

The Impact of Motivation on Performance: The Role of Organizational Commitment

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Abstract

Objective: The study aims to analyze the important role of motivation in improving the performance of company employees with the support of organizational commitment as a mediation.

Design/Method/Approach: This study uses a causality model with an explanatory method. The sample size of 160 respondents was obtained by distributing questionnaires to employees of a service company in Indonesia. The explanatory method as a measurement of confirmatory factor analysis and SEM analysis to test the model and significance test.

Findings: The results of this study prove that motivation has a positive and significant effect on employee performance. Motivation-mediated employee success can master intrinsic factors and strengthen the associated extrinsic motivation because high-performance results are supported by affective, continuance, and normative commitment. Employee commitment, as a bond of experience, values, and beliefs, indirectly affects employee performance because it is needed to achieve organizational goals.

Originality: This paper lies in a comprehensive study that combines the variables of motivation, organizational commitment, and performance into a complete study model. The originality of this paper shows the role of The Role of Motivation, How It Affects Employee Performance, and Organizational Commitment.

Implications for Practice/Policy: Employee success in meeting company goals is important because employee motivation for commitment can move actions toward high performance. Furthermore, our findings show that the strength of the relationship between motivation and commitment mediates in helping the company's needs and changing employee actions that are more profound in producing job performance for the company's goals.

Keywords: Motivation, Organizational Commitment, Performance

JEL Classification: M12, M54



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1. Introduction

Performance is often used to evaluate employee work results, as with activities related to the work performed. From the beginning to the end, employee performance appraisal has been determined to meet organizational goals and is profitable, but also for the organization's employees because the employee's work results that the company wants must comply with performance appraisal standards (Alqudah et al., 2022). However, each employee's results differ depending on their abilities and motivations (Rachman et al., 2020). Individual ability and motivation determine job performance (Lee & Chen, 2013). Individual employee capacity leads to increased performance (T. Ahmad et al., 2015), so the quality and performance of Bank Aceh employees whom OCB supports well can compete with others (Dharma, 2018).

Meanwhile, Mehreen & Ali, (2022) identify succession planning and training-oriented tendencies as performance improvement indicators. According to (Gomez-Mejia, 1990), feedback is necessary as a powerful tool for improving performance because achieving employee performance has become the main goal. They believe that their ability factor causes strong support in producing high performance. As Robbins & Judge, (2019) pointed out, employee performance is individuals who perform tasks and responsibilities that contribute to job outcomes. Rachman, (2017) characterizes this performance as the result of an employee's performance in performing the tasks assigned by the organization.

The relationship between motivation and employee performance is often used to measure work activities. They understand but do not realize that motivation has many benefits as a supporter of producing performance. Researchers have different views on motivation because each employee's motivation can increase or decrease performance. Several previous studies show that there is a positive and significant effect of motivation and employee performance, as Jnaneswar & Ranjit, (2022) intrinsic motivation further strengthens employees' creativity in contributing to their performance. Pratama, (2020) states that improving and increasing motivation has an impact on improving performance. Other researchers discuss the effect of motivation on improving the performance of company employees. For example, Olusadum & Anulika, (2018) state that motivation impacts increasing performance. Rizaldi (2017) states that a positive impact can improve employee performance. Carvalho et al., (2020) all the best ways are done to achieve success. Masydzulhak et al., (2016) state that employee performance increases when positive work motivation increases and is important. Astuti & Amalia, (2021) directly identify factors that affect employee performance without having to be mediated by organizational commitment owned by employees. Rahim & Jam'an, (2018) stated that motivating company employees to follow the employee's desire to grow employee commitment to the company in producing their performance.

In addition, motivation is also a variable that has a significant effect on organizational commitment. BYTYQI, (2020) states that motivation and commitment go hand in hand, which automatically means organizational commitment because it is directly involved in organizational success. Jufriadi & Kusuma, (2020), motivation is very important for employee organizational commitment. Austen & Zacny, (2015) found a positive relationship between motivation and organizational commitment. Ates & Buluc, (2015) reveal the tendency of intrinsic motivation as the best indicator of motivation in organizations. These findings differ from Apridar & Adamy, (2018). The relationship between motivation and organizational commitment is very low. Bank management is needed to motivate employees. Therefore, committed employees have added value to the organization through determination, proactive support, relatively high productivity, and quality awareness.

Furthermore, committed employees add value to the organization through determination, proactive support, relatively high productivity, and quality awareness. Committed employees exhibit positive organizational behaviors, are more likely to refer the company to contacts positively, and are more likely to adopt the organization's vision and goals (both professionally and personally). Employee commitment is increasing as the organization's competitiveness grows.

Several studies that discuss organizational commitment become a variable that has a significant effect on employee performance. For example, Tolentino, (2013) stated that commitment is effectively and significantly related to academic staff's work performance. Other researchers, for example, Abu Jahid & Adnyana, (2021); Anggapradja & Wijaya, (2017); Astuti & Amalia, (2021); Jufrizen et al., (2021); Nurluviyana & Sudarma, (2020); Suharto et al., (2019) that the relationship between organizational commitment with employee performance, the effect is positive and significant. The results of this study are different from Rembet et al., (2020) stated that organizational commitment to employee performance does not have a significant effect because the success and failure of employees in improving their performance are not only supported by commitment, but mainly the motivational factor of their behavior. Several years later, organizational commitment has become a complex concept that continues to be actively researched (Allen, 2003; Ashman & Winstanley, 2006; Cohen, 2003; González & Guillén, 2008; Idris & Manganaro, 2017; Iqbal, 2010; Klein et al., 2014; Meyer et al., 2004; Wasti Arzu, 2005). We also explicitly believe that high employee commitment will have a positive impact on their performance (Alqudah et al., 2022; Chiu et al., 2020), and we also conclude that a high-performance linkage must pay attention to employees' organizational commitment, which reflects their involvement and loyalty to the company, the ability to meet company goals, and the desire to remain with the company where they work, with an emphasis on results. Assessment of organizational commitment is oriented towards the findings of previous researchers, between positive and negative results. Indeed, previous work suggests a relationship between task performance and

commitment (Klein et al., 2014). Furthermore, a dependency between tasks has been linked to commitment and performance (Aubé & Rousseau, 2005).

Although recently, new approaches have emerged, e.g., Klein et al. (2014), which have been used to explain many commitments outside the workplace, and commitment to change efforts. Most researchers agree that organizational commitment should be required as a multidimensional construct (Back et al., 2011), and the consistent relationship with other concepts varies with respect to mediating, and the effects of past experience – the commitment the individual continues to have after leaving the organization (Breitsohl & Ruhle, 2013), or the commitment the individual used to have, but no longer has (Klein & Park, 2016), and consistent relationships with other concepts vary with respect to mediating, and the effects of past experiences – commitments that individuals continue to have after leaving the organization (Breitsohl & Ruhle, 2013), or commitments that individuals used to have, but no longer have (Klein & Park, 2016), then Klein et al., (2012) noted the need to develop consistent relationships with different literature concepts and commitment measures (eg, goal commitment with motivation researchers, escalation of commitment in the decision-making literature, career commitment in the career literature, and others); and our understanding is insufficient about how the commitments to the different targets are similar or different from one another, how some of the commitments are interrelated. As a result, because the commitment has a positive effect on improving employee performance, it becomes a mediator, and enabling commitment can be a variable that mediates motivation and has a significant effect on performance. Abu Jahid & Adnyana, (2021) finds that motivation has a positive and significant effect on employee performance through organizational commitment. Rahmitasari et al., (2021) found that motivation has a positive and significant effect through a commitment to inspire the same direction and goals reflected in organizational commitment, so that it impacts their better performance. This view is different from other researchers, for example, Astuti and Amalia (2021), and Masydzulhak et al. (2016), that the effect of the level of work motivation on employee performance decreases. This shows that organizational commitment cannot effectively mediate work motivation on employee performance. However, when committed, employees are much less likely to leave their current position (Mowday et al., 1982). Even though there are different perspectives from previous research findings, we believe and conclude that strong employee commitment impacts the relationship between employee motivation and performance, not only extrinsically but also intrinsically, by employees who are committed to the company to achieve company goals.

The purpose of this study is to look at the theoretical perspective of motivation used to study employee work behavior in organizations and set the stage for future research. After that, we used an organizational commitment approach which explains that organizational commitment is one of the most analyzed consequences in the literature (Coyle-Shapiro et al., 2019). When explaining the results of psychological contract violations, compared to other approaches, such as third-party factors, internally oriented factors (bosses or colleagues), external third parties (union or clients), and others, are expected to assist employees in improving their performance Coyle-Shapiro et al., (2019). We investigate this viewpoint by examining trends in previous research findings and gaps in the literature. In addition, organizational commitment is also a variable that affects performance because organizational commitment describes as a complementary concept of the affective, continuation, and normative components of commitment, where commitment reflects emotional attachment and the desire to remain in the organization (Perry et al., 2016), and the role of organizational commitment involves motivation as a supporter in generating job performance. Furthermore, commitment fits our research objectives, reflecting ongoing and enthusiastic engagement with and contribution to task completion (Meyer et al., 2002; Perry et al., 2016).

Our research made several significant contributions. First, we complement the literature by considering motivation, organizational commitment, and performance factors. Then we add literature from several research articles to answer and support whether our research is accepted. Second, by analyzing the factors of motivation, organizational commitment, and performance in the literature and research findings articles, we extend the concept to a wider range, if not limited to studying the influence of motivation, organizational commitment, and performance. Third, by introducing motivation, organizational commitment, and performance factors, we depart from previous studies, which were limited to the direct and partial mediation effects of events within firms. It offers a unique perspective on how motivational variables and organizational commitment affect employee performance. Fourth, we include partial mediation in important research on the role of motivation and organizational commitment in mediated performance. Fifth, our research adds to the knowledge of organizational behavior about the factors that directly and indirectly influence employee performance. Finally, practitioners and management are provided with a series of actionable resources based on empirical evidence to help them exploit the motivational, organizational commitment, and performance factors and the implications for supporting the performance of company employees.

Furthermore, we have compiled this paper based on the theoretical basis of the research and research hypotheses discussed and proposed. Then we present the research methods, and the results of the data analysis are described. Finally, the discussion section and followed by a conclusion.

2. Literature Review and Hypothesis Development

2.1. Organizational Commitment

The expression of Coyle-Shapiro (2019) discusses the conceptual problem of employee commitment to the organization in psychological concepts. The use of commitment in analyzing individual and organizational behavior is becoming increasingly popular. A relationship will not work harmoniously if there is no commitment because it will be difficult to understand different points of view, for example, Work relationships requiring commitment. Commitments can be made voluntarily or without coercion. Further, Coyle-Shapiro et al. (2019) found that it challenges simplicity by broadening the antecedents, explanations, and outcomes associated with breaching the psychological contract, increasing the number of developmental pathways available and facilitating understanding of ups and downs that occur during the employee's psychological contract. In addition, it emphasizes the breach of the psychological contract while advancing the process of recovery and development of post-offense actions.

Mowday et al., (1982) revealed commitment as a condition in which a person's actions bind themselves, giving rise to beliefs that support his activity and involvement and also reflecting an employee's strong desire to remain a member of the organization. On the other hand, discussing the conceptual issue of employee commitment to the organization, usually investing few resources and avoiding deep involvement because commitment arises from within oneself without coercion but based on one's own will. Commitment refers to attachment and loyalty with actions that engender beliefs that support activity and involvement (Mowday et al., 1982), it is related to how individuals feel about their organizations, and commitment to the organization is not a very stable attachment early in the job. (Mowday et al., 1982). According to Fred, (2015), organizational commitment is a strong desire to remain a member of a particular organization. Concurring with Kreitner & Kinicki, (2013) that organizational commitment is an important work attitude because committed people are expected to work harder to achieve organizational goals and have a greater desire to continue working at the company. We can conclude from several authors' statements that organizational commitment plays an important role in employee work actions and as a strong bond from the desire of employees to remain with the organization, work hard, and accept its main values to achieve organization goals.

This remaining commitment may have implications for the new organization insofar as they create conflicting demands on the interim workers (Breitsohl & Ruhle, 2013). Several previous studies, including Mowday et al. (1982), Meyer & Allen, (1991), Klien et al. (2012), Swart & Kinnie, (2014), Zarei et al., (2012), Yalabik et al. (2015); Yasrebi et al. (2014), and Rehman et al., (2020), stated that employee commitment reflects employee beliefs because commitment is a moral, emotional, sense of belonging, and a strong desire to remain in the organization.

2.2. The Relationship Motivation and Performance

Employee motivation is described as a reflection of the volume of energy, dedication and innovation that a company brings to their jobs (Rachman et al., 2020). Motivated employee, on the other hand, is enthusiastic, driven, and takes pride in their work (Eroğlu & Kiray, 2020). Controlled motivation positively predicts stress but is negatively related to enjoyment and value because it accounts for most of the variance in enjoyment, value, and stress (Wang et al., 2019). Luthans (2015) states that motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or drive aimed at a goal or incentive. Robbins and Judge (2019) see motivation as explaining the strength, direction, and tenacity of individuals seeking to achieve their goals. Like Rachman (2020), motivation is an effort to encourage individuals or teams to have directions and goals to be achieved to achieve satisfaction. This is their main work activity to determine results. Furthermore, Rachman (2020) emphasizes the motivational theory of Maslow's hierarchy of needs in developing individual behavior and attitudes of employees with eight needs: biological and physiological, security, belonging and love, self-esteem, cognitive, aesthetic, self-actualization, and need for transcendence.

Motivation is recognized as an effective force in people (Pinder, 1998). Motivation is the energy that drives a person toward a certain goal (Ryan & Deci, 2000). This helps them achieve their performance goals, and the formation of strong motivation will produce good results or performance and the quality of the work they do. Those who are motivated have higher levels of satisfaction, high performance, and a desire to put in the effort (Rachman et al., 2020). This means that any increase in the motivation possessed by employees in carrying out their work will increase their performance. As Rachman, (2003), the effect of strong work motivation can improve lecturers' performance in meeting organizational goals. Anggapradja & Wijaya, (2017); Shahzadi et al., (2014); Sugiarto & Putra, (2020); Sujati et al., (2017) state that the significant effect of motivation on employee performance is related to the maintenance and improvement of motivation by management. In addition, intrinsic motivation is an important predictor of performance, and intrinsic motivation affects performance quality, while extrinsic motivation affects the amount of performance (Cerasoli et al., 2014).

Based on previous research on the relationship between motivation and performance, the following hypotheses can be proposed in this study:

H1: Motivation influences performance.

2.3. *The Relationship Motivation and Organizational Commitment*

Employee motivation is very important to improve work results. At high levels of productivity, employees earn more if they are encouraged to work faster and more efficiently (Rachman et al., 2020). This required more creativity from them. Motivated employees will not only earn more, but they will also increase work output. Because they are focused on the job, motivated employees will recognize opportunities for improvement and feel compelled to work to improve them. According to Steers & Porter, (1983), work motivation is the desire and willingness of workers to increase efforts toward achieving organizational goals. Gibson et al., (2013) state that motivation is a concept that we use to describe that impulses that arise in or within an individual that drive and direct behavior. While Rachman et al., (2022) believe that their work motivation can increase under organizational expectations, several indicators cannot support the achievement of high motivation except to meet the needs of life and the establishment of social life and a sense of comfort in the organizational environment. Therefore the strength of motivation is the reason for every action that leads to work activities committed to meeting organizational goals.

The biggest difference between employee motivation and commitment is action. Motivation and commitment are both necessary for success. However, this work uses the concept of organizational commitment in its broadest sense, although it considers work that has a link between motivation (e.g., internal and external) and employee commitment considered as one of acceptance and a component (Loor-Zambrano et al., 2022). Then, there is a positive relationship between employee motivation and organizational commitment. Companies must remember that action on motivation causes changes in employee attitudes and behavior (Loor-Zambrano et al., 2022). Bytyqi (2020) reveals that organizational commitment and motivation are important constructs in human resources and organizational behavior.

Meanwhile, Kinman, (2001) suggests that intrinsic motivation has normative and affective factors. In addition, to the factors that have a direct impact on organizational commitment and employee motivation, mediating factors such as opportunistic behavior and knowledge sharing among employees in the company are mentioned as commitment factors in this study. Salleh et al., (2016) state that there is a positive relationship between work motivation and organizational commitment. The point is that organizations must consider increasing work motivation to increase the level of commitment of their employees. Al-Madi et al., (2017); Ates & Buluc, (2015); Austen & Zacny, (2015); Kheirkhah et al., (2018) that there is a significant relationship between work motivation and organizational commitment and its components.

On the other hand, Huang, (2015) states that intrinsic motivation is positively related to affective and normative commitment in the U.S. and China. Bytyqi (2020) states that motivation has a positive effect on overall organizational involvement. This is reinforced by Loor-Zambrano et al. (2022), who that the linkage of organizational commitment adds trust and intrinsic motivation causes the most relevant changes. This indicates that the employee's enthusiasm for work must be taken into account by the company because they have the desire to achieve their goals. The more motivated employees are, the more directly involved they are with organizational commitment.

Based on previous research on the relationship between motivation and performance, the following hypotheses can be proposed in this study:

H2: Motivation influences organizational commitment.

2.4. *The Relationship Organizational Commitment and Performance*

Organizational commitment refers to the bond individuals develop with their superiors, whether they feel negatively or positively about their organization (Klein et al., 2014). In essence, organizational commitment describes the level of attachment of a member to his organization (Klein et al., 2012). Then organizational commitment is defined as a strong belief in the goals and values of the organization (Meyer & Allen, 1991). An organizational commitment is defined as an emotional, moral, and rational phenomenon (Ahmad & Oranye, 2010). Goetz & Wald, (2022) found that high organizational commitment in a permanent organization (O.D.) leads to reduced employee ambition to work in a temporary organization (TO) and, therefore, a reduced desire to invest effort in TO. According to Idris & Manganaro, (2017), the extent to which individuals psychologically identify with their work organization. Doan et al., (2020) suggest organizational commitment is the strength of identity between individuals and organizations. this is a behavior that reflects employee loyalty to the organization and the next stage in which organizational members express their concern for the organization, its success, and its further development (Eliyana et al., 2019).

Over the last few decades, commitment has been defined and measured in various ways (Gupta, 2017). Meyer and Allen (1991) propose a leading model of organizational commitment that emphasizes affective commitment, continuance commitment, and normative commitment as three components, not three types of commitment. Every employee can feel all three aspects of their commitment. As Juaneda-Ayensa et al., (2017), the outcomes of multidimensional construction relationships that develop three types of organizational commitment links are affected or affective links as affective feelings or emotional links; fear or repressive links as feeling trapped; and normative links as feelings of obligation.

The importance of organizational commitment in the development of volunteer commitment and long-term retention has been highlighted (Stirling et al., 2011; Vecina et al., 2012), a positive influence and significant organizational commitment involve the three dimensions of improving employee performance (Al Zefeiti & Mohamad, 2017; Anggapradja & Wijaya, 2017; Rachman, 2017; Suwardi & Utomo, 2011; Jufrizen et al., 2018; Parveen, 2019; Suharto et

al., 2019). Although many studies have found that employee commitment leads to high work performance, some previous studies have found that work commitment or involvement has a limited effect on employee work performance (Klein, 2013). As a result, organizational commitment is defined as an employee's obligation to remain with the organization.

Based on previous research on the relationship between motivation and performance, the following hypotheses can be proposed in this study:

H3: Organizational commitment influences performance.

2.5. The Relationship Motivation and Performance as Mediated by Organizational Commitment

Motivation is defined as the force that drives employees to achieve their desired goals and objectives. Employees committed to their current position are much less likely to leave. Given the organization's increasingly competitive nature, employee commitment is increasingly important in retaining the best talent (Loor-Zambrano et al., 2022).

Employees who are directly motivated to work can improve their work performance. The quantity or quality of something produced or services provided by someone who works is referred to as performance (Luthans, 2015). Then, Robbins and Judge (2019) emphasize organizational employee performance by evaluating and measuring it using several indicators, including quality, quantity, timeliness, effectiveness, and work independence. This relates to the dedication of employees who believe they understand the organization for which they work. Several researchers, including Sulthan et al., (2019), Jufriadi et al. (2020), Jahid and Adnyana (2021), Astuti and Amalia (2021), and Rahmitasari et al. (2021), discussed the positive effect of motivation on improving employee performance through organizational commitment. Employees motivated in this way are committed to completing more work, and performance will eventually improve. Employee motivation not only helps them work well, but also helps them struggle to achieve their goals. Many studies to date have mentioned and demonstrated the interaction between organizational commitment and employee motivation to have effective power in improving organizational employee outcomes and performance. Motivation is both a goal and a means of assisting employees in completing their tasks effectively. A strong workforce implies that all employees understand and support the organization's values and goals. Based on a study of the relationship between motivation and performance with organizational commitment, the following hypothesis can be proposed in this study:

H4: Motivation influences performance through Organizational commitment.

Based on the investigation of the problems and hypotheses proposed in this study, we created a hypothetical conceptual framework model comprised of three variables, as illustrated in Figure 1 below.

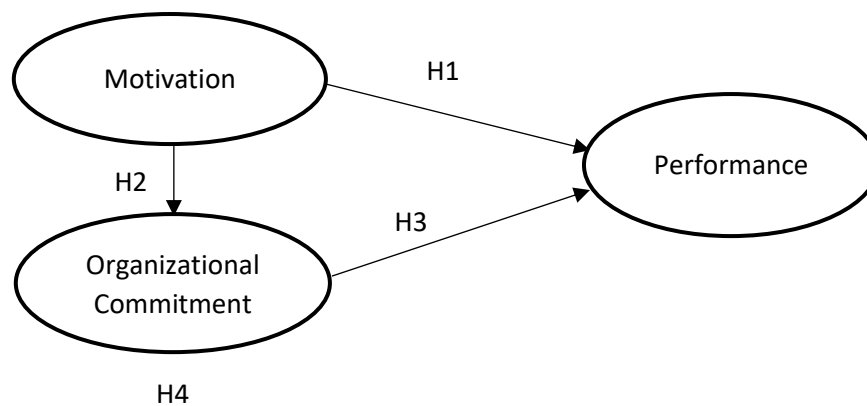


Figure 1. Hypothetical Model

3. Method

3.1. Design and Sampling Techniques

Based on the investigation of the problems and hypotheses proposed in this study, we modeled a hypothetical conceptual framework consisting of three variables, as illustrated in Figure 1 below. By using the explanatory method, this research design is used to understand the relationship between the construct of the effect of exogenous variables on endogenous variables. The population in this study was 189 employees of CV. Garuda Ata Nusantara Sidoarjo was chosen as the object of research by researchers because it relates to cases that occur in company employees. This indicates that researchers need to conduct further research, especially those related to motivational variables and organizational commitment, which play an important role in producing performance, but the results are less than optimal.

This study uses the probability sampling method because the technique is used to validate/make generalizations from the characteristics of the sample, which can represent the entire population. So the sample used is 160 respondents, based on the calculation of observation indicators ranging from 5 to 10 observations (Hair et al., 2012).

The questionnaires were distributed to respondents on November 8 - 30, 2021. This procedure received a 100% response rate (for 160 respondents), was explained, and voluntary participation was requested by providing (accident) free time to complete the questionnaire.

3.2. Variables and Operational Definitions as Variables

To classify the measurement of variables and operational definitions of variables can be shown in table I below:

Table I. Operational Definition of Variables

Variables Name	Operational Definition of Variables	Measurement Items	Source
Motivation	Employee work activities are carried out more enthusiastically, and employees are motivated to complete tasks to achieve company goals.	Biological and physiological: a. Rewards meet the needs of orangutans b. Clothing needs are met c. Board occupancy costs are met Sense of secure: a. Provision of facilities for work b. Guarantee of safety and health c. Guarantee for life Sense of belonging and love: a. Recognition of appreciation in work b. Rewards for achievements c. Awarding employee work honors for a period of 5 years/10 years Self-esteem: a. Colleague working relationship b. Colleague relations are harmonious c. Appreciate employee ideas Cognitive: a. Increase intelligence through knowledge and understanding b. How to gain experience c. Understand meaning and predictability Aesthetic: a. Have an appreciation for the environment b. Requires the image of something new c. Maintaining a balance related to environmental conditions Self-actualization: a. Have high dedication b. Able to improve work results c. Have no trouble getting the job done Transcendence: a. Realize the level of experience of his personality b. The level of confidence in carrying out their responsibilities c. Provide service to others	Rachman (2020)
Organizational Commitment	An employee's belief in action refers to a sense of responsibility towards the organization and feeling himself part of the organization.	Affective commitment: a. Feel part of the company b. Become a part of his life c. Providing facilities can give satisfaction Continuing commitment: a. The sense of belonging is very high b. Be a shared responsibility c. Maintain being an employee Normative commitment: a. Never been problem b. Desire for achievement	Juaneda-Ayensa et al., (2017)

		c. Work according to the procedure	
Performance	Employees' work achievement results from duties and responsibilities contributing to the company's goals.	Quality of work: a. Work results as specified b. Open to criticism of work c. Can solve problems at work Quantity of work: a. Focus on the work being done b. Don't mind working outside working hours c. Not taking into account the amount of work Punctuality of work: a. Produce work efficiently and effectively b. Work carried out according to work standards c. Able to set work priorities effectively Work efficiency: a. Prioritize important work b. Proactively seek new work arrangements c. Do an effective job Work independence: a. Able to make work decisions b. Can solve problems that arise c. High initiative without waiting for orders from superiors	Robbins and Judge (2019)

This study employs SEM analysis to validate the conceptual framework model. It developed from three research constructs by using as many as 16 observation indicators supported by as many as 48 questionnaire statements, then testing the validity and reliability with confirmatory factor analysis for the relationship between indicators and variables and hypothesis testing.

4. Results and Discussion

4.1. Description of Respondent Characteristics

The characteristics of the respondents in this study used 160 respondents, consisting of 117 male respondents, or 73%, and 43 female respondents, or 27%. It is hoped that the characteristics of these respondents can contribute to the company. Of course, they can provide valuable information to researchers based on their views through experience, abilities, knowledge, skills, creativity, behavior, and attitudes displayed.

4.2. Structural Equation Model Analysis

A statistical test is a research tool that uses measurement methods such as confirmatory factor analysis to reveal all items of each observed indicator (CFA). Furthermore, the measurements of Confirmatory Factor Analysis (CFA) for the construct are presented as follows. Factor confirmation measurement for the motivation, organizational commitment, and performance construct, covering eight indicator dimensions formed through the motivation, organizational commitment, and performance construct that can give meaning to the extracted indicators on the standard loading factor coefficient values, as presented in Table 2 below;

Table 2. Standardized Loading Factor on The Construct of Motivation, Organizational Commitment, and Performance

			Loading Factor	Description	Composite Reliability	Description
M1	←	Motivation	0.717	Valid	0.857	Reliable
M2	←	Motivation	0.810	Valid		
M3	←	Motivation	0.698	Valid		
M4	←	Motivation	0.745	Valid		
M5	←	Motivation	0.754	Valid		
M6	←	Motivation	0.662	Valid		
M7	←	Motivation	0.678	Valid		
M8	←	Motivation	0.671	Valid		
O.C. 9	←	Organizational_Commitment	0.803	Valid	0.571	Moderate

OC10	← Organizational_Commitment	0.743	Valid		
OC11	← Organizational_Commitment	0.740	Valid		
P12	← Performance	0.926	Valid	0.687	Moderate
P13	← Performance	0.841	Valid		
P14	← Performance	0.848	Valid		
P15	← Performance	0.872	Valid		
P16	← Performance	0.855	Valid		
Critical Value			≥ 0.60		> 0.80

Source: results from SEM data processing

Based on Table 2, the standard loading factor analyzed has a loading factor coefficient of 0.717; 0.810; 0.698; 0.745; 0.754; 0.662; 0.678; 0.671, which indicates greater than 0.60. This shows that the exogenous construct-forming indicators used are valid and significant. Furthermore, the analysis of composite reliability of 0.857, which is greater than 0.80, ensures that the overall motivational indicators match the accepted measurements. The results of the confirmatory factor analysis model described by the motivation for the eight indicators can build structural equation modeling in this study. This indicates that the theoretical concepts used in this study are accepted. Then, the standard loading factor analyzed has a loading factor coefficient of 0.803, 0.743, 0.740, which indicates greater than 0.60. This shows that the exogenous construct-forming indicators used are valid and declared significant.

Furthermore, the analysis of composite reliability of 0.571 is smaller than 0.80, but other measurements can still be used with the recommended variance extracted greater than 0.50 – 0.70. It means that the composite reliability of 0.571 is smaller than 0.80, so the indicator of overall organizational commitment is consistent with the measurement and is acceptable. The results of the confirmatory factor analysis model described by the organizational commitment for the three indicators formed the structural equation modeling in this study well, implying that the theoretical concepts used in this study were accepted.

Based on Table 2, the standard loading factor analyzed has a loading factor coefficient of 0.926; 0.841; 0.848; 0.872; 0.855, which indicates greater than 0.60. This shows that the exogenous construct-forming indicators used are valid and declared significant. Furthermore, the analysis of composite reliability of 0.687 is smaller than 0.80, but other measurements can still be used with the recommended variance extracted (VE) greater than 0.50 – 0.70. It means that the composite reliability of 0.687 is smaller than 0.80 so the overall performance indicators are consistent with the acceptable measurement. The results of the confirmatory factor analysis model described by the performance for the eight indicators formed the structural equation modeling in this well, implying that the t the theoretical concepts used in this study were accepted.

4.3. Evaluation of the Goodness of Fit Index

The structural relationship between the constructs was determined using structural equation modeling (SEM) analysis. The structural relationship between the constructs was tested for conformance with the Goodness of Fit Index. Figure 2 illustrates the results of the structural equation modeling analysis carried out in the first analysis of this study.

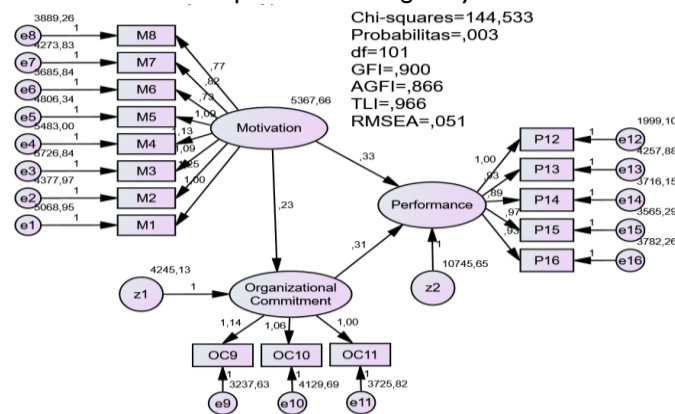


Figure 2. Analysis of Hypothetical Models

Table 3 shows the analysis of the results of the hypothetical model built from three constructs to be declared as a goodness of fit from Figure 2.

Table 3. Evaluation of Goodness of Fit

Goodness of Fit Indices	Result of Analisis	Cut-off Value	Evaluasi of Model
Chi-Square	144.533	It is expected that small	Less Good

CMIN/DF	1.431	≤ 2.00	Good
Significance Probability	0.003	≤ 0.05	Less Good
RMSEA	0.051	≤ 0.08	Good
GFI	0.900	≥ 0.90	Good
AGFI	0.866	≤ 0.90	Marginal
TLI	0.966	≥ 0.95	Good
CFI	0.972	≥ 0.95	Good
NFI	0.912	≥ 0.90	Good

Source: results from SEM data processing

The results of the goodness of fit index analysis are shown in Table 3. The structural model shows that the resulting data is appropriate and meets all the required criteria, except for the chi-square result, which is declared unfavorable because it has a coefficient of 144.533, greater than the required 3. The significance probability coefficient of 0.003 is smaller than 0.05. However, the model analysis results for re-specification and constraint creation are still included in the analysis of the proposed conceptual model. In addition, the expected value of the AGFI coefficient is met, but the result of the analysis is 0.866, which is lower than the specified 0.90. So that the magnitude of the influence of the number of research samples as a determinant of decision-making is declared marginal, but the analysis of the results is recommended, and consistent results are accepted because they are within the limit greater than 0.80. As a result, the structural model analyzed in this study has been accepted as far as this research uses explanatory variables. There is no difference between the sample covariance matrix and the population covariance matrix estimated in the data because the resulting analysis is still acceptable., as indicated by the coefficient value of the determinant of sample covariance. A matrix of 1.755 is greater than 0 (zero) so that the model used in this study can be accepted, and then it can be done to analyze the parameter estimate.

4.4 Hypothesis Testing and Discussion

Hypothesis testing the results of the research analyzed were used to examine the magnitude of the effect of exogenous constructs on endogenous constructs. This is evidenced by the probability coefficient value of the resulting C.R. test results, which must be less than 0.05. Furthermore, the results of the analysis are shown in Table 4 below.

Table 4. Standardized Regression Weights

			Estimate	S.E.	C.R.	P
Organizational Commitment	←	Motivation	.247	.084	2.690	.007
Performance	←	Motivation	.217	.128	2.535	.011
Performance	←	Organizational Commitment	.192	.147	2.127	.033

Source: results from SEM data processing

Based on Table 4, there is a direct relationship between exogenous and endogenous variables, and the value of the regression weight coefficient of motivation affects employee performance which has an estimate of 0.217 with a probability of 0.011 or p less than 0.05; the results are positive and significant with the regression weights. The positive influence of employee motivation shows employees' spirit to carry out their duties and responsibilities for the work that has been done to meet organizational goals. The high motivation of employees to complete the work is very helpful in achieving organizational goals. This is also the strength of employees who have supported achieving the desired goals and objectives. However, the organization also understands the desire of those with high motivational power to improve their performance, such as the quality and number of results, proximity to work, punctuality in work, effectiveness, and independence. As stated by Asim, (2013), employees are more motivated, which increasingly impacts their performance. Employee motivation is the most important element for all organizations to achieve high achievement or performance, both public and private (Chintaloo & Mahadeo, 2013). This is identical to Shahzadi et al., (2014); Sufia et al., (2020); Sujjati et al., 2017). It, therefore, encourages organizations to understand the motivational needs of each employee in improving their performance. We believe that every employee has a strong motivation for mastery and curiosity within the individual employee which is expressed as intrinsic. However, they also need to strengthen extrinsic motivation associated with predictable performance achievement results. Thus, the company's goal is to ensure that intrinsic and extrinsic motivational instruments can be built on employees who contribute to increasing efficiency and quality of satisfactory work.

Table 4 shows a standardized regression weight analysis that has a direct relationship between exogenous and endogenous variables as explained that the value of the motivational regression weight coefficient has an effect on organizational commitment with an estimate of 0.247 with a probability of 0.007 or p less than 0.05; the result is positive and significant with regression weight. The positive influence of employee motivation indicates that encouragement strengthens them in carrying out their duties and responsibilities for the organization. The motivation of employees and the organization (company) is very important. Their relationships give strength and help employees in achieving desired

goals. The positive effect of employee motivation on organizational engagement automatically indicates the success of organizational commitment. This shows that strong employee motivation has a relationship with affective commitment, continuance commitment, and normative commitment. These findings complement the relationship of motivated employees with organizational commitment, an especially affective commitment that has the greatest influence because they are attached to the organization, feel they are part of the organization, they like the organization, and have a strong identity between them and the organization. as revealed by Meyer and Allen (1991) the three components of organizational commitment are used as a force in increasing employee motivation with the organization. The relationship between employee motivation and organizational commitment is the aspiration and willingness of employees to make a meaningful contribution to the company. These forces enable committed employees to act toward desired goals by increasing motivation. Other researchers have clarified the results of the positive influence of motivation on organizational commitment. Therefore, motivated employees can increase under organizational expectations. Some indicators do not support the achievement of high motivation, but still, they meet the needs and establish social life and a sense of comfort with the organization. The establishment of employees with organizational commitment is driven by increasing their motivation to complete tasks quickly, act and be independent in their jobs for themselves and the company.

Table 4 shows the standardized regression weight analysis, which has a direct relationship between exogenous and endogenous variables as explained that the value of the regression weight coefficient on organizational commitment affects employee performance which has an estimate of 0.192 with a probability of 0.033 or p less than 0.05; the results with the regression weights are positive and significant. The positive influence of organizational commitment indicates that there is strength from employees who integrate with the organization to improve their performance in meeting company goals. Employees' success in improving their performance cannot be separated from increased commitment to the company or organization. They are highly committed, set goals and values, and strongly desire to improve their results and performance. Increasing organizational commitment significantly increases organizational benefits, provides employees with a comfortable spirit and positive work attitude, and increases their engagement and dedication to improving their performance. The advantage for this company is in increasing organizational commitment by effectively paying attention to the life needs of employees, job desires, attitudes, and behavior, thereby improving their performance. Therefore, the research findings signal that organizational commitment as an employee's experience bond with the organization is committed to the organization brings values, beliefs, and awareness to improve their performance effectively and significantly through the quality and number of results, closeness at work, and productivity as revealed by Jufrizen et al. (2021) that every employee must commit within himself to improve performance and be able to achieve organizational goals. This positive and significant effect of organizational commitment on employee performance is identical to other researchers revealed by Adhan et al., (2020), Rembet et al. (2020), Nurluviyana and Sudarma (2020). The organizational commitment that plays an important role in improving employee results and performance is still a topic for several companies. Organizational commitment is a strong belief in employees for the goals and values of the organization. It is also significant because they can make commitments that have a significant impact on employee performance. In practice, good management results in an effective employee reward and commitment system, which enhances the performance of good employees.

Furthermore, the Standardized Indirect Effects analysis results from the Regression Weight analysis show a relationship between exogenous constructs, as shown in Table 5 below.

Table 5. Standardized Indirect Effects

Indirect effects	Motivation	Organizational Commitment	Performance
Organizational Commitment	.000	.000	.000
Performance	.047	.000	.000

Source: results from SEM data processing

Based on Table 5. it shows the analysis of standardized regression weights, which has a relationship between exogenous and endogenous variables. It is explained that motivation influences employee performance by partially mediating organizational commitment with an estimated weight value of 0.047. The positive influence of motivation of 0.047 (4.7%) on employee performance with partial mediation of organizational commitment can strengthen employee performance which is quite good in producing work. However, the indirect effect on employee performance depends on organizational commitment, which can motivate employees for organizational goals. Motivation helps employees to work well and supports the achievement of work results in achieving organizational goals and performance. So far, many researchers have mentioned and shown that employee performance can increase because of the interaction between employee motivation and organizational commitment. As revealed by researchers for example, Musydzulhak et al. (2016), Jufriidi et al. (2020), Jahid and Adnyana (2021), motivated employees have a positive influence on employee performance through organizational commitment. The author believes that an increase in employee motivation accompanies an increase in employee performance. Indirectly, employee engagement and employee loyalty affect their

performance through organizational commitment. Thus, it can be implied that employee motivation can improve their performance directly or indirectly through organizational commitment.

5. Conclusion

This paper aims to understand the activities of employees who perform their duties and responsibilities and ensure that their attitudes and behavior can improve their performance. This relates to motivation and organizational commitment as mediation to improve their performance. Both factors have an important role in the organization, and their expectations can meet organizational goals. This paper also aims to understand employees' work activities, which have been considered not optimal in improving their performance. In addition, there is a relationship between motivational factors, organizational commitment, and performance. Because their success depends on the level of productivity produced. Research has been supported by several theories and empirical, for example, Maslow's motivation theory developed by Rachman et al. (2020), organizational commitment from Meyer and Allen developed by Emma et al. (2017), and performance by Robbins and Judge (2019). At the same time, this research uses the explanatory method, takes a sample of 160 research respondents with a sampling technique using incidental samples for data information, and applies them to data collected from CV. Garuda Ata Nusantara in Sidoarjo (2021). Then the distribution method is through the distribution of questionnaires, which is done offline, meeting respondents directly with the guidance of the company's management. As the next step, the collected data is processed and analyzed through statistical tests using SEM analysis models and significance tests.

The findings of this study prove that motivation has a positive and significant effect on employee performance. The high motivation of employees to complete the work is very helpful in achieving organizational goals. This is also the strength of employees who have supported achieving the desired goals and objectives. Because the individual success of employees is motivated to master and curiosity as intrinsic, it is also necessary to strengthen extrinsic motivation related to predicted results for the achievement of their performance so that employees themselves can contribute to increasing efficiency and quality of satisfactory results. In addition, high employee motivation is also associated with organizational involvement, which automatically indicates the success of organizational commitment. This shows that strong employee motivation has a relationship with affective commitment, continuance commitment, and normative commitment. These findings complement the relationship between motivated employees with organizational commitment. This especially affective commitment has the greatest influence because they are attached to the organization, feel they are part of the organization, like the organization, and have a strong identity between them and the organization. Employees' success in improving their performance cannot be separated from increased commitment to the company or organization. They are highly committed, set goals and values, and strongly desire to improve their results and performance. Therefore, organizational commitment is an employee's experience of bonding with the organization is committed to the organization and bringing values, beliefs, and awareness to improve their performance effectively and significantly through the quality and number of results, closeness at work, and productivity. However, the indirect effect on employee performance depends on organizational commitment, which can affect employees and convince employees of organizational goals. Motivation helps employees to work well and supports the achievement of work results in achieving organizational goals and performance. So far, many researchers have mentioned and shown that employee performance can increase because of the interaction between employee motivation and organizational commitment (Cerasoli et al., 2014; Sani & Supriyanto, 2013; Klien et al., 2013; Kuhal, 2020; Jasin, 2022); Success in improving employee performance is accompanied by increased employee motivation, indirectly employee engagement and employee loyalty affect their performance through organizational commitment.

Finally, one of the main practical contributions of this case study is how to manage an organization towards employees who are committed to their performance tasks. This concerns the motivation that supports employee commitment to meeting organizational goals. The findings of this study indicate that motivated employees with higher affective commitment tend to stay with the company. Another finding from this study is that strong employee commitment, involvement, and loyalty in supporting the company is a priority. However, it is necessary to increase work performance despite limitations, while motivation that contributes to work results still includes organizational commitment as a mediator in achieving results. As a result, these findings have implications for the antecedent relationship (motivation, organizational commitment, and performance) because companies need motivated and loyal employees to commit to achieving high performance because motivation and commitment are necessary actions for success. And motivation and commitment are both necessary to meet company objectives. The best performance is needed to keep working for the organization in practical contribution. However, the motivation of strongly committed employees remains because they feel they want to. They feel they have to because the three dimensions of commitment (effective, sustainable, normative) have important consequences for individual task performance in organizations. Their views are somewhat different, but they still have the power to influence employee performance.

The practical implication is that employee success in meeting company goals is important because employee motivation for commitment can move actions toward high performance. Furthermore, our findings show that the strength of the relationship between motivation and commitment mediates in helping the company's needs and changing employee actions that are more profound in producing job performance for the company's goals.

As a result, improved employee performance cannot be separated from action, deep involvement, company loyalty, and a desire to work think, and instill confidence and values in the company. Research limitations/implication, this analysis is limited to three variables taken for research in 2021. We emphasize motivation, organizational commitment, and employee performance in this study because they adjust to the conditions in the environment of the objects we study. Previously, we saw that there were still employees' actions towards the work being carried out, which had not been able to fulfill the company's goals even though they had received direction from the company's leadership. Therefore, this is very interesting and needs to be done research and development on new findings. Therefore, further research with the same variables or analytical model would be better. If new researchers are researching motivation, organizational commitment, and performance, they must add other variables or develop a conceptual framework model by including references from previous research. For example, increased performance is related to commitment (Kuhail et al., 2020), motivation is related to organizational commitment (Loor-Zambrano et al., 2022), and high performance is related to organizational commitment (Alqudah et al., 2022). So that further research can strengthen aspects of motivation and organizational commitment and produce better performance appraisals by applying longitudinal analysis and allowing observations to develop matrix models over time.

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Author Contribution

Author 1: researcher, conceptualization, original draft writing, data curation, formal analysis, methodology, statistical data analysis and processing, review, editing and validation, internal presentation.

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Conflict of Interest

The author declares there is no conflict of interest

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