

## **The Effect Of Motivation And Job Satisfaction On Intervening Work Performance In The Personnel Agency Langkat Regency Area**

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### **Abstract**

Human resource management is part of organizational management that focuses on human resource elements. The task of MSDM is to manage the human element well so that a workforce that is satisfied with its work is obtained. In an organization, human beings are one of the most important elements in an organization. Without the role of human beings, even though the necessary factors are available, the organization will not run. Job Satisfaction had a positive and significant effect on Organizational Commitment with a value of 0.598 and a significant 0.000. Job Satisfaction had a positive and significant effect on Job Achievement with a value of 0.517 and a significant 0.000. Organizational Commitment had a positive and insignificant effect on Work Achievement with a value of 0.176 and a significant 0.057. Motivation had a positive and significant effect on Organizational Commitment with a value of 0.278 and a significant 0.035. Motivation had a positive and significant effect on Work Achievement with a value of 0.274 and a significant 0.020. Job Satisfaction had a positive and insignificant effect on Work Performance through Organizational Commitment with a value of 0.105 and a significant 0.061. Motivation has a positive and insignificant effect on Work Performance through Organizational Commitment with a value of 0.049 and a significant 0.165,

### **Keywords:**

Motivation, Job Satisfaction, Organization Commitment, Work Performance

## **INTRODUCTION**

### **Background**

Human resources are one of the important factors in a company to achieve its goals and objectives, because human resources are one of the determining factors for whether or not a company succeeds in achieving its goals. One of the things that must be considered in managing human resources is regarding employee job placement.

According to Wakhyuni E, (2020) Employees are the main asset of a company, because their participation is the key to the running of a company's activities. Human resource management is part of organizational management that focuses on human resource elements. The task of MSDM is to manage the human element well so that a workforce that is satisfied with its work is obtained. In an organization, human beings are one of the most important elements in an organization. Without the role of human beings, even though the necessary factors are available, the organization will not run. Because humans are the driving force and determinant of the course of an organization. Therefore, the organization should provide positive direction for the achievement of organizational goals.

Work motivation is the basis for an organization to develop both government agencies and private agencies because of the desire to realize goals and efforts that are carried out jointly, systematically, and planned. Work motivation can be said to be a driving force or encouragement that can trigger a sense of enthusiasm and is also able to change individual behavior towards better things. Work motivation includes efforts to encourage or encourage employees to work. Employee work motivation can be sourced from within a person, which is often known as internal motivation and external motivation that arises due to external influences to encourage someone to do something according to the expected goals. Job satisfaction is a pleasant emotional state or general attitude towards the difference between the awards received and those that should have been received. Job satisfaction is an important goal in Human Resources (HR) management, because it will directly or indirectly affect work productivity. Ostroff stated that organizations that have more satisfied employees tend to be more effective compared to organizations that have fewer satisfied employees. An employee will provide wholehearted service to Organizations are highly dependent on how the employee feels about the job, co-workers, and supervisors. Employee feelings and satisfaction affect the development of regular interaction patterns.

Organizational commitment is the nature of the relationship between individuals and work organizations, where individuals have confidence in the values and goals of the work organization, a willingness to use their efforts seriously for the benefit of the work organization and have a strong desire to remain part of the work organization. Organizational commitment is an interesting phenomenon because of the importance of a person's commitment to the company where the individual works or his organization, therefore many researchers want to research about organizational commitment.



Commitment has an important role in improving employee performance in an organization. High commitment will have an impact on employee performance that is increasing. Work performance is a very important factor in determining the progress of an organization, both private organizations and government organizations. Organizations that have employees who have good work performance will certainly encourage the progress of the organization. With these advances, organizations will be able to increase their competitiveness and have competitive capabilities. In improving employee work performance, of course, it is not easy, every organization must certainly do various ways so that every employee is able to improve their work performance. In this case, there are many factors that play an important role in the progress of an employee's work performance such as work discipline, work environment, work motivation, salary and benefits, and others. By having disciplined employees, a comfortable work environment, good motivation, and high salaries, it will further encourage every employee to improve their work performance better than before. In this case, work discipline and work environment are the main factors that want to be seen in relation to work performance. According to Hasibuan (2019), work achievement is a work result achieved by a person in carrying out the tasks assigned to him based on skill, experience, and seriousness as well as time. Meanwhile, according to Bernardin and Russel (2017), work performance is the result of an employee's work over a certain period compared to various possibilities, such as standards, targets, or other criteria that have been determined in advance by the company and have been mutually agreed. Thus the seriousness of and the ability of employees to work on the tasks that have been carried out will determine the work performance that will be produced. The phenomenon that occurs in the Regional Civil Service Agency of Langkat Regency is the existence of motivation that does not reach the heart of each employee so that the motivation is considered past or not important, there are still many employees who are not satisfied with their work or with their income feeling that there is no career path in the organization so that employees do not compete to be better and get the expected work achievements, Of the many employees, few show their commitment to the organization, the rest are just working at the salary and go home, there is no further action for the organization to be more advanced,

## **Problem Formulation**

1. Does Motivation have a positive and significant effect on Organizational



Commitment to the Regional Civil Service Agency of Lalat Regency?

2. Does Job Satisfaction have a positive and significant effect on Organizational Commitment to the Langkat Regency Regional Civil Service Agency?
3. Does Motivation have a positive and significant effect on Work Achievement at the Langkat Regency Regional Civil Service Agency?
4. Does Job Satisfaction have a positive and significant effect on Job Performance at the Langkat Regency Regional Civil Service Agency?
5. Does Organizational Commitment have a positive and significant effect on Work Achievement at the Langkat Regency Regional Civil Service Agency?
6. Does Motivation have a positive and significant effect on Work Performance through Organizational Commitment to the Langkat Regency Regional Civil Service Agency?
7. Does Job Satisfaction have a positive and significant effect on Work Performance through Organizational Commitment to the Langkat Regency Regional Civil Service Agency?

### **Research Objectives**

1. To understand and analyze the influence of Motivation on Organizational Commitment at the Regional Civil Service Agency of Lalat Regency.
2. To find out and analyze the influence of Job Satisfaction on Organizational Commitment at the Regional Civil Service Agency of Lalat Regency.
3. To understand and analyze the influence of Motivation on Work Performance at the Langkat Regency Regional Civil Service Agency.
4. To find out and analyze the effect of Job Satisfaction on Job Performance at the Langkat Regency Regional Civil Service Agency.
5. To find out and analyze the influence of Organizational Commitment on Work Performance at the Langkat Regency Regional Civil Service Agency.
6. To understand and analyze the influence of Motivation on Work Performance through Organizational Commitment to the Langkat Regency Regional Civil Service Agency.
7. To find out and analyze the influence of Job Satisfaction on Work Performance through Organizational Commitment to the Regional Civil Service Agency of Langkat Regency.

### **Job Performance**

According to Wakhyuni E & Dalimunthe (2020). Work performance is the result



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of work achieved by employees in a certain time in accordance with their duties and responsibilities. Mangkunegara (2017) work achievement is a performance term derived from *Job Performance or Actual Performance* (work achievement or actual achievement achieved by a person). Sunyoto in Hasibuan (2016) work achievement is a result of work achieved by a person in carrying out completing the work charged to him. An employee manages to achieve or exceed the target of the job given to him by the company.

### **Performance Indicators**

Mangkunegara (2017) *indicators* of work performance are:

1. Quantity of Work The number of work results that correspond to the existing time, what needs to be considered is not routine results but how quickly the work can be completed.
2. Quality of Work The quality of work results that are based on the standards that have been set. It is usually measured through accuracy, precision, skill, and cleanliness of work results.
3. Cooperation The ability of a worker to participate and cooperate with others in completing tasks.
4. Initiative Enthusiastic or diligent in completing their tasks, as well as the ability to make good decisions without prior direction.

### **Organizational Commitment**

According to Wibawa et al. (2019), organizational commitment is seen as a value orientation towards an organization that shows individual thinking and prioritizes its work and organization. According to Trang et al. (2020), organizational commitment is a feeling of recognition, loyalty, and involvement that is considered towards the organization or organizational unit.

### **Indicators of Organizational Commitment**

According to Wibawa et al. (2019), organizational commitment is seen as a value orientation towards an organization that shows individual thinking and prioritizes its work and organization. The following indicators in organizational commitment are as follows:

1. *Affective commitment*: relates to the emotional relationship of employees to the organization.
2. *Continuance commitment*: relates to the employee's awareness of losses if they



leave the organization.

3. Normative commitment: describes the feeling of attachment to continue to be in the organization.

### **Motivation Definition of Motivation**

According to Hafidzi et al. (2019), motivation is the provision of driving force that creates a person's enthusiasm for work so that they are able to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation is a staple that makes a motivation for a person to work. According to Sedarmayanti (2017) motivation is a force that encourages a person to take an action or not which in essence exists internally and externally positive or negative, work motivation is something that causes encouragement/work morale/work morale.

### **Motivation Indicators**

According to Hafidzi et al. (2019) Work motivation indicators are:

1. Physical needs, the need for supporting facilities that can be obtained at work, for example supporting facilities to make it easier to complete tasks in the office.
2. The need for security, the need for this sense of security, includes a sense of physical security, character, dependence, protection and freedom from threatening forces such as: fear, anxiety, danger.
3. Social needs, needs that must be met based on common interests in society, these needs are harvested together, for example good interaction between others.
4. The need for appreciation the need for appreciation for what a person has achieved, for example the need for status, glory, attention, reputation.
5. The need for encouragement to achieve goals, the need for encouragement to achieve something desired, for example motivation from the leader.

### **Job Satisfaction**

Generally, it is against a person's work that shows the difference between the number of awards that workers receive and the amount they believe they should receive (Afandi, 2021). Job satisfaction must get attention in every organization because it can affect the company's achievements (Wakhyuni, 2020). According to Dewi and Harjoyo (2019), job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work



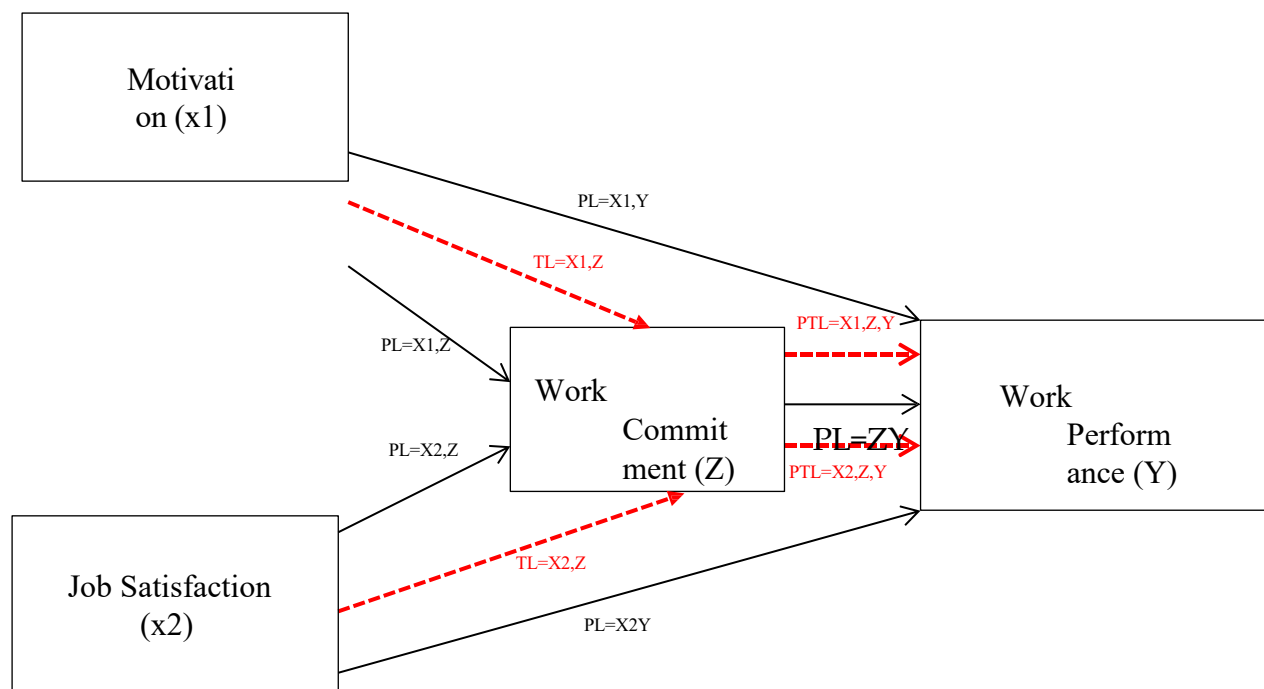
and things related to physical and psychological factors.

### Job Satisfaction Indicators

According to Afandi (2021), the indicators of job satisfaction are as follows:

1. Work, the content of the work carried out by a person can be a factor of satisfaction at work;
2. Wages, The amount of payment a person receives as a result of doing his or her work whether it is in accordance with a perceived need to be fair;
3. Supervisor, a person who always gives orders or directions in the implementation of his work; and
4. Coworker, Someone who constantly interacts in the execution of their work can make work fun or unpleasant.

### Conceptual Framework



**Figure 1 : Conceptual Framework**

Data Source: Author (2024)

### Hypothesis

The hypothesis in this study is as follows:



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1. Motivation has a positive and significant effect on the Organizational Commitment to the Langkat Regency Regional Civil Service Agency.
2. Job Satisfaction has a positive and significant effect on Organizational Commitment at the Langkat Regency Regional Civil Service Agency.
3. Motivation has a positive and significant effect on Work Achievement at the Langkat Regency Regional Civil Service Agency.
4. Job Satisfaction has a positive and significant effect on Job Achievement at the Langkat Regency Regional Civil Service Agency.
5. Organizational Commitment has a positive and significant effect on Work Achievement at the Langkat Regency Regional Civil Service Agency.
6. Motivation has a positive and significant effect on Work Achievement through Organizational Commitment to the Langkat Regency Regional Civil Service Agency.
7. Job Satisfaction has a positive and significant effect on Work Achievement through the Commitment of Work Organizations at the Langkat Regency Regional Civil Service Agency.

## **RESEARCH METHODS**

### **Type of Research**

According to Sugiyono (2019) quantitative research is defined as a research method based on the philosophy of positivism, used to research on a specific population or sample, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing hypotheses that have been determined. The type of research used is quantitative research.

### **Research Data Sources**

According to Sugiyono (2019), primary data is a data source that directly provides data to data collectors. The source of research data used is the primary data source. Primary data collection techniques obtained directly through filling out questionnaires.

### **Population and Population Sample**

According to Sugiyono (2019) population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics that are determined





by the researcher to be studied and then drawn conclusions. The population used in this study is 51 employees with 8 honorary employees, 41 civil servants and 2 *customer service employees*.

## Sample

According to Sugiyono (2019), the sample is part of the number and characteristics possessed by the population. The research sample used in this study is all existing populations, which is 51 employees and will be used as a sample. By using the saturated sample technique, which is to take all the population numbers to be sampled.

It can also be explained that in this study there are 3 employee statuses that are used as a sample, namely Civil Servants, Honorary and Cleaning Service (CS) where these three employee or employee statuses have different phenomena, The difference in phenomena arising from the three employee statuses can be summarized as follows.

a. Civil Servants (PNS)

Job security, satisfaction, and commitment are high, but without new challenges, motivation and work performance tend to stagnate

b. Honorary

Unequal treatment leads to status insecurity, low job satisfaction, and lack of commitment.

c. *Cleaning Service (CS)*

Organizations view the role of employees as more supportive than strategic, so motivation and job satisfaction tend to be low, and involvement in daily tasks becomes limited.

This phenomenon highlights the importance of a more inclusive and equitable approach to human resource management so that all employees, regardless of their position, can make an optimal contribution to the workplace.

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### **Place and Time of Research**

This research was conducted in early August and it is estimated that this research will be completed in 3 months this research was carried out at the Regional Civil Service Agency of Langkat Regency, Jl.Printis Kemerdekaan no 5 Stabat Langkat Regency, North Sumatra.

### **Data Collection**

The way to collect data in this study is to distribute questionnaires to respondents to be filled in. According to Sugiyono (2019), Questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. According to Sugiyono (2019), the likert scale is used to measure the attitudes, opinions, and perceptions of a person or a group of people about social phenomena. The questionnaire distributed in this study is using a Likert scale.

### **Data Processing Methods**

The data processing in this study uses smartPLS SEM (*Partial Least Square – Structural Equation Modeling*) software. PLS has the ability to explain the relationship between variables and has the ability to conduct analyses in one test. PLS is intended to assist researchers in verifying hypotheses and explaining the existence or absence of relationships between latent variables. According to Ghozali (2016), the PLS approach can directly measure and characterize latent (non-measurable) variables through the use of indicators. Since the study is latent and modifiable and quantifiable depending on the indicators, the authors use the smallest square of the partial, which allows for easy and precise calculation of the analysis.

### **Statistical Analysis of Data**

In statistical analysis, the data used the SEM PLS method. The following is the PLS method analysis technique:

#### **1. Outer model analysis**

According to Husein (2015), the analysis of the outer model is carried out to



ensure that the measurements used are worthy of being used as measurements (*valid and reliable*). There are several calculations in this analysis:

- a. *Convergent validity* is the value of loading factors on latent variables with their indicators. The expected value  $> 0.7$ .
- b. *Discriminant validity* is the crossloading value of a useful factor whether a construct has sufficient discriminant. The trick is to compare the value of the intended construct must be greater with the value of other constructs.
- c. *Composite reliability* is a measurement if the reliability value  $> 0.7$ , then the construction value has a high reliability value.
- d. *Average Variance Extracted (AVE)* is the average variant that is at least 0.5.
- e. *Cronbach alpha* is a calculation to prove the result of composite reliability where the minimum amount is 0.6.

## 2. Inner model analysis

- a. R Square is the coefficient of determination in endogenous constructs. According to Sarwono (2015) explained "the criteria for limiting the value of R square are in three classifications, namely 0.67 as substantial; 0.33 as moderate and 0.19 as weak".

## 3. Hypothesis testing

In his book Husein (2015) hypothesis testing can be seen from t-statistical values and probability values. For hypothesis testing, namely by using statistical values, for alpha 5% the t-statistical value used is 1.96. So that the criteria for accepting or rejecting the hypothesis is  $H_a$  accepted and  $H_0$  is rejected when the t-statistic  $> 1.96$ . To reject or accept the hypothesis using probability,  $H_a$  is accepted if the p value  $< 0.05$ .

# RESULTS AND DISCUSSION

## Outer Model Analysis

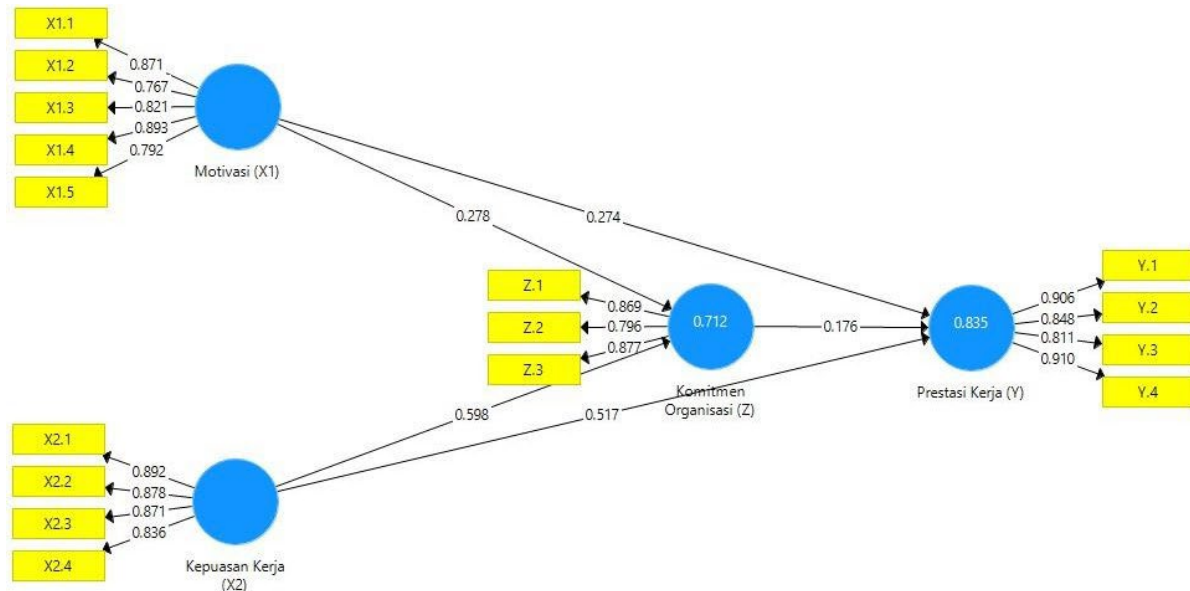
### 1. Convergent Validity

Convergent validity ensures that the indicators used to measure constructs (latent variables) have a strong and unidirectional relationship. In other words, convergent validity ensures that the indicators used to measure constructs have a positive correlation and actually measure the same concept.

The convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the score of the item/indicator and the construction score. Indicator values of 0.5 and 0.6 are still acceptable. Based on the results for outer loading, it shows that there is an indicator that has a loading below



0.60 and is not significant. The structural model in this study is shown in the following figure:



**Figure 2. Outer Model**

Data Source : Smart PLS3.3.3 (2024)

The Smart PLS output for loading factor gives the results in the following table:

#### Outer Loadings

In this study there is an equation and the equation consists of two substructures for substructure 1

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.278 + 0.598 + e_1$$

For substructure 2

$$Y = b_3X_1 + b_4X_2 + b_5Z + e_2$$

$$Y = 0.274 + 0.517 + 0.176 + e_2$$

**Table 1. Outer Loadings**

	Job Satisfaction (x2)	Organizational Commitment (Z)	Motivation (x1)	Work Performance (Y)
X1.1			0,871	
X1.2			0,767	
X1.3			0,821	
X1.4			0,893	



X1.5			0,792	
X2.1	0,892			
X2.2	0,878			
X2.3	0,871			
	<b>Job Satisfaction (x2)</b>	<b>Organizational Commitment (Z)</b>	<b>Motivation (x1)</b>	<b>Work Performance (Y)</b>
X2.4	0,836			
Y.1				0,906
Y.2				0,848
Y.3				0,811
Y.4				0,910
Z.1		0,869		
Z.2		0,796		
Z.3		0,877		

Data Source : Processed Smart PLS3.3.3 (2024)

Based on this study, there are outer loadings for each variable and the indicator has a value greater than 0.7 so that it can be explained that all indicators are declared valid so that research can be carried out further to find out reliability as a condition for further research.

## 2. Discriminant Validity

*Discriminant validity* ensures that the indicators of a construct (latent variables) are not too strongly correlated with other constructs, so that different constructs measure different concepts.

Discriminant validity *testing* is to test the validity of discrimination, this test aims to determine whether a reflective indicator is a good measurement for its construct based on the principle that the indicator is highly correlated with its construct. The table shows the cross loading results of the discrimination validity test as follows:

**Table 2. Discriminant Validity**

	<b>Job Satisfaction (x2)</b>	<b>Organizational Commitment (Z)</b>	<b>Motivation (x1)</b>	<b>Work Performance (Y)</b>
X1.1	0,720	0,698	0,871	0,724
X1.2	0,590	0,586	0,767	0,600
X1.3	0,613	0,687	0,821	0,704
X1.4	0,790	0,659	0,893	0,772



X1.5	0,732	0,581	0,792	0,679
X2.1	0,892	0,692	0,748	0,808
X2.2	0,878	0,665	0,683	0,760
X2.3	0,871	0,731	0,832	0,832
X2.4	0,836	0,795	0,621	0,694

	Job Satisfaction (x2)	Organizational Commitment (Z)	Motivation (x1)	Work Performance (Y)
Y.1	0,752	0,623	0,686	0,906
Y.2	0,826	0,719	0,822	0,848
Y.3	0,755	0,877	0,699	0,811
Y.4	0,752	0,601	0,698	0,910
Z.1	0,748	0,869	0,662	0,670
Z.2	0,592	0,796	0,607	0,575
Z.3	0,755	0,877	0,699	0,811

Data Source : Processed Smart PLS3.3.3. (2024)

Based on this study, it can be seen in the table above that the cross loading variable is greater than the cross loading factor of the late variable, For Job Satisfaction it can be seen that the value of the cross loading factor is greater than the late variable. For the cross loading variable of Organizational Commitment, the value is greater than the cross loading factor of other latent variables. For the Motivation cross loading variable, there is a cross loading value greater than the cross loading of other latent variables. For the cross loading of the Work Performance variable, the cross loading value is greater than the cross loading of other latent variables. This means that each variable is considered valid in a state of *discriminatory validity*.

### 3. Composite reliability

Composite Reliability (CR) is a measure of reliability that indicates the extent to which the indicators used to measure a construct provide internally consistent results. This is considered better than Cronbach's Alpha because it takes into account the weight (loading) of each indicator in the measurement model.

This test determines a reliable value with *the composite reliability* of the indicator block that measures the construction. A construction value that is said to be reliable if the indigo *composite reliability* is above 0.60. In addition to looking at *the composite*

reliability value, the reliable value can be seen in the variable construct value with the *alpha cronbachs* of the indicator block that measures the construct. A construct is declared reliable if the *cronbachs alpha* value is above 0.7. The following is a table of loading values for the construct of the research variables resulting from running the Smart PLS program in the next table:

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction (x2)	0,892	0,925	0,756
Organizational Commitment (Z)	0,805	0,885	0,719
Motivation (x1)	0,886	0,917	0,689
Work Performance (Y)	0,892	0,925	0,756

Data Source : Diolah Smart PLS3.3.3(2024)

It can be seen in the table above that the value of Cronbach alpha is greater than 0.7 in each variable, meaning that each variable is considered reliable because the value is greater than 0.7. For the composite reliability column, there is a value greater than 0.6 for each variable, so in this study there is a reliability value in each variable. For the AVE column, the value of each variable is greater than 0.7, which means that the value is valid in each variable.

### Inner Model Analysis

Evaluation of the structural model (*inner model*) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

#### 1.Coefficient of Determination (R2)

Based on the data processing that has been carried out using the SmartPLS 3.0 program, the R Square values are obtained as follows:

**Table 4.R Square Results**

	R Square	Adjusted R Square
Organizational Commitment (Z)	0,712	0,700
Work Performance (Y)	0,835	0,825



Data Source: Diolah Smart PLS3.3.3 (2024)

In table 4, there is an R square value of the organizational commitment variable of 0.712, meaning that the influence of the motivation and job satisfaction variables on organizational commitment is 0.712 or 71.2% and the rest is in other variables. The R square value of the work performance variable is 0.835, meaning that the influence of the variables of motivation, job satisfaction and organizational commitment on work performance is 0.835 or 83.5% and the rest is in other variables.

## 2. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. The hypothesis test in this study was carried out by looking at T-Statistics and P-Values. The hypothesis was declared accepted if the *T-Statistics* value  $> 1.96$  and the P-Values  $< 0.05$ . The following are the results of *Path Coefficients* direct influence:

**Table 5 Path Coefficients (Direct Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Result
Job Satisfaction (X2) -> Commitment Organization (Z)	0,598	3,842	0,000	Accepted
Job Satisfaction (X2) -> Achievement Work (Y)	0,517	4,259	0,000	Accepted
Commitment Organization (Z) -> Work Performance (Y)	0,176	1,585	0,057	Rejected
Motivation (X1) -> Commitment Organization (Z)	0,278	1,817	0,035	Accepted
Motivation (X1) -> Work Performance (Y)	0,274	2,052	0,020	Accepted

Data Source : Diolah Smart PLS3.3.3. (2024)

In table 5 there is a hypothesis that this result will be explained by the researcher, therefore the explanation is as follows:

1. Job Satisfaction has a positive and significant effect on Organizational Commitment with a value of 0.598 and a significant 0.000, meaning that if job satisfaction increases, organizational commitment will increase, on the contrary, if it decreases,



organizational commitment will decrease. Job satisfaction was proven to have a positive and significant influence on organizational commitment, with a coefficient of **0.598** and a significance level of **0.000**. This shows that job satisfaction is a key factor in increasing employee loyalty and attachment to the organization. Therefore, organizations are advised to focus on strategies that can increase employee job satisfaction to strengthen their commitment to the organization.

2. Job Satisfaction has a positive and significant effect on Job Achievement with a value of 0.517 and a significant 0.000, meaning that if job satisfaction increases, achievement increases, on the contrary, if it decreases, Achievement decreases. Job satisfaction was proven to have a positive and significant influence on work performance, with a coefficient of 0.517 and a significance level of 0.000. This emphasizes that increasing job satisfaction is one of the main strategies to encourage employees to achieve optimal performance. Organizations are advised to focus on improving job satisfaction through policies and programs that are relevant to the needs and expectations of employees.
3. Organizational commitment has a positive and insignificant effect on Work Performance with a value of 0.176 and a significant 0.057, meaning that commitment has less effect on work performance only for some who have organizational commitment. Although the influence of organizational commitment on work performance is not statistically significant, the direction of a positive relationship still shows the potential role of organizational commitment in improving employee performance. This requires further study to ascertain the factors that influence the relationship.
4. Motivation has a positive and significant effect on Organizational Commitment with a value of 0.278 and a significant 0.035, meaning that if motivation increases, organizational commitment increases, on the contrary, if it decreases, organizational commitment will decrease. Motivation is proven to have a positive and significant influence on organizational commitment, as shown by a coefficient value of 0.278 and a significance of 0.035. This shows that increasing employee motivation can be one of the effective strategies to strengthen their commitment to the organization. As such, organizations are advised to develop policies and programs that encourage employee motivation on an ongoing basis.
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on work performance is not statistically significant, the direction of a positive relationship still shows the potential role of organizational commitment in improving employee performance. This requires further study to ascertain the factors that influence the relationship.

6. Motivation has a positive and significant effect on Organizational Commitment with a value of 0.278 and a significant 0.035, meaning that if motivation increases, organizational commitment increases, on the contrary, if it decreases, organizational commitment will decrease. Motivation is proven to have a positive and significant influence on organizational commitment, as shown by a coefficient value of 0.278 and a significance of 0.035. This shows that increasing employee motivation can be one of the effective strategies to strengthen their commitment to the organization. As such, organizations are advised to develop policies and programs that encourage employee motivation on an ongoing basis.

7. Motivation has a positive and significant effect on Work Achievement with a value of 0.274 and a significant 0.020, meaning that if good motivation increases, work performance will increase, on the contrary, if it decreases, work performance will also decrease. Motivation has a positive and significant influence on work performance, as shown by a coefficient value of 0.274 and a significance level of 0.020. This shows that increasing employee motivation, whether through awards, recognition, or career development, can be an effective strategy to improve job performance. Thus, organizations are advised to focus on programs that can increase employee motivation on a sustainable basis.

**Table 6. Path Coefficients**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Result
Job Satisfaction (X2) -> Commitment Organization (Z) -> Work Performance (Y)	0,105	1,547	<b>0,061</b>	<b>Rejected</b>
Motivation (X1) -> Commitment Organization (Z) -> Work Performance (Y)	0,049	0,975	<b>0,165</b>	<b>Rejected</b>



Source : Diolah Smart PLS3.3.3 (2024)

In table 6 there are the results of indirect influences which will be explained as follows:

1. Job satisfaction has a positive and insignificant effect on Work Achievement through Organizational Commitment with a value of 0.105 and a significant value of 0.061, meaning that organizational commitment is not an intervening variable because it is not able to significantly influence. Although job satisfaction had a positive influence on job performance through organizational commitment (coefficient 0.105), this relationship was not statistically significant (significance 0.061). This suggests that while there is potential for a relationship, this influence is not strong enough to be concluded as a real relationship. Therefore, strategic steps are needed to strengthen the organization's commitment and further research to ascertain other factors that affect these relationships.
2. Motivation has a positive and insignificant effect on Work Performance through Organizational Commitment with a value of 0.049 and a significant 0.165, meaning that organizational commitment is not an intervening variable because it is not able to affect significantly. Although there was a positive relationship between motivation and work performance through organizational commitment (coefficient 0.049), this relationship was not statistically significant (significance 0.165). This shows that the influence of motivation on work performance through organizational commitment is weak and may require support from other factors to be significant. Organizations can focus on strengthening employees' direct motivation and commitment to improve overall work performance.

## **Conclusion**

1. Job Satisfaction had a positive and significant effect on Organizational Commitment with a value of 0.598 and a significant 0.000.
2. Job Satisfaction had a positive and significant effect on Job Achievement with a value of 0.517 and a significant 0.000.
3. Organizational Commitment had a positive and insignificant effect on Work Achievement with a value of 0.176 and a significant 0.057.
4. Motivation had a positive and significant effect on Organizational Commitment with a value of 0.278 and a significant 0.035.
5. Motivation had a positive and significant effect on Work Achievement with a value of 0.274 and a significant 0.020.
6. Job Satisfaction had a positive and insignificant effect on Work Performance



through Organizational Commitment with a value of 0.105 and a significant 0.061.

7. Motivation has a positive and insignificant effect on Work Performance through Organizational Commitment with a value of 0.049 and a significant 0.165,

### **Suggestion**

1. Based on the conclusion of the research results, job satisfaction has a positive and significant impact on organizational commitment, with a coefficient of 0.598 and a p-value of 0.000. For this reason, it is recommended to the Organizational Leadership to increase job satisfaction to increase organizational commitment in this case in the form of Creating a comfortable, conducive work environment for employees, giving awards and recognition for employee achievements, such as Bonuses or Promotions, Career Development and Training for employees, as well as transparent and open two-way communication
2. Based on the conclusion of the research results, it was shown that job satisfaction had a positive and significant effect on work performance, with a coefficient of 0.517 and a p-value of 0.000. For this reason, it is recommended to the Leader of the Organization to increase job satisfaction in order to increase work performance in the form of providing incentives or bonuses for outstanding employees, placing employees according to their competencies and expertise, and ensuring that employees have access to the necessary facilities, tools and work resources, as well as providing flexible time between work and personal life of employees
3. Based on the conclusion from the results of the research that Organizational Commitment has a positive but not significant effect on Work Achievement with a coefficient value of 0.176 and a p-value of 0.057, for this reason it is recommended to organizational leaders to increase the influence of Organizational Commitment on Work Achievement by strengthening the sense of employee loyalty to the organization, giving awards to employees who show high loyalty to the organization, offering employees a development path Clear career and promotion opportunities, and ensure that employees' rights and entitlements such as salary are fulfilled, which is fair.
4. Based on the conclusion of the results of the study, it shows that motivation has a positive and significant impact on organizational commitment, with a coefficient of 0.278 and a p-value of 0.035. For this reason, it is recommended to



organizational leaders to further increase employee motivation to increase organizational commitment by encouraging employees to feel proud of their work, providing structured career development offers such as training or mentoring programs, providing public and private recognition for employee contributions and achievements.

5. Based on the conclusion of the research results, it was shown that job satisfaction had a positive and significant effect on work performance, with a coefficient of 0.517 and a p-value of 0.000. For this reason, it is recommended to the Leader of the Organization to increase job satisfaction in order to increase work performance in the form of providing incentives or bonuses for outstanding employees, placing employees according to their competencies and expertise, and ensuring that employees have access to the necessary facilities, tools and work resources, as well as providing flexible time between work and personal life of employees
6. Based on the conclusion from the results of the research that Organizational Commitment has a positive but not significant effect on Work Achievement with a coefficient value of 0.176 and a p-value of 0.057, for this reason it is recommended to organizational leaders to increase the influence of Organizational Commitment on Work Achievement by strengthening the sense of employee loyalty to the organization, giving awards to employees who show high loyalty to the organization, offering employees a development path Clear career and promotion opportunities, and ensure that employees' rights and entitlements such as salary are fulfilled, which is fair.
7. Based on the conclusion of the results of the study, it shows that motivation has a positive and significant impact on organizational commitment, with a coefficient of 0.278 and a p-value of 0.035. For this reason, it is recommended to organizational leaders to further increase employee motivation to increase organizational commitment by encouraging employees to feel proud of their work, providing structured career development offers such as training or mentoring programs, providing public and private recognition for employee contributions and achievements.

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