

Research article

Intrinsic Motivation on Organizational Commitment with Employee Engagement as Intervening Variable in a Shipping Company During the COVID-19 Pandemic

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ORCIDRifdah Abadiyah: <https://orcid.org/0000-0001-9885-5557>**Abstract.**

This research studied the commitment of an employee who worked at P.T. Shippindo Logistics Technology (Shipper) Waru, Sidoarjo, Indonesia during the COVID-19 pandemic. The study determines the influence of organizational culture and intrinsic motivation on organizational commitment with employee engagement as an intervening variable at the shipping company. A quantitative research design was used on a sample of 75 employees. Data were analyzed using path analysis and *t*-statistic test using the SmartPLS v.3 for Windows. The results showed that: (i) organizational culture has a positive and significant influence on the organizational commitment and employee engagement; (ii) intrinsic motivation has a positive and significant effect on the organizational commitment and employee engagement; (iii) employee engagement has a positive and significant effect on the organizational commitment; (iv) organizational culture with employee engagement as an intervening variable has a positive and significant influence on the organizational commitment; and (v) intrinsic motivation with employee engagement as an intervening variable has a positive and significant influence on the organizational commitment.

Keywords: organizational culture, employee engagement, organizational commitment, logistics, intrinsic motivation, shipper, warehouse

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1. Introduction

The phenomenon of a virus outbreak that has long spread in Indonesia, namely the Covid-19 virus which has become a new obstacle and threat in the lives of Indonesian people and the economy, including economic business actors such as companies, entrepreneurs, employees, traders, etc. who have been affected by the outbreak of this virus in Indonesia since mid-2020. This is also a new challenge for business people, especially for companies that have to keep operating in the midst of a pandemic and force these companies to adapt to new conditions by implementing and implementing health protocols. in work activities.



This research was conducted at P.T.Shippindo Logistics Technology (Shipper) located in Waru-sidoarjo. This is a company engaged in the logistics expedition business that provides goods delivery services and warehouse rental. Logistics companies are really needed for the wider community because using logistics services can minimize direct contact between sellers and buyers and reduce the expansion of the spread of the Covid-19 virus. Therefore, by using logistics services, buyers or consumers stay safe at home ordering goods via the web or e-commerce applications without worrying about direct contact with other people and the seller still benefits. Organizational culture is important for a company because with an organizational culture in a company, employees will be more focused and organized in doing their work and considering that during the Covid-19 pandemic, employees are required to continue to apply health protocols for the common good.

Regarding intrinsic motivation for an employee who already has motivation from within himself or called intrinsic motivation, in that case the employee has the initiative to keep working even in the conditions of the Covid-19 pandemic, because during the Covid-19 pandemic it was endemic and had an impact on the environment. employment in Indonesia is very low and there are almost no new job vacancies, besides that employees are also aware of the responsibilities they have for their work during the pandemic.

In this case it can be concluded that an employee can be committed and have an attachment to the company and have motivation that comes from himself to keep working at the company even though during the pandemic which is driven by an attitude of intrinsic motivation, due to leaving (resigning) to find a new job. very difficult during the Covid-19 pandemic.

Related to organizational commitment, there are employees who have worked at P.T.Shippindo Logistics Technology (Shipper) Waru-Sidoarjo who are committed to their work in the period of time they work there which is very diverse and can be shown in the table below:

TABLE 1: Employee Commitment (Long Working) at PT. Shipper.

No	Duration	Employee
1	< 1 Year (kurang dari)	3
2	3 Year	34
3	> 5 Year (more than)	38
	Total	75

From the table 1, the author is interested in researching more about organizational culture, intrinsic motivation, organizational commitment and employee engagement as well as the impact of the Covid-19 virus pandemic at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo. Therefore, the author took the title "The Influence of Organizational Culture and Intrinsic Motivation on Organizational Commitment with Employee Engagement as an intervening variable at P.T.Shippindo Logistics Technology (Shipper) Waru-Sidoarjo (during the Covid-19 Pandemic)" for this study.

2. Research Methods

2.1. Types of research

This type of research is quantitative research, quantitative research according to the book in [1] is a research method whose research data is in the form of numbers and is analyzed using statistics with the aim of testing the established hypothesis. In this study using survey research methods. The book chapter in [1] states that in survey research, the researcher asks several people (called respondents) about past or present beliefs, opinions, characteristics of an object and behavior.

2.2. Research Sites

The location of this research is PT. Shippindo Logistics Technology (Shipper) which is located on Jl. Tambak Sawah No. 15, Jabon-Tambakrejo, Waru District, Sidoarjo Regency, East Java 61256.

2.3. Population and Sample

1. Population is a generalization area consisting of objects or subjects that have a quantity and certain characteristics determined by the researcher in order to study and then draw conclusions, the book in [1]. The population in this study involved all picker employees and staff at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo totaling 75 people.
2. The sample is part of the number and characteristics possessed by the population [1]. Sampling in this study used a non-probability sampling technique and the determination of the number of samples for this study used saturated sampling in which, saturated sampling was that all members of the population were sampled,

the book in [1]. Based on this, the sample used in this study amounted to 75 people who were all picker employees and staff at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo.

2.4. Data Types and Sources

In this study, the type of data used is quantitative data. Quantitative data is data in the form of numbers or qualitative data that is scored or scored, the book in [1]. In this study, two types of data sources are used, namely primary and secondary data, for the explanation as follows:

1. Primary Data

The primary data in this study was obtained from respondent data which was the result of a survey using a questionnaire regarding the influence of organizational culture and intrinsic motivation on organizational commitment through employee engagement as an intervening variable at P.T.Shippindo Logistics Technology (Shipper) Waru-Sidoarjo during the Covid-19 pandemic.

1. Secondary Data

Secondary data sources obtained by researchers for this study are expected to support research to be carried out at P.T.Shippindo Logistics Technology (Shipper) Waru-Sidoarjo. The data includes company profile, company vision and mission and the number of employees at P.T.Shippindo Logistik Teknologi (Shipper) Waru-Sidoarjo.

2.5. Data collection technique

In this study, the data collection technique used a questionnaire technique in the form of questions/statements that would be given to respondents to fill in some of the questions contained in the questionnaire. Furthermore, the answers of these respondents were measured using a Likert scale. The book in [1] states that the Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena.

2.6. Data analysis technique

In this study, using the Partial Least Square (PLS) data analysis approach and to test and process research data using SmartPLS 3 software. PLS is a powerful data analysis

method, because PLS is not based on many assumptions and the data does not have to be normally distributed, and can be done with small sample sizes, book in [2].

2.7. Hypothesis

1. Organizational Culture can affect Organizational Commitment at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo (during the Covid-19 Pandemic).
2. Organizational Culture can affect Employee Engagement at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo (during the Covid-19 Pandemic).
3. Intrinsic Motivation can affect Employee Engagement at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo (during the Covid-19 Pandemic).
4. Intrinsic Motivation can affect Organizational Commitment at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo (during the Covid-19 Pandemic).
5. Employee Engagement can affect Organizational Commitment at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo (during the Covid-19 Pandemic).
6. Organizational Culture can affect Organizational Commitment through Employee Engagement as an intervening variable at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo (during the Covid-19 Pandemic).
7. Intrinsic Motivation can affect Organizational Commitment through Employee Engagement as an intervening variable at PT. Shippindo Logistics Technology (Shipper) Waru-Sidoarjo (during the Covid-19 Pandemic).

3. Results and Discussion

3.1. Data Analysis

1. Outer Model

The outer model shows the relationship between latent variables and all their indicators, so it can be interpreted that the outer model defines how each variable relates to other variables. The following is a schematic drawing of the measurement of the outer model:

In testing the outer model can be done by various methods, namely:

1. (a) Validity test

i. Convergent Validity Test

In the convergent validity test, an indicator can be declared to meet the convergent validity requirements in a good category if the outer loading value is > 0.7.

TABLE 2: Outer Loading

Variabel	Indikator	Outer Loading
Organizational Culture	X1.1	0.934
	X1.2	0.935
	X1.3	0.929
	X1.4	0.926
	X1.5	0.929
Intrinsic Motivation	X2.1	0.943
	X2.2	0.936
	X2.3	0.939
	X2.4	0.926
Organizational Commitment	Y.1	0.904
	Y.2	0.912
	Y.3	0.918
	Y.4	0.911
Employee Engagement	Z.1	0.893
	Z.2	0.894
	Z.3	0.806
	Z.4	0.906

Based on the data in the table 2, it can be seen that each research variable indicator has an average outer loading value of > 0.7. So that the value of outer loading on the variables in this study is considered to meet the requirements of convergent validity.

1. (a) Discriminant Validity Test

This discriminant validity test uses a cross loading value. An indicator can be declared to meet the requirements of discriminant validity if the value of the cross loading indicator on each variable shows the largest value compared to other variables.

Based on the table 3, it can be seen that the cross loading value of each indicator in the variable is the largest value when compared to the values in other variables. So it can be concluded that all indicators used in this study already have good discriminant validity.

1. (a) Reliability Test

TABLE 3: Cross Loading.

Indicator	Organizational Culture	Intrinsic Motivation	Organizational Commitment	Employee Engagement
X1.1	0.934	0.889	0.900	0.896
X1.2	0.935	0.877	0.856	0.853
X1.3	0.929	0.876	0.846	0.860
X1.4	0.926	0.871	0.875	0.861
X1.5	0.929	0.882	0.889	0.862
X2.1	0.898	0.943	0.849	0.863
X2.2	0.886	0.936	0.912	0.862
X2.3	0.885	0.939	0.871	0.872
X2.4	0.868	0.926	0.860	0.880
Y.1	0.823	0.821	0.904	0.861
Y.2	0.853	0.813	0.912	0.878
Y.3	0.882	0.935	0.918	0.868
Y.4	0.863	0.831	0.911	0.875
Z.1	0.860	0.851	0.891	0.893
Z.2	0.830	0.795	0.876	0.894
Z.3	0.729	0.776	0.714	0.806
Z.4	0.836	0.829	0.854	0.906

i. A. Composite Reliability Test

A value of the variable can be said to meet composite reliability if the value of composite reliability is > 0.7 [3]. The following is the value of composite reliability on the variables used in the study:

TABLE 4: Composite Reliability.

Variable	Composite Reliability
Budaya Organisasi	0.970
Motivasi Intrinsik	0.966
Komitmen Organisasi	0.951
<i>Employee Engagement</i>	0.929

Based on the table 4, it can be seen that the composite reliability value on all research variables shows the composite reliability score value > 0.7. So it can be concluded that all variables in this study have a high reliability value.

1. (a) i. A. Average Variance Extracted (AVE) Test

In the Average Variance Extracted (AVE) test, if the AVE value generated from all constructs is greater than 0.50 it can be stated that the construct meets the requirements of convergence validity or can be said to be reliable [2]. The following is the AVE value for the variables used in the study:

TABLE 5: Average Variance Extracted (AVE).

Variabel	AVE
Organizational Culture	0.866
Intrinsic Motivation	0.876
Organizational Commitment	0.831
Employee Engagement	0.767

Based on table 5 it can be seen that the AVE value of all variables has a value > 0.50 so it can be concluded that the variables used in this study can be said to be reliable.

1. Inner Model

Testing of the inner model or structural model is carried out to see the relationship between the constructs, the significance value and the R-Square of the research model [4]. The following is the structural model of this research:

In the book [2] states that the results of R-Square > 0.67 identify a good influence between exogenous variables on endogenous variables, whereas if the R-Square value is 0.33-0.66 then it is included in the medium category, and if the R-Square value is 0.33-0.66 then it is included in the medium category, and if the R-Square value is 0.33-0.66 then it is included in the medium category, and if the R-Square value is Square 0.19-0.32 then included in the weak category. The following are the results of the R-Square using the SmartPLS software:

TABLE 6: R-square.

Variable	R-square
Organization Commitment (Y)	0.934
Employee Engagement (Z)	0.890

Based on table 6, it can be seen that the R-Square value of the Organizational Commitment variable (Y) is 0.934. The value obtained explains that the percentage of the Organizational Commitment variable is 93.4%. So it can be concluded that the R-Square value is in the good category. In the Employee Engagement (Z) variable, the R-Square value is 0.890. Obtaining this value explains that the percentage of the

Employee Engagement variable is 89%. It can be concluded that the R-Square value of the Employee Engagement variable is in the good category.

1. Hypothesis test

Hypothesis testing in this study was carried out by looking at the coefficient value, if the coefficient value is positive then the hypothesis can be stated that there is a positive relationship and this research hypothesis can be stated to be significantly accepted if the P-Values value < 0.05 and t-statistics > 1.96 . The following is a hypothesis test obtained in this study:

TABLE 7: Bootstraping.

Variable	Original Sample (O)	Sample Mean (M)	Deviation Standart (STDEV)	T Statisticsc (IO/STDEV)	P-Values
X.1→Y	0.255	0.238	0.100	2.540	0.011
X.1→Z	0.504	0.499	0.108	4.657	0.000
X.2→Y	0.187	0.190	0.092	2.026	0.043
X.2→Z	0.453	0.455	0.110	4.120	0.000
Z→Y	0.544	0.557	0.093	5.858	0.000

The results of testing the first hypothesis indicate that the relationship between organizational culture variables (X1) and organizational commitment (Y) shows a path coefficient value of 0.255 with a T-Statistics value of 2.540 $>$ t-Table (1.960) and a P-Values of 0.011 $<$ 0, 05. These results can be concluded that organizational culture has a positive and significant effect on organizational commitment, which means that Hypothesis 1 can be accepted. The relationship between organizational culture variables (X1) and employee engagement (Z) shows a path coefficient value of 0.504 with a T-Statistics value of 4.657 $>$ t-Table (1.960) and a P-Values of 0.000 $<$ 0.05. These results can be concluded that organizational culture has a positive and significant effect on employee engagement, which means that Hypothesis 2 can be accepted.

The third hypothesis testing shows that the relationship between intrinsic motivation variable (X2) and organizational commitment (Y) shows a path coefficient value of 0.187 with a T-Statistics value of 2.026 $>$ t-Table (1.960) and a P-Values of 0.043 $<$ 0.05. These results can be concluded that intrinsic motivation has a positive and significant effect on organizational commitment, which means that Hypothesis 3 can be accepted. The results of testing the fourth hypothesis indicate that the relationship between intrinsic motivation variables (X2) and employee engagement (Y) shows a path coefficient value of 0.453 with a T-Statistics value of 4.120 $>$ t-Table (1.960) and a P-Value of 0.000

< 0, 05. These results can be concluded that intrinsic motivation has a positive and significant effect on employee engagement, which means that Hypothesis 4 can be accepted.

The results of testing the fifth hypothesis indicate that the relationship between the employee engagement variable (Z) and organizational commitment (Y) shows a path coefficient value of 0.544 with a T-Statistics value of 5.858 > t-Table (1.960) and a P-Values of 0.000 < 0, 05. These results can be concluded that employee engagement has a positive and significant effect on organizational commitment, which means that Hypothesis 5 can be accepted.

SmartPLS bootstrapping test on organizational culture hypothesis testing on organizational commitment with employee engagement as an intervening variable can be seen in the following table:

TABLE 8: Bootstrapping.

Variable	Original Sample (O)	Sample Mean (M)	Deviation Standart (STDEV)	T Statisticsc (IO/STDEVI)	P-Values
X.1→Z→Y	0.274	0.278	0.076	3.589	0.000

The results of testing the sixth hypothesis show that the relationship between organizational culture variables (X1) and organizational commitment (Y) with employee engagement (Z) as an intervening variable shows the path coefficient value of 0.274 with a T-Statistics value of 3.589 > t-Table (1.960) and P-Values of 0.000 < 0.05. These results can be concluded that organizational culture has a positive and significant effect on organizational commitment with employee engagement as an intervening variable, which means that Hypothesis 6 can be accepted. To test the hypothesis of intrinsic motivation on organizational commitment with employee engagement as an intervening variable, it can be seen in the following table:

TABLE 9: Bootstrapping.

Variable	Original Sample (O)	Sample Mean (M)	Deviation Standart (STDEV)	T Statisticsc (IO/STDEVI)	P-Values
X.2→Z→Y	0.246	0.254	0.076	3.234	0.001

Testing the seventh hypothesis shows that the relationship between intrinsic motivation variable (X2) and organizational commitment (Y) with employee engagement (Z) as an intervening variable shows the path coefficient value of 0.246 with a T-Statistics value of 3.234 > t-Table (1.960) and P-Values of 0.001 < 0.05. These

results can be concluded that intrinsic motivation has a positive and insignificant effect on organizational commitment with employee engagement as an intervening variable, which means that Hypothesis 7 can be accepted.

3.2. Discussion

1. (a) **The Influence of Organizational Culture on Organizational Commitment**

Based on the results of testing the organizational culture variable with organizational commitment, it shows that organizational culture has a positive and significant effect on organizational commitment. This shows that PT. Shippindo Logistics Technology (Shipper) applies an organizational culture during a pandemic that influences employees to be committed to the existing rules in the company. Thus, the application of organizational culture during the pandemic can affect employee commitment to work during the pandemic.

The results of this study are supported by the research of e-journal articles in [5] which state that organizational culture has a positive and significant effect on organizational commitment to education staff at the Faculty of Economics and Business, University of Indonesia. Research on e-journal articles in [6] states that organizational culture has a positive and significant effect on organizational commitment to employees of PT. Bening Badung-Bali. This shows that the better the culture applied by the organization, the higher the employee's organizational commitment.

1. (a) **The Influence of Organizational Culture on Employee Engagement**

Based on the results of testing the organizational culture variable with employee engagement, it shows that organizational culture has a positive and significant effect on employee engagement.

This shows that PT. Shippindo Logistics Technology (Shipper) applies organizational culture during the pandemic which influences employees to have an attachment to organizational culture and can carry out existing rules within the company. Therefore, the implementation of the company's organizational culture can affect employee engagement in working during the pandemic. The existence of organizational culture in the company can affect employee engagement because organizational culture is created by the organization/company and is applied to every employee of the company according to the e-journal article in [7].

The results of this study are supported by research conducted by [8] stating that organizational culture has a positive and significant influence on employee engagement

at Bank Mandiri Region V Jakarta 3. And [7] states that organizational culture has a positive and significant effect on employee engagement in PT. Insurance Services Indonesia Bandung Retail Branch. In this case, it can be seen that the higher the implementation of organizational cultural values in employees, the higher the level of employee engagement will be.

1. (a) **The Effect of Intrinsic Motivation on Organizational Commitment**

The results of testing the intrinsic motivation variable with organizational commitment show that intrinsic motivation has a positive and significant effect on organizational commitment. This shows that employees have high motivation that comes from themselves which can have an influence on commitment to work at PT. Shippindo Logistics Technology (Shipper) during the pandemic. Intrinsic motivation causes employees to wholeheartedly dedicate their time and energy beyond what is paid to them, so it can be argued that employee intrinsic motivation can increase employee organizational commitment according to the e-journal article in [9].

The results of this study are supported by research conducted by [10] which states that intrinsic motivation has a significant effect on organizational commitment at PT. Konka Solusindo Manado.

1. (a) **The Effect of Intrinsic Motivation on Employee Engagement**

Based on the results of testing the intrinsic motivation variable with employee engagement, it shows that intrinsic motivation has a positive and significant effect on employee engagement. This shows that employees have self-motivation that can have an influence on employee engagement to work at PT. Shippindo Logistics Technology (Shipper) during the pandemic.

This is supported by research conducted by [10] which proves that there is a significant relationship or influence between extrinsic and intrinsic motivation on employee engagement in the Pakistani healthcare sector. According to an e-journal article in [11] states that there is a significant and positive influence between the intrinsic motivation variable and the employee engagement variable.

1. (a) **The Effect of Employee Engagement on Organizational Commitment**

Based on the results of testing the employee engagement variable with organizational commitment, it shows that employee engagement has a positive and significant effect on organizational commitment. This shows that employees have an attachment to the

work they have, so that it can have an influence on employee commitment while working at PT. Shippindo Logistics Technology (Shipper) during the pandemic.

This is supported by research conducted by [12] which proves that employee engagement has a positive and significant effect on organizational commitment. according to an e-journal article in [13] stated that employee engagement has a positive and significant effect on organizational commitment at PT. Eka Farma Semarang. So it can be seen that employee engagement can increase organizational commitment.

1. (a) **The Influence of Organizational Culture on Organizational Commitment with Employee Engagement as an intervening variable**

Based on the results of testing the organizational culture variable on organizational commitment with employee engagement as the intervening variable, organizational culture has a positive and significant effect on organizational commitment with employee engagement as the intervening variable. This shows that the organizational culture at PT. Shippindo Logistics Technology (Shipper) can encourage organizational commitment through employee engagement of employees who work during the pandemic, by implementing a strict health protocol culture and still being required to apply accuracy to the work that employees do during the pandemic, so that every employee has an attachment to the work they have. In this case, employees will still feel safe even though they are working during a pandemic with the organizational culture applied by PT. Shippindo Logistics Technology (Shipper), with this, employees will remain committed to work in the company because they already have an attachment to the work they already have. And shows that PT. Shippindo Logistics Technology (Shipper) in applying organizational culture to all company employees can encourage employees to be more careful and comply with the health protocol rules, because if there are employees who violate the protocol not wearing masks, they will be subject to a fine of IDR 50,000. health. So it can be concluded that when the organizational culture goes well it will be able to stimulate employee attachment to work so that employee commitment to the company will increase.

Dalam penelitian ini didukung dengan teori dan beberapa hasil penelitian yang relevan, adanya teori dari e-journal dalam [14]-[15] menyatakan bahwa budaya organisasi berperan dalam pembentukan employee engagement, karena dalam e-journal [16] pada penelitian Siddhanta et al, 2010 menyatakan bahwa budaya organisasi merupakan penghubung antara organisasi dengan para anggota organisasi dan penelitian yang dilakukan oleh Giovanni dan Hendrika (2013) dalam e-journal [14]-[15] menyatakan bahwa budaya organisasi terbukti berpengaruh secara simultan dan signifikan terhadap

employee engagement. Serta penelitian yang di lakukan oleh [17] menyatakan bahwa pada penelitian Albdour dan Altrawneh (2014) yakni karyawan yang memiliki employee engagement (job engagement dan organizational engagement) akan mempengaruhi tingkat komitmen organisasi (emotional commitment dan normative commitment) di kalangan pegawai. Dari penjelasan tersebut maka dapat di ambil kesimpulan bahwa budaya organisasi dapat mempengaruhi komitmen organisasi pada seorang karyawan dengan di bantu employee engagement sebagai variabel intervening.

1. (a) **The Influence of Intrinsic Motivation on Organizational Commitment with Employee Engagement as an intervening variable**

Based on the results of testing the intrinsic motivation variable on organizational commitment with employee engagement as the intervening variable, intrinsic motivation has a positive and significant effect on organizational commitment with employee engagement as the intervening variable. This shows the intrinsic motivation of employees of PT. Shippindo Logistics Technology (Shipper) can encourage these employees to commit to the company. With employees who are motivated to achieve targets and obtain work performance during the pandemic, continue to cooperate and interact with other employees even during the pandemic, receive awards for the best achievements of employee performance during the pandemic, and employees have a sense of responsibility for the work they already have.

Dalam hal ini karyawan memiliki motivasi dari dalam diri yang kuat, dapat mempengaruhi keterikatan (employee engagement) pada pekerjaan sehingga dapat tetap berkomitmen untuk bekerja di PT. Shippindo Teknologi Logistik (Shipper) meskipun dimasa pandemi covid-19. Serta menunjukkan bahwa karyawan PT. Shippindo Teknologi Logistik (Shipper) memiliki motivasi tinggi yang muncul dari dalam diri seorang karyawan untuk bekerja di perusahaan pada masa pandemi, yang dapat ditunjukkan dengan karyawan mencapai target dan memperoleh prestasi kerja dimasa pandemi, tetap ingin bekerjasama dan berinteraksi dengan karyawan lain meskipun dimasa pandemi, memperoleh penghargaan atas pencapaian terbaik dari kinerja karyawan tersebut dimasa pandemi, serta karyawan memiliki rasa tanggungjawab terhadap pekerjaan yang telah dimiliki. Dengan hal ini dapat disimpulkan bahwa karyawan termotivasi dari dalam diri sendiri untuk tetap berkomitmen bekerja di perusahaan meskipun dimasa pandemi karena telah memiliki keterikatan pada pekerjaan.

In this study supported by theory and some relevant research results, according to the theory of Schaufeli and Bakker (2004), job resources can satisfy intrinsic motivation by encouraging growth, learning, and development which ultimately leads to

greater employee engagement with resources. Work power. Wendel (2014) revealed that employee engagement as an emotional state caused by a supportive work environment and can influence the behavior of employees who experience it and have effects such as increased productivity performance and organizational commitment, according to Moorhead and Griffin (2013:73) employee Engagement is an attitude that shows the extent to which an individual knows and is bound to the organization he owns. This is in line with the e-journal research in [17] which states that in Albdour and Altrawneh's (2014) research, employees who have employee engagement (job engagement and organizational engagement) will affect the level of organizational commitment (emotional commitment and normative commitment) among employees. , as well as in research conducted by [18] stated that in research conducted by Yuen-Onn, et al., (2011) suggested that intrinsic motivation has a positive and significant influence on organizational commitment in academic employees of private universities in Malaysia. So it can be concluded that intrinsic motivation can affect employee commitment to the company through employee engagement with the work they have.

4. Conclusion

Based on the results of data analysis and discussion in this study, it can be concluded that Organizational Culture on Organizational Commitment has a positive and significant influence, Organizational Culture on Employee Engagement has a positive and significant influence, Intrinsic Motivation on Organizational Commitment has a positive and significant influence. , Intrinsic Motivation on Employee Engagement has a positive and significant effect, Employee Engagement on Organizational Commitment has a positive and significant influence, Organizational Culture on Organizational Commitment with Employee Engagement as an intervening variable has a positive and significant influence, and Intrinsic Motivation on Organizational Commitment with Employee Engagement as an intervening variable has a positive and significant effect.

Future researchers are expected to be able to examine other variables besides these variables, such as Work Environment, Job Satisfaction or Employee Compensation. Thus, further research can obtain more diverse results and more optimal results, and can explain what factors will affect organizational commitment. By doing a new research in a different business sector. So, it will make this research complete and can be used for comprehensive decision making.

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