Determinants of Work Performance Through Organizational Commitment

Doa Jafar, Emi Wakhyuni

Abstract

Human resource management is a part of organizational management that focuses on the elements of human resources. HRM's task is to manage the human element well in order to obtain a workforce that is satisfied with their work. In organ izations, humans are one of the most important elements in an organization. Without the role of humans, even though the various factors needed are available, the organization will not run. Job Satisfaction has a positive and significant effect on Organizational Commitment with a value of 0.598 and a significant 0.000. Job Satisfaction has a positive and significant effect on Job Performance with a value of 0.517 and a significant 0.000. Organizational Commitment has a positive and insignificant effect on Job Performance with a value of 0.176 and a significant value of 0.057. Motivation has a positive and significant effect on Organizational Commitment with a value of 0.278 and a significant value of 0.035. Motivation has a positive and significant effect on work performance with a value of 0.274 and a significant value of 0.020. Job Satisfaction has a positive and insignificant effect on Job Performance through Organizational Commitment with a value of 0.105 and a significant value of 0.061. Motivation has a positive and insignificant effect on Job Performance through Organizational Commitment with a value of 0.049 and a significant value of 0.165, respectively.

Keywords: Motivation, Job Satisfaction, Organizational Commitment, Job Performance

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Background

Human resource management is part of organizational management. Which focus self on element source Power man. Job of HR is to manage element man in a way good so that obtained power work which satisfied will his/her job. In an organization, humans are one of the most important elements in an organization. Without role human though various factor which needed that has available, organization that no will walk. Because man is mover and determinant the course of organization. Therefore, the organization should provide positive direction to achieve 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 together, systematically, and planned. Work motivation can be said to be a driver or encouragement that can trigger the emergence of flavor Spirit and also capable change behavior in demand individual for going to on better things. Work motivation includes efforts to encourage or provide encouragement to employee at work. Work motivation employee can be sourced from within oneself somebody which often known with motivation internal and motivation external Which arises because of external influences to encourage someone to do something in accordance with the expected goals. Job satisfaction is a pleasant emotional state or general attitude towards the difference in rewards received and those that should be received. Job satisfaction is an important target in Human Resources (HR) management, because it will directly or indirectly affect work productivity. Ostroff states that organizations that have more satisfied employees tend to be more effective than organizations that have fewer satisfied employees. A employee will give service with full his heart to
organization it really depends on what is felt employees towards their work, coworkers, and supervisors.

Employee feelings and satisfaction influence the development of routine interaction patterns. Commitment organization is characteristic connection between individual with organization work, where individuals have self-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, so from there are many researchers who want to research about commitment organization. According to Hasibuan (2019), work performance is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time. While According to Bernardin and Russel (2017) work performance is the result of an employee's work during a certain period compared to various possibility, for example standard, target, or criteria other Which has determined in advance by the company and has been agreed upon together. So sincerity and employee skills in working on tasks that have been carried out will determine the work performance that will be produced.

Formulation Problem
1. Whether Motivation influential positive and significant to Commitment Organization at the Regional Civil Service Agency of Langkat Regency?
2. Whether Satisfaction Work influential positive and significant to Organizational Commitment to the Regional Civil Service Agency of Langkat Regency?
3. Does Motivation Have a Positive and Significant Influence on Achievement? Working at the Regional Civil Service Agency of Langkat Regency?

4. Does Job Satisfaction matter? positive and significant on Work Performance at the Regional Civil Service Agency of Langkat Regency?
5. Whether Commitment Organization influential positive and significant to Performance Working at the Regional Civil Service Agency of Langkat Regency?
6. Whether Motivation influential positive and significant to Performance Work through Organizational Commitment at the Regional Civil Service Agency of Langkat Regency?
7. Whether Satisfaction Work influential positive and significant to Performance Work through Organizational Commitment at the Regional Civil Service Agency of Langkat Regency?

Objective Study
1. For to know and analyze influence Motivation to Commitment Organization at the Regional Civil Service Agency of Langkat Regency.
2. For now, and analyze influence Satisfaction Work to Organizational Commitment to the Regional Civil Service Agency of Langkat Regency.
3. To determine and analyze the influence of Motivation on Work Performance at the Regional Civil Service Agency of Langkat Regency.
4. For now, and analyze influence Satisfaction Work to Performance Work at the Regional Civil Service Agency of Langkat Regency.
5. To know and analyze the influence of Organizational Commitment on Work Performance at the Regional Civil Service Agency of Langkat Regency.
6. For to know and analyze influence Motivation to Performance Work through Organizational Commitment at the Regional Civil Service Agency of Langkat Regency.
7. For now, and analyze influence Satisfaction Work to Performance Work through Organizational Commitment at the Regional Civil Service Agency of Langkat Regency.

Performance Work

According to Wakhyuni E & Dalimunthe (2020). Achievements Work is results work achieved by employees in a certain time is appropriate with duties and responsibilities. Mangkunegara (2017) work performance is the term performance comes from *Job Performance or Actual Performance* (work performance or actual achievement achieved by someone). Sunyoto in The Hasibuan (2016) achievements Work is a results the work that achieved someone in carrying out the work assigned to him. An employee successfully achieves or exceeds the target of the work given to him by the company.

Indicator Performance Work

The Mangkunegaran (2017) *indicator* from performance Work is:
1. Quantity Work The amount results Work Which in accordance with the time Which There is, which what is important to pay attention to is not routine results but how quickly the work can be completed.
2. Work Quality The quality of work results based on established standards. Usually measured through accuracy, precision, skill, cleanliness of work results.
3. Cooperation The ability of an employee to participate and work together with other people in completing tasks.
4. Initiative Passionate or diligent in completing tasks, and the ability to make good decisions without prior guidance.

Determinants of Work Performance Through Organizational Commitment

Commitment Organization

According to Authority et al. (2019) commitment organizational viewed as a value orientation to organization which shows thinking individual and prioritize work and his organization. According to Trang et al. (2020) state that commitment organization is a feeling of recognition, loyalty, and involvement that is felt towards an organization or organizational unit.

Indicator Organizational Commitment

According to Authority et al. (2019) commitment organizational viewed as a value orientation to organization which shows thinking individual and prioritize work and organization. The following are the indicators in commitment organizational is as follows:
1. Commitment affective (*affective commitment*): related with connection emotional employees towards the organization.
2. Commitment sustainable (*continuance commitment*): related with awareness Employees will suffer losses if they leave the organization.
3. Commitment normative (*normative commitment*): describes feeling attachment to continue to be in the organization.

Motivation Understanding Motivation

According to Hafidzi et al (2019) motivation is the provision of driving force that creates excitement Work somebody so that they capable cooperate, Work effective, and integrity with all efforts to achieve satisfaction. Motivation is a fundamental thing that makes encouragement for someone to work. According to Sedarmayanti (2017) motivation is a force that drives someone to do an action. or No Which on in essence There is in a way internal and external positive or negative, motivation Work is a Which cause encouragement/spirit work/driver spirit at work.

Indicator Motivation

According to Hafidzi et al. (2019), work motivation indicators are:
1. Need Physique, need will facility support Which in can in place Work, for example, supporting facilities to facilitate the completion of tasks in the office.
2. The need for safety, these needs for safety include physical safety, stability, dependency, protection and freedom from threatening forces such as fear, anxiety, danger.
3. Need social, needs that must be met filled based on interest together in society, need the filled together, for example interaction Which Good between each other.
4. Need will award need will award on What is has achieved by a person, for example the need for status, glory, attention, reputation.
5. The need for motivation to achieve goals, the need for encouragement to achieve something desired, for example motivation from leadership.

Satisfaction Work

Generally, towards a person's work which shows the difference between the amount of rewards workers receive and the amount they believe they receive. they should receive (Afandi, 2021). Job satisfaction must be given attention in every organization because it can affect the company's achievements (Wakhyuni, 2020). According to Dewi and Harjoyo (2019) also said

that job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work and things related to physical and psychological factors.

Indicator Satisfaction Work

According to Afandi (2021), as for indicators satisfaction Work as following:

1. Jobs, content work Which implemented somebody can be factor satisfaction at work;
2. Wages, Amount the payment a person receives as a person results from do whether the work is in accordance with the needs that are felt to be fair;
3. Supervisor, Someone Which always give order or directions in carrying out its work; And
4. Colleague Work, Someone who always interact in implementation his work can make work enjoyable or unpleasant.

Framework Conceptual
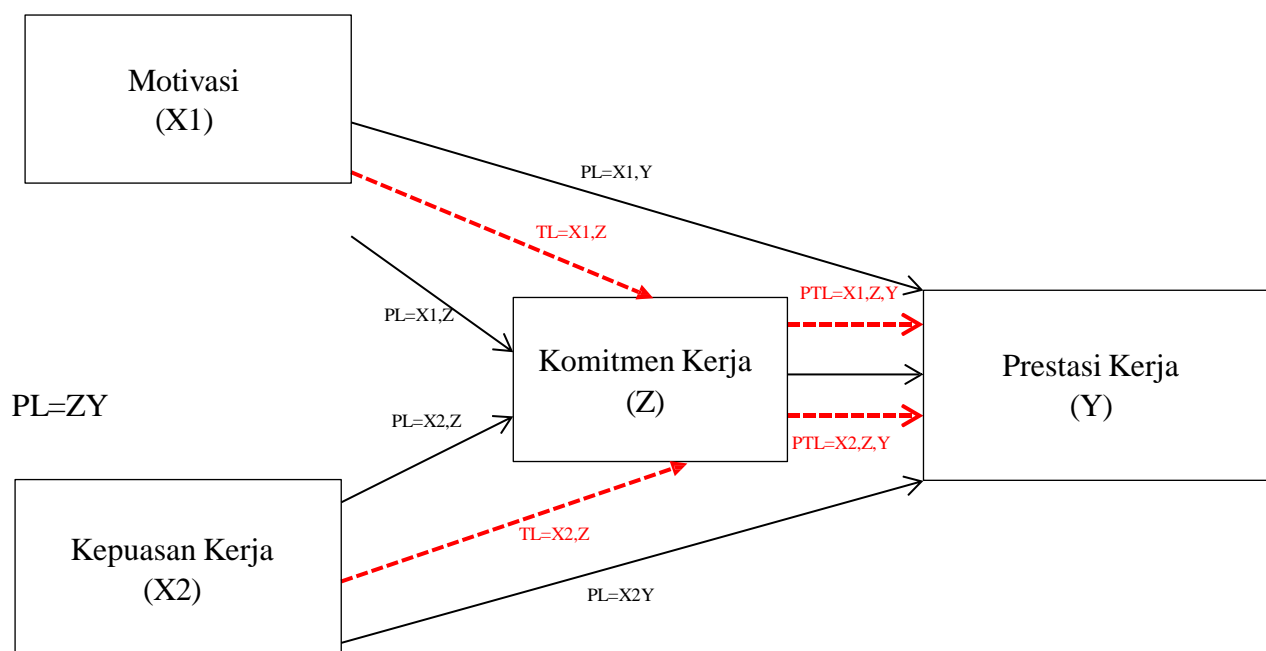
Picture 1 . Conceptual Framework

Source Data: Writer (2024)

Hypothesis

1. Motivation influential positive and significant to Commitment Organization at the Regional Civil Service Agency of Langkat Regency.
2. Satisfaction Work influential positive and significant to Commitment Organization at the Regional Civil Service Agency of Langkat Regency.
3. Motivation influential positive and significant to Performance Work on Body Regional Civil Service of Langkat Regency.
4. Satisfaction Work influential positive and significant to Performance Work at the Regional Civil Service Agency of Langkat Regency.
5. Commitment Influential organizations positive and significant towards Achievement Work at the Regional Civil Service Agency of Langkat Regency.

6. Motivation influential positive and significant to Performance Work through Organizational Commitment to the Regional Civil Service Agency of Langkat Regency.
7. Satisfaction Work influential positive and significant to Performance Work through the Work Organization Commitment at the Regional Civil Service Agency of Langkat Regency.

Method Study
Type Study
According to Sugiyono (2019) study quantitative interpreted as method study which is based on the philosophy of positivism, used to research on a certain population or sample, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing the established hypothesis. The type of research used is quantitative research.

Source Research Data
According to Sugiyono (2019) primary data is a data source that directly provides data to data collectors. The research data source used is a primary data source. Primary data collection techniques are obtained directly by filling out questionnaires.

Population and Population Sample
According to Sugiyono (2019) population is region generalization consisting of on: object / subject Which have quantity and characteristics certain Which set by researcher to be studied and Then withdrawn in conclusion. Population Which in use in study this is as big as 51 employees with 8 employees honorary 41 civil servants and 2 employee *customer service.*

Sample
According to Sugiyono (2019), a sample is part of the number and characteristics possessed by by population the. Sample study Which in use in study This is all the existing population, which is 51 employees and will be used as a sample. By using sampling technique saturated, that is, taking all the amount population for in make a sample.

Place and Time Study
This research was conducted at the beginning of August and it is estimated that this research will be completed in 3 months. This research was conducted at the Regional Civil Service Agency. Langkat Regency, Jl.Printis Kemerdekaan No. 5 Stabat, Langkat Regency, North Sumatra.

Collection Data
The way to collect data in this study is to distribute questionnaires to respondents. For in content. According to Sugiyono (2019), The questionnaire is technique data collection is done by giving a set of written questions or 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 group of people about social phenomena. The questionnaire that shared in study This that is with use Likert scale.

Method Processing Data
Processing data on study This use Software smartPLS SEM (*Partial) Least Square – Structural Equation Modeling*). PLS is able to explain the relationship between variables and is able to perform analyses in a single test. PLS is intended to assist researchers in verifying hypotheses and explaining whether or not there is a relationship between latent variables.

According to Ghozali (2016) the PLS approach can directly measure and characterize latent (unmeasured) variables through the use of indicators. Since this study is latent in nature that can be changed and quantified depending on the indicators, the author uses partial least squares, which allows for easy and precise analysis calculations.

Analysis Data Statistics

In analysis statistics data use method SEM PLS. Following technique PLS method analysis:

1. **Analysis outer model**

According to Husein (2015) outer model analysis is carried out to ensure that the measurement used is suitable for measurement (valid *and reliable)*. There are several calculations in this analysis:

a. *Convergent validity* is the value of factor loading on latent variables with their indicators. The expected value is > 0.7.

b. *Discriminant validity* is the cross-loading value of factors that is useful for determining whether a construct has discriminant Which adequate. The method with compare mark construct the target must be greater than the value of the other construct.

c. *Composite reliability* is measurement if mark reliability > 0.7 so mark The construct has a high reliability value.

d. *Average Variance Extracted* (AVE) is average Variants Which at least as big as 0.5.

e. *Cronbach alpha* is calculation For prove results composite reliability where the minimum value is 0.6.

2. **Analysis inner model**

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

3. **Testing hypothesis**

In his book, Husein (2015) hypothesis testing can be seen from the t-statistic value and probability value. For hypothesis testing, namely by using statistical values, then for alpha 5%- mark t-statistic Which used is 1.96. So that criteria reception or rejection hypothesis is Ha accepted and H0 in reject when t-statistic > 1.96. For reject or accept the hypothesis using probability then Ha is accepted if the p value < 0.05.

Results And Discussion
Analysis Outer Model

1. **Convergent Validity**

Convergent validity ensures that the indicators used to measure construct (variable latent) own connection Which Strong and in one direction. With say in other words, convergent validity ensures that the indicators used to measure the construct have a positive correlation and actually measure the same concept.

Convergent validity from measurement model with reflective indicator can be seen from the correlation between the item/indicator score and the construct score. Indicators that have an individual correlation value greater than 0.7 are considered valid, but in the development stage of research. Indicator values of 0.5 and 0.6 is still possible accept. Based on on The result for outer loading shows that there are indicators that have loading below 0.60 and are not

significant. The structural model in this study is shown in the following Figure:
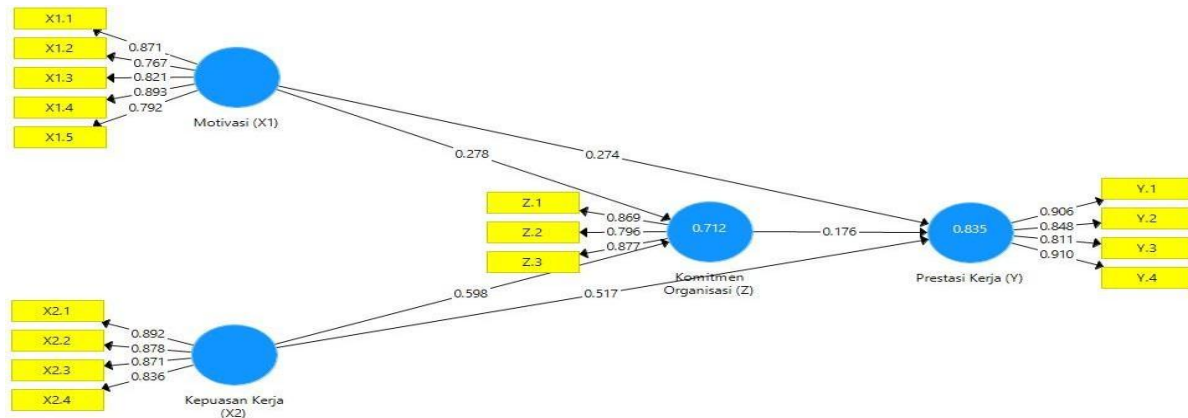
Picture 2. Outer Model

Source Data : Smart PLS3.3.3 (2024)

Output Smart PLS For loading factor give results on table following: Outer Loadings On study This There is equality and equality That consists of from two substructures for substructure 1

$Z = b1X1 + b2X2 + e1$ $Z = 0.278 + 0.598 + e1$

For substructure 2

$Y = b3X1 + b4X2 + b5Z + e2$ $Y = 0.274 + 0.517 + 0.176 + e2$

Table 1. Outer Loading

	Satisfaction Work (X2)	Commitment Organization (Z)	Motivation (X1)	Performance Work (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			
	Satisfaction Work (X2)	Commitment Organization (Z)	Motivation (X1)	Performance Work (Y)
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		

Source Data : In exercise Smart PLS3.3.3 (2024)

Based on study This there is outer loading every variable and the indicator there is value more big from 0.7 so that can in explain all indicator stated valid so that further research can be carried out to find out reliability as further research requirements.

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

Discriminant validity testing is testing discriminant validity, this test aims to... to determine whether a indicator reflective is good measurement for its construction is based on the principle that indicators are correlated tall to its construct. The table shows the cross loading results from the discriminant validity test as follows:

Table 2. Discriminant Validity

	Satisfaction Work (X2)	Commitment Organization (Z)	Motivation (X1)	Performance Work (Y)
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
	Satisfaction Work (X2)	Commitment Organization (Z)	Motivation (X1)	Performance Work (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

Source Data : In exercise Smart PLS3.3.3.(2024)

Based on this research can be see table in on that The cross loading of the variable is greater than the cross loading factor of the latent variable. For Job Satisfaction, it can be seen that the cross loading value loading factor greater than latent variables. For cross loading variables Organizational Commitment has a value that is greater than 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 Work Achievement cross loading variable, there is a cross loading value greater than the cross loading of other latent variables. This means that each variable is considered valid in a state of *discriminate validity.*

2. **Composite reliability**

Composite Reliability (CR) is a measure of reliability that shows the extent to which indicators used to measure a construct provide internally consistent results. It 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 the reliable value with *the composite reliability* of the indicator block that measures the construct. A construct value is said to be reliable if the *composite reliability value* in on 0.60. Besides see mark *composite reliability* mark reliable can seen on the value of the variable construct with *Cronbach's alpha* from the indicator block that measures the construct. A construct stated reliable if the *cronbachs value alpha* above 0.7. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the following table:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Satisfaction Work (X2)	0.892	0.925	0.756
Commitment Organization (Z)	0.805	0.885	0.719
Motivation (X1)	0.886	0.917	0.689
Performance Work (Y)	0.892	0.925	0.756

Source Data : In Exercise Smart PLS3.3.3(2024)

Can seen on table on mark cronbach alpha there is value in each variable is greater than 0.7, meaning that each variable is considered reliable because its value is greater from 0.7. For column reliability composite there is mark Which more big from 0.6 each variable so that in this research there is a value of reliability in each variable. In the AVE column, the value of each variable is greater than 0.7, which means that the value is valid in each variable.

Analysis Inner Model

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

Coefficient Determination (R2)

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

Table 4. Results R Square

	R Square	Adjusted R Square
Commitment Organization (Z)	0.712	0.700
Performance Work (Y)	0.835	0.825

Source Data: In Exercise Smart PLS3.3.3 (2024)

In the table 4 There is an R square value of organizational commitment variable of 0.712,

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

1. **Hypothesis Testing**

After evaluate inner model then things next evaluate connection between latent constructs as hypothesized in this study. Hypothesis testing in this study was conducted by looking at T-Statistics and P-Values. The hypothesis is declared accepted if mark *T-Statistics* > 1.96 And P-Values < 0.05. Following This is results *Path Direct influence coefficients* :

Table 5 . Path Coefficients (Direct Impact)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Satisfaction Work (X2) -> Commitment Organization (Z)	0.598	3,842	**0,000**	**Accepted**
Satisfaction Work (X2) -> Performance Work (Y)	0.517	4,259	**0,000**	**Accepted**
Organizational Commitment (Z) -> Performance Work (Y)	0.176	1,585	**0.057**	**Rejected**
Motivation (X1) -> Commitment Organization (Z)	0.278	1,817	**0.035**	**Accepted**
Motivation (X1) -> Performance Work (Y)	0.274	2,052	**0.020**	**Accepted**

Source Data : In Exercise Smart PLS3.3.3.(2024)

On table 5 there are results the hypothesis of this result will in explain by researchers, then from 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 significance of 0.000, meaning that if job satisfaction increases, organizational commitment will increase, conversely if it decreases, organizational commitment will decrease. Job satisfaction is proven to have a positive and significant effect on organizational commitment, with a coefficient of **0.598** and a significance level of **0.000.** This shows that satisfaction Work is factor key in increase loyalty and attachment employee to organization. By because of that, organization recommended to focus on strategies that can increase employee job satisfaction in order to strengthen their commitment to the organization.

2. Job Satisfaction has a positive and significant effect on Job Performance with a value of 0.517 And significant 0,000 meaning if satisfaction work increases then performance increases, conversely, if it decreases, then performance decreases. Job satisfaction is proven to have a positive and significant influence on work performance, with a coefficient of 0.517 and a level of significance 0,000. This confirm that increase satisfaction Work is one of the main strategies to encourage employees to achieve optimal performance. Organization recommended to focus on the rise satisfaction work through policy and programs that are relevant to employee needs and expectations.

3. Organizational Commitment has a positive and insignificant effect on Work Performance with a value of 0.176 and a significance of 0.057, meaning that commitment has little effect on work performance, only some have organizational commitment. Although the influence of commitment organization to performance Work No significant in a way statistics, direction positive relationship still shows the potential role of organizational commitment in improving employee performance. This requires further study to determine 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 significance of 0.035, meaning that if motivation increases, organizational commitment increases, conversely if it decreases, organizational commitment will decrease. Motivation is proven to have a positive and significant effect on organizational commitment, as indicated by the coefficient value of 0.278 and a significance of 0.035. This shows that increasing employee motivation can be an effective strategy to strengthen their commitment to the organization. Thus, organizations are advised to develop policies and programs that encourage employee motivation in a sustainable manner.

5. Organizational Commitment has a positive and insignificant effect on Work Performance with a value of 0.176 and a significance of 0.057, meaning that commitment has little effect on work performance, only some have organizational commitment. Although the influence of commitment organization to performance Work No significant in a way statistics, direction positive relationship still shows the potential role of organizational commitment in improving employee performance. This requires further study to determine 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 significance of 0.035, meaning that if motivation increases, organizational commitment increases, conversely if it decreases, organizational commitment will decrease. Motivation is proven to have a positive and significant effect on organizational commitment, as indicated by the coefficient value of 0.278 and a significance of 0.035. This shows that increasing employee motivation can be an effective strategy to strengthen their commitment to the organization. Thus, organizations are advised to develop policies and programs that encourage employee motivation in a sustainable manner.

7. Motivation has a positive effect and significant to Achievement Work with values 0.274 and significant 0.020 means that if good motivation increases then achievement will increase work will increase, conversely if it decreases then work performance will also decrease. Motivation has an influence positive and significant towards achievement work, as shown by the coefficient value of 0.274 and a significance level of 0.020. This shows that the increase motivation employee, Good through award, confession, or career development, can be a strategy effective to increase performance work. With Thus, organizations are advised to focus on programs that can increase employee motivation in a sustainable manner.

Table 6. Path Coefficients (Influence No. Direct)

	Sample Original (O)	T Statistics (| O/STDEV |)	P Values	Results
Satisfaction Work (X2) -> Commitment Organization (Z) -> Performance	0.105	1,547	**0.061**	**Rejected**

Work (Y)				
Motivation (X1) -> Commitment Organization (Z) -> Performance Work (Y)	0.049	0.975	**0.165**	**Rejected**

Source : In Exercise Smart PLS3.3.3 (2024)

On table 6 there are results influence No straight away will in explain as following:

1. Job Satisfaction has a positive and insignificant effect on Work Performance through Commitment Organization with mark 0.105 And significant 0.061 It means commitment organization is not variable intervening Because No capable influence in a way significant. Although job satisfaction has a positive influence on work performance through organizational commitment (coefficient 0.105), this relationship is not statistically significant (significance 0.061). This show that although There is potential relatedness, influence This No strong enough for concluded as connection Which real. By Because That, required steps strategic to strengthen commitment organization and further research is needed to determine other factors that influence this relationship.

2. Motivation influential positive and No significant to Performance Work through Organizational Commitment with a value of 0.049 and a significance of 0.165, meaning that organizational commitment is not an intervening variable because it is not able to influence significantly. Although there is a positive relationship between motivation and work performance through organizational commitment (coefficient 0.049), connection This No significant in a way statistics (significance 0.165). Matter 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 direct motivation and employee commitment to improve overall work performance.

Conclusion

1. Satisfaction Work influential positive and significant to Commitment Organization with a value of 0.598 and a significance of 0.000.
2. Satisfaction Work influential positive and significant to Performance Work with value 0.517 and significance 0.000.
3. Commitment Organization influential positive and not significant towards Achievement Work with a value of 0.176 and a significance of 0.057.
4. Motivation have a positive influence and significant to Organizational Commitment with a value of 0.278 and a significance of 0.035.
5. Motivation influential positive and significant to Performance Work with mark 0.274 and significant 0.020.
6. Satisfaction Work influential positive and No significant to Performance Work through Organizational Commitment with a value of 0.105 and a significance of 0.061.
7. Motivation influential positive and No significant to Performance Work through Organizational Commitment with a value of 0.049 and a significance of 0.165,

Suggestion

1. Leader Organization can improve satisfaction work by creating a comfortable, conducive working environment for employees, provide awards and recognition on achievement

employees, such as Bonus or Promotion, Career Development and Training for employees, as well as transparent and open two-way communication.

2. Organizational leaders can increase employee satisfaction work with giving Incentive or Bonuses for high-achieving employees, employee placement according to their competencies and expertise, and make sure employee own access to the facility tools and source Power the work that in need, and giving time Which flexible between work and employee's personal life

3. Organizational leaders can increase Organizational Commitment by strengthening employee pride in the organization, give awards to employees who show high loyalty to the organization, offer employees development paths clear career and opportunity promotion, as well as make sure rights employees are met such as salary, which is fair.

4. Organizational leaders can increase employee motivation by encouraging employees to feel proud of their work, provide structured career development offers such as training or program mentoring, give confession in a way public and also private on employee contributions and achievements.

5. Organizational leaders can increase employee satisfaction work with giving Incentive or Bonuses for high-achieving employees, employee placement according to their competencies and expertise, and make sure employee own access to the facility tools and source Power the work that in need, and giving time Which flexible between work and employee's personal life

6. Organizational leaders can improve work performance by strengthening employee pride in the organization, give awards to employees who show high loyalty to the organization, offer employees development paths clear career and opportunity promotion, as well as make sure rights employees are met such as salary, which is fair.

7. Organizational leaders can increase employee motivation by encouraging employees to feel proud of their work, provide structured career development offers such as training or program mentoring, give confession in a way public and also private on employee contributions and achievements.

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