics of business life. Therefore, human research executives need to consider new strategy for recruiting and retaining best fit talents for their organization.

However, quality of the physical workplace environment may also have a strong influences on company's ability to recruit and retain talented people some factor in workplace environment may be considered keys effecting employee's productivity, comfort level - both positively and negatively. Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working condition in many organizations may present lack of safety, health and comfort issues such as improper lightning and ventilation, excessive noise and emergency excess.

On the other hand, managed organization usually sees an average worker as the root source of quality and productivity gains, to capital investment. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of sphere of its influences.

Commitment is a belief which reflects the strength of an employee attachment to an organization. The policy the organizational commitment to employees can be used to gain employees support and turn maximize the benefits it receive from their employee with greater productivity and individual performance. PT Hasjrat Abadi is the authorized dealer of Toyota vehicles for eastern Indonesian region that includes North Sulawesi, Central Sulawesi, Maluku and Irian Jaya. PT Hasjrat Abadi decided to set up CV. Kombos as the Service Station for Toyota. As for the services that given by CV Kombos are as follow: Pre delevary invection is to check the vehicle before given to the customer and after sales service is a service after the sales of vehicle to the customer.

CV Kombos have the complete service station equipments and Training Center for the mechanics. This company also provide housing for some office branches for the mechanics specifically, so that they can improve their skills as well to serve the vehicles problems. Therefore, with the overall description on the previous paragraphs, the researcher is interested in conducting research about the Effect of Workplace Quality and Organizational Commitment toward Employee's Productivity (Case Study in CV Kombos Manado).

Research Objectives

1. To know the simultaneous effect of workplace quality and organizational commitment on employee's productivity at CV Kombos Manado.
2. To know the partial effect of workplace quality on employee's productivity at CV Kombos Manado.
3. To know the partial effect of organizational commitment on employee's productivity at CV. Kombos Manado.

THEORETICAL FRAMEWORK
Human Research Management

Dessler (2005:4) defined Human Resources Management is the policies and practices to carrying out the "people" of Human Resources aspect in management position including recruiting, screening, training, rewarding and appraising. Human Resources management is the process of acquiring, training, appraising and compensating employees, and attending to their labour relations, health and safety and fairness concerns.

Employee's Productivity

According to Swasta and Sukotjo (1995:281) productivity is a concept that describes the relationship between the results (number goods and services) with sources (the amount of labor, capital, land, energy, and so on) are used to generate the result. While Washinis (Rusli Sharif, 1991:1) gave the opinion that "Productivity

includes two basic concepts, namely efficiency and effectiveness. Efficiency in order to describe the level of human resources, funds, and nature required to seeks specific results, while the effectiveness in order to describes the result and the quality of the results, while the effectiveness in order to describes the result and the quality of the results sought.”

Workplace Quality

Workplace quality can be divided into two components namely physical and behavioral components. The physical environment consist of elements that relate to the office occupiers ability to physically connect with their office environment. The behavioral environment consists of components that related to how well the office occupiers connect with each other, and the impact of the office environment can have on the behavioral of the individual. According to Haynes (2008:26), the Physical environment with the productivity of its occupants falls into two main categories office layout (open-plan verses cellular offices) and office comfort (matching the office environment to the work processes) , and the behavioral environment represent the two main components namely interaction and distraction.

Organizational Commitment

Many studies have been executed about organizational commitment that the most significant ones belong to Meyer and Allen (1997). They suggested different kinds of commitment as following sentences:

a. Emotional commitment

Emotional commitment it refers to employees’ emotional concern about organization, their sense of solidarity with organization, and their active presence in it. Usually, employees who possess organizational commitment are willing to remain in organization and this is one of their desires.

b. Continuous commitment

Continuous commitment this kind of commitment is about costs and benefits which are related to remaining in or quitting organization. In fact, this commitment suggests a kind of calculation which is referred to as rational commitment and expresses that quitting organization will have exorbitant expenditures for employees.

c. Normative commitment

Normative commitment refers to employees’ obligation to remain in organization. Therefore, employees will remain in organization until they believe that remaining in organization is appropriate and accurate based on their opinion.

Previous Research

Demet Leblebici (2012) conducted research of Workplace Quality on Employee’s Productivity in Turkey, and the purpose of the study was to know the impact of working environment of a foreign private bank in Turkey and examines the relationship the workplace physical condition and employee’s productivity. The analysis is implement to a private foreign in Turkey which has 300 employees. Data was analyzed using primary and secondary data. Result shows productivity of the employee’s as dependent variable, physical environment and behavioral environment as independent variable.

Igbaekeman Goddy Osa & Idowo Oluwafemi (2014) conducted a research of Organizational Commitment on Employee’s Productivity. This research located in Nogeria Brewery, plc. The objective of the result to know the impact of organizational commitment on employee’s productivity. The descriptive research design was used in conducting the research making use of 2-point likert scale of “Yes-No”. The population consist 200 members of staff of Nigeria Brewery Plc at head office. Data collections the study were collected through primary source and secondary source. Analysis found organizational commitment has significant impact on employee productivity and such improves organizational performance and effectiveness. Employee commitment to their organization is significant to organization performance, which manifest in employees skills, performance and devotion to duty so as to fulfill the set organizational goals and objective.

Osman M. Zain & Muhammad Tahir Jan (2014) conducted a research the Extent of factors Influencing Automobile Salesperson’s Career Tenure in Malaysia. The research conducted using SPSS and AMOS software. Data was collected from 400 sales personnel, working in various automobile companies, through self-administered questionnaire. Findings of the study, organizational commitment has significant effect on employee productivity.

Conceptual Framework

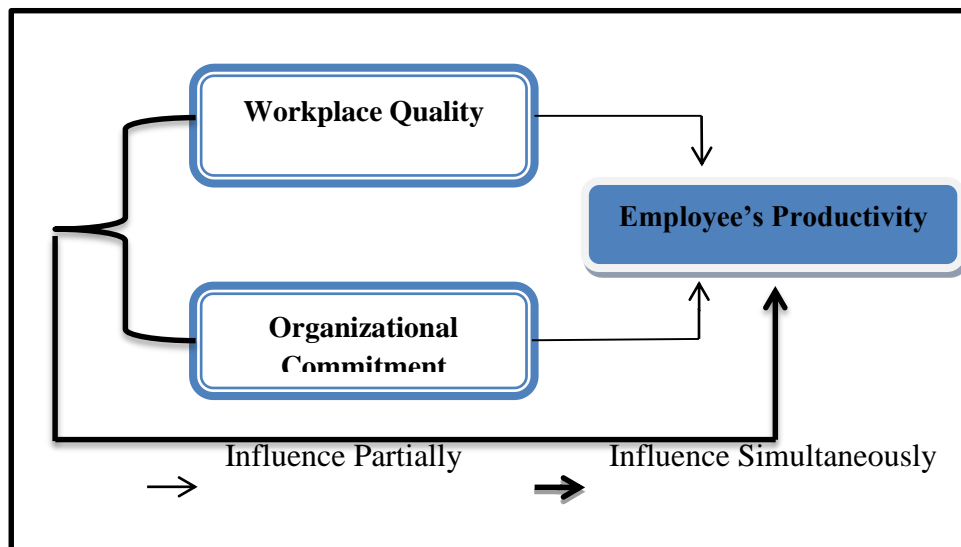


Figure 1. Conceptual Framework

Data Processed 2017

Research Hypothesis

- H1 : Workplace Quality and Organizational Commitment have simultaneous effect on employee's productivity at CV. Kombos manado
- H2 : Workplace Quality has partial effect on employee's productivity at CV. Kombos Manado
- H3 : Organizational Commitment has partial effect on employee's productivity.

RESEARCH METHOD

Type of Research

This research uses causal type of research which is a type that determines if one variable causes another variable to occur or change. Causal research used to obtain evidence of cause-and-effect (causal) relationships. This research is appropriate for understand which variables are the cause (independent variable) and which variables are the effect (dependent variable) of a phenomenon, also to determine the nature of relationship between the causal variables and the effect to be predicted (Malhotra, 2007).

Place and Time

This research will be conducted in Manado, North Sulawesi. Specification will be conducted in CV. Kombos Manado Jl. Sudirman No 119 A. The time of research will be from October 2016 to January 2017.

Research Procedure

The steps of the research that will be conducted are:

1. Researcher examined questions for questionnaires in consideration of the indicators in the research.
2. Spread the questionnaires to respondents in CV. Kombos Manado. How they respond to the questions will be the data.
3. Collect the questionnaires to be analyzed.
4. After collecting the questionnaires, arrange the data in order to transform it to tabulation.
5. The data then should be processed, to find out what can be concluded from the data. In this data processing the researcher can use some tools to help them process the data.
6. Data analysis, when the data already in the form of numbers the data is ready to be analyzed.

7. Drawing conclusion, the researcher solving problems mentioned in this research and by the conclusion then recommendation will be resulted next.

Population and Sample

The population that is mainly observed in this research is employees that work in PT. Wenang Permai Sentosa Manado which are 102 employees. The sample of this research is all of the population. This research will use saturation sampling.

Data Collection Method

The data used in this research is primary data. The primary data is collected through questionnaires that are distributed to the employees in CV. Kombos Manado.

Operational Definition and Measurement Research Variable

Variable X1 : Workplace Quality

Workplace quality refers to quality of office environment in CV. Kombos Manado. This variable is measured with the following indicators:

1. Physical Environment (Comfort level, office layout)
2. Behavioral Environment (Social interaction, work interaction, overall atmosphere) Excitement

Variable X2 : Organizational Commitment

Organizational commitment refers to employee loyalty which is as a safe level in workers identify with the organization and intending to continue to actively participate in CV. Kombos Manado. This variable is measured with the following indicators:

1. Emotional Commitment
2. Continuous Commitment
3. Normative Commitment

Variable Y : Employee's Productivity

Employee Productivity can be explained as the work achieved by the employees at CV. Kombos Manado Customer. Customer Loyalty demonstrated by:

1. Efficiency
2. Effectiveness

Data Analysis Method

Validity and Reliability Test

Validity is a test of how an instrument that is developed measures the particular concept it is intended to measure (Sekeran & Bougie, 2009:61). According to Sekeran and Bougie (2009:158-160), reliability is a test of how consistently a measuring instrument measures whatever concept is measuring.

Multiple Linear Regression Analysis

Multiple regressions are used to express the effect of independent variables and the dependent variable. The formula of linear regression (multiple linear regressions) is general as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

- Y = Employees Productivity
 X1 = Workplace Quality
 X2 = Organizational Commitment
 α = Constant
 β_1, β_2 = The regression coefficient of each variable
 e = Standard Error

RESULT AND DISCUSSION**Result****Validity Test**

The purpose of validity test is to know whether the instrument is valid or not. If the values are above minimum level of 0.197 and below the significant level of 5% therefore the instrument is considered as valid.

Table 1. Result of Validity Test

		Correlations			
		Workplace Quality	Organizational Commitment	Employee Productivity	Total_X12Y
Workplace Quality	Pearson Correlation	1	,678**	,657**	,886**
	Sig. (2-tailed)		,000	,000	,000
	N	40	40	40	40
Organizational Commitment	Pearson Correlation	,678**	1	,749**	,906**
	Sig. (2-tailed)	,000		,000	,000
	N	40	40	40	40
Employee Productivity	Pearson Correlation	,657**	,749**	1	,883**
	Sig. (2-tailed)	,000	,000		,000
	N	40	40	40	40
Total_X12Y	Pearson Correlation	,886**	,906**	,883**	1
	Sig. (2-tailed)	,000	,000	,000	
	N	40	40	40	40

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2017

From the result in table 1 it can be seen that value of correlation index for relationship among variable independents (workplace quality and organizational commitment) with variable dependent (Employee Productivity) are greater than 0.3 and below the significant level of 5% (0.05). The Correlation between workplace quality (0.886), organizational commitment (0.906) with employee productivity (0,883) show a positive relationship. Therefore, the data is considered as valid.

Reliability Result

Reliability test is used Alpha Cronbach. If the Cronbach's Alpha is more than 0.6 the data is acceptable and reliable.

Table 2. Result of Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
,859	4

Source: SPSS Output, 2017

Table 2 shows the values of Cronbach's Alpha, each variable shows that value of Alpha Cronbach is above 0.6. Thus, indicate the research instrument indicators of variable are reliable.

Multicollinearity

Table 3. Multicollinearity

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Workplace Quality	,541	1,850
	Organizational Commitment	,541	1,850

a. Dependent Variable: Employee Productivity

Source: SPSS Output, 2017

Classical Assumption

From table 1, the tolerance of Workplace Quality is 0,541 ,and Organizational Commitment is same with Workplace Quality which is 0,541. It means that the tolerance value of each variable is more than 0,1. The VIF value of Workplace Quality and Organizational Commitment are 1.850, it means that the value of both variable is less than 10. Since the tolerance value is more than 0,1 and VIF value is less than 10 the research is free from multicollinearity.

Heterocedasticity

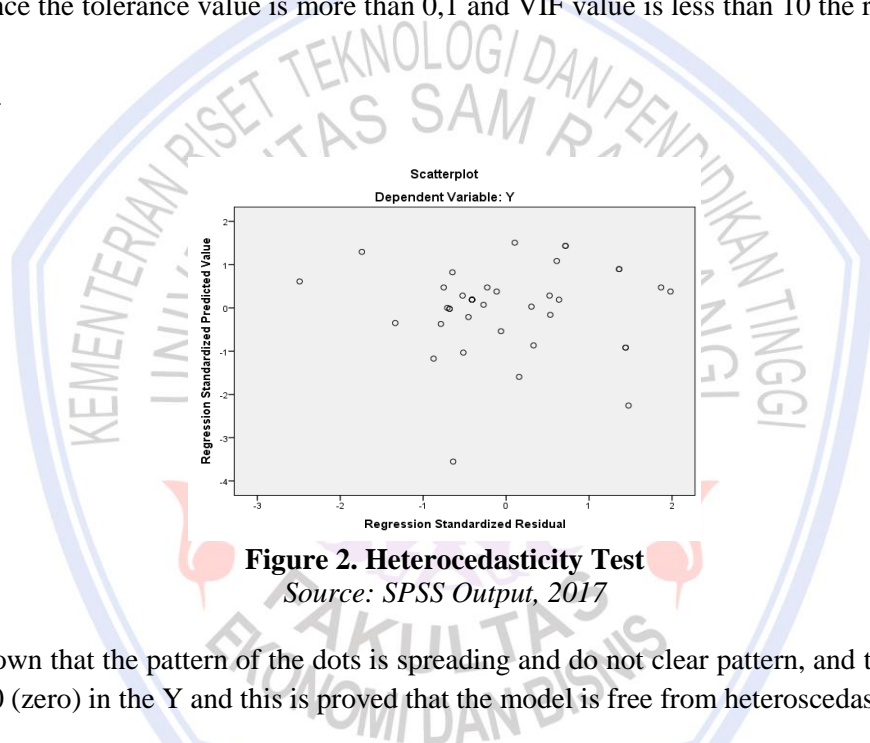


Figure 2. Heterocedasticity Test

Source: SPSS Output, 2017

Figure 2 shown that the pattern of the dots is spreading and do not clear pattern, and the dots is spreading above and below 0 (zero) in the Y and this is proved that the model is free from heteroscedasticity.

Normality

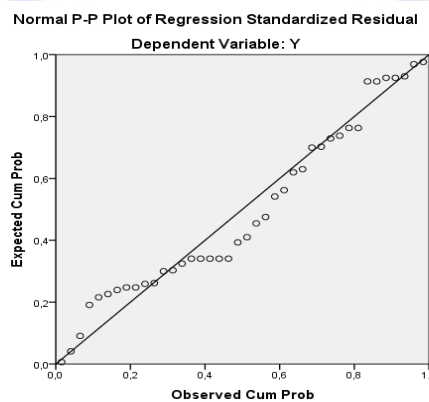


Figure 3. Normality Test

Source: SPSS Output, 2017

Figure 3 show the data represented by the dots are spreading near and follow the direction of diagonal line. This proves that regression model of the effect of Workplace Quality (X_1), Organizational Commitment (X_2) on Employee's Productivity (Y) fulfills the condition and passed the normality test.

Multiple Linear Regression

Table 4. Multiple Linear Regression

Model	Coefficients ^a							
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	1,357	,370		3,669	,001		
	Workplace Quality	,217	,111	,275	1,952	,058	,541	1,850
	Organizational Commitment	,483	,121	,563	3,994	,000	,541	1,850

a. Dependent Variable: Employee Productivity

Source: SPSS Output, 2017

Recall that the Multiple Linear Regression model is used to determine the effect of several independent variables on a dependent variable. The computation was done by using SPSS 21 software. The computerized calculation ensures the accuracy of the analysis. From the result in the table above, the model define as:

$$Y = 1.357 + 0.217 X_1 + 0.483 X_2$$

Multiple Coefficient and Correlation Determination

Table 4. Multiple Coefficient and Correlation Determination

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	,776 ^a	,603	,581	,38167	1,839	

a. Predictors: (Constant), ORGANIZATIONAL COMMITMENT, WORKPLACE QUALITY

b. Dependent Variable: EMPLOYEE PRODUCTIVITY

Source: SPSS Output, 2017

The interpretation of coefficient correlation (R) that shown on Table 4 means there is significant relationship between the two independent variables with dependent variable. It is because value of R is 0.776 which is proved that the relationship among variable independents and dependent is very strong. In other words, Workplace Quality and Organizational Commitment as independent variable and Employee Productivity as dependent variable have a positive relationship.

Hypothesis Testing

F-test

F-Test is any statistical test intended to determine whether the independent variables simultaneously influence the dependent variable. This test is done by comparing the F_{count} with F_{table} . If $F_{\text{count}} > F_{\text{table}}$ as confidence level of 95% $\alpha=0.05$).

Table 5. F-test Result

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8,174	2	4,087	28,056	,000 ^b
	Residual	5,390	37	,146		
	Total	13,564	39			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Organizational Commitment, Workplace Quality

Source: SPSS Output, 2017

From the F-test, by using the significant value of 0.05 ($\alpha = 0.05$), the calculated value of F_{count} is greater than the F_{table} ($28.056 \geq 2,84$). Since the F_{count} is greater than F_{table} , H_0 is rejected and H_1 is accepted. It means that the independent variables significantly affect the dependent variable simultaneously. Therefore, hypothesis is accepted.

T-Test

T-Test is any statistical test intended to determine the partial effect of each independent variable (X) to dependent variable (Y).

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,357	,370		3,669	,001		
	Workplace Quality	,217	,111	,275	1,952	,058	,541	1,850
	Organizational Commitment	,483	,121	,563	3,994	,000	,541	1,850

a. Dependent Variable: Employee Productivity

Source: SPSS Output, 2017

- Table 4 shows that T_{count} of Workplace Quality (X_1) is 1.952. Comparing T_{count} with T_{table} : $1.952 \leq 2.021$ with the significant level of 0.58. Since the T_{count} is greater than T_{table} , H_0 is accepted and H_2 is rejected. Therefore, Workplace Quality has no significant effect to Employee Productivity.
- Table 4 shows that T_{count} of Organizational Commitment (X_2) is 3.262. Comparing T_{count} with T_{table} : $3.994 \geq 2.030$ with the significant level of 0.00. Since the T_{count} is greater than T_{table} , H_0 is rejected and H_3 is accepted. Therefore, Organizational Commitment has a significant effect to Employee Productivity.

Discussion

Human resource has a very important role for supply of the human being to main resources of companies. That is why human resource management is one of the necessary needs of today's business. Human resources management aims to increase contributions of employees in organizations. In order to reach the goals of the organization or company, the employee should managed by all the leaders to do their work well.

Researching about employee productivity is important and highly demanded because it provides the ability to measure the affectivity and efficiency of the work and increases the overall productivity. This study has been conducted to know the effect of workplace quality and organizational commitment in CV. Kombos Manado.

Based on the coefficient result in multiple regression analysis, the significant of workplace quality is 0.58 which larger than 0.05. It means Workplace quality (X_1) has no significant effect on employee's productivity (Y) at CV. Kombos Manado. This finding has a different finding from previous research conducted by Lelebichi (2012) stated that the workplace quality will effect the employee's productivity.

Based on the coefficient result in multiple regression analysis, the significant of organizational commitment is 0.000 below than 0.05, so the organizational commitment (X2) has significant effect on employee's productivity (Y) at CV. Kombos Manado. It is founded the same result with the previous articles by Igbaekeman & Idowo (2014) that there is a positive relation between organizational commitment and employee's productivity.

CONCLUSION AND RECOMMENDATION

Conclusions

Based on the result of the research, it can be drawn conclusion such as follows:

- a. Workplace Quality, Organizational Commitment have significant and simultaneous influences on Employees Productivity at CV. Kombos Manado
- b. Workplace Quality does not have significant and partial influence on Employee Productivity at CV. Kombos Manado
- c. Organizational Commitment has significant and partial influence on Employee Productivity at CV. Kombos Manado

Recommendation

This thesis was done with hope that it can be a contribution. The following are recommendations as input that hopefully can be useful as suggestion. There are three practical recommendations that can be concluded from overall result in this research, which are listed as follow:

1. The management of CV. Kombos Manado Manado must consider about the importance of the effect workplace quality, and organizational commitment in the company. Because according to the result of this study, those two factors have an influence through the employee productivity.
2. The organization should make provision for training and developing training their staff on line with today's management commitment concept, in order to improve employee on work skill. The communication network of the organization must be adequate in order to ensure that vital information get to all employee at the right time so as to improve the company productivity and performance.

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