

ANALYSIS OF THE INFLUENCE OF WORK MOTIVATION AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS INTERVENING VARIABLES (Case Study at Swasti Sari Cooperative Branch of Kefamenanu)

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ABSTRACT

This study aims to determine the partial effect of the variables Work Motivation (X1) and Job Satisfaction (X2) on Employee Performance (Y) and Organizational Commitment (X3) as intervening variables. The data used in this study are primary data obtained through questionnaires which were distributed to 32 respondents. The data analysis technique used is descriptive analysis and inferential analysis, namely Path Analysis with the help of SPSS 20.0 software with the following analysis results: There is a positive influence of work motivation (X1) on employee performance (Y) Kopdit Swasti Sari Kefamenanu Branch. This is evidenced by the calculated t value of 2.092, a significance value of 0.046 <0.05; and a regression coefficient of 0.280. There is an effect of job satisfaction (X2) on employee performance (Y) Kopdit Swasti Sari Kefamenanu Branch. This is evidenced by the calculated t value of 3.152, a significance value of 0.004 <0.05; and a regression coefficient of 0.489. There is no positive effect of organizational commitment on employee performance (Y) Kopdit Swasti Sari Kefamenanu Branch. This is evidenced by the calculated t value of 806 <1.669, a significance value of 0.427 > 0.05; and a regression coefficient of 0.130. There is a positive influence of work motivation (X1) on organizational commitment (X3). This is evidenced by the calculated t value of 2.187, a significance value of 0.037 <0.05. There is a positive effect of job satisfaction (X2) on organizational commitment (X3). This is evidenced by the calculated t value of 3.572, a significance value of 0.001 <0.05. Based on the results of the analysis using the path analysis tool, there is no positive effect of work motivation (X1) on employee performance (Y) with organizational commitment as an intervening variable. This is evidenced by the direct effect which is greater than the indirect effect, namely 0.389 > 0.049. There is no positive effect of job satisfaction (X2) on employee performance (Y) with organizational commitment (X3) as the intervening variable. This is evidenced by the direct effect which is greater than the indirect effect, namely 0.650 > 0.080

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1. INTRODUCTION

The important problem in the world of cooperatives is how the quality of the performance of its human resources will affect the quality of the performance of the cooperative itself. Employee performance is important for a cooperative because it is one of the keys to the success of employees in carrying out their duties and responsibilities. In order for management activities to run well, a cooperative management must also have employees who are highly knowledgeable and try to manage the cooperative as optimally as possible so that the performance of its employees increases.

At the Swasti Sari Kopdit Kefamenanu Branch, employee performance appraisal will be carried out once a year, namely at the end of the year. Employee performance will be assessed directly by superiors, namely the manager of the Swasti Sari Kopdit Kefamenanu Branch.

At the Swasti Sari Kopdit Kefamenanu Branch, giving motivation to employees is carried out every morning before serving in the form of lectures and through evaluation meetings every Friday every week, which aims to motivate employees with the principle that the institution grows because of Human Resources (HR) and also in the form of allowances for those who have reached SK-100, with all family

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members (husband/wife and children) included in the allowance list. As well as holiday leave permits for employees who excel and have reached SK-100. However, these policies are still lacking in spurring employee motivation.

Based on the problems that have been described, the authors are interested in conducting research with the title "Analysis of the Influence of Work Motivation and Job Satisfaction on Employee Performance with Organizational Commitment as Intervening Variables" (Case Study at Kopdit Swasti Sari, Kefamenanu Branch).

2. METHOD

This research was conducted at the Swasti Sari Kopdit Kefamenanu Branch, North Central Timor District. This research was conducted for one month from August to September 2021.

The population is a generalized area consisting of objects and subjects that have the quantity and characteristics determined by the researcher to study and draw conclusions (Sugiyono, 2017:61). The population taken in this study were all employees of the Kopdit Swasti Sari Kefamenanu Branch, totaling 32 employees. The sample is part of the number and characteristics possessed by the population and must be representative or representative (Sugiyono, 2017: 62). In this study, researchers used saturated sampling techniques or population studies. The sample in this study was 32 employees of the Kopdit Swasti Sari Branch of Kefamenanu which constituted a population of 32 employees.

Research Data.

1. Data Type.
 - a. Quantitative data.
 - b. Qualitative data.
2. Data Source.
 - a. Primary data.
 - b. Secondary Data.
3. Data Collection Techniques.
 - a. Observation.
 - b. Interview.
 - c. Questionnaire.
 - d. Documentation.

Research Variables.

1. Independent variable (independent variable).
 - a. Work motivation variable (X1)
 - b. Job Satisfaction Variable (X2)
2. Intermediary Variables (Intervening).
 - a. Organizational Commitment (X3)
3. Dependent Variable (Dependent).
 - a. Employee Performance (Y)

Research Instruments.

Research instruments are tools or facilities used by researchers in collecting research data so that their work becomes easier and better in the sense that it is more accurate, complete and systematic so that it is easier to process (Arikunto, 2002: 152).

Data Analysis Techniques.

The data analysis technique used in this research is path analysis.

1. Descriptive Analysis.
2. Inferential analysis.

3. RESULTS AND DISCUSSION

Results of Data Analysis.

Inferential Analysis Results.

Equation of Model I Relationship of Work Motivation (X1) and Job Satisfaction (X2) to Organizational Commitment (X3).

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Analysis of the relationship between work motivation (X1) and job satisfaction (X2) to organizational commitment (X3) uses inferential analysis to determine the path relationship between research variables. The results of data analysis from the first structural transaction can be seen in the SPSS Output table below:

Table 1. Path Coefficient of Relationship between Work Motivation and Job Satisfaction on Organizational Commitment

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
	X ₁	0,314	0,143		
X ₂	0,534	0,149	0,512	3,572	0,001

The magnitude of the path I coefficient values can be seen that the significance values of the two variables, namely X₁ = 0.037 and X₂ = 0.001, are smaller than 0.05. These results provide the conclusion that the Regression model I, namely the variables X₁ and X₂ have a significant effect on X₃.

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,678	0,460	0,422	2,104

Based on the results of the SPSS output above the tomb, a regression equation can be made from the first structural model as follows:

Form of Equation I :

$$X_3 = P31X_1 + P32X_2 + \varepsilon_{i1}$$

$$X_3 = 0,314 + 0,512 + 0,54 \varepsilon_{i1}$$

$$\text{Sig. (0,037) (0,001)}$$

The path coefficient value outside the model (zPz) is obtained from the calculation $zPz =$

$$\sqrt{1 - 0,460} = 0,540$$

The value of R Square is 0.460. This shows that the contribution of work motivation (X₁) and job satisfaction (X₂) to organizational commitment (X₃) is 46% while the remaining 54% is the contribution of other variables not included in this study. Meanwhile, the value of ε_{i1} can be found using the formula $\sqrt{1 - 0,460} = 0,540$.

DISCUSSION

A. Effect of Work Motivation (X1) on Employee Performance (Y)

Based on the results of work motivation path analysis (X₁) has a positive and significant effect on employee performance (Y) Kopdit Swasti Sari Kefamenanu Branch. Thus, the first hypothesis which states that Work Motivation (X₁) has a positive and significant effect on Employee Performance (Y) of the Swasti Sari Kopdit Kefamenanu Branch is acceptable. This shows that the more work motivation of employees increases, the results of employee performance will also increase.

Latief (2012) argues that with the formation of strong motivation, it can produce good results or performance as well as the quality of the work that has been done. This shows that any increase in motivation possessed by employees in carrying out work will provide an increase in their performance. Therefore, high work motivation is needed by organizations to improve the performance of their employees. Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a job. The results of this study support previous research conducted by Fidella (2014) which stated that work motivation has a positive and significant effect on employee performance.

Thus, the results of testing the hypothesis and explaining the theory above can strengthen the hypothesis which states that work motivation (X₁) has a positive and significant effect on employee performance (Y) of the Kefamenanu Branch of the Private Cooperative Cooperative.

B. Job Satisfaction (X2) on Employee Performance (Y)

From the results of path analysis, job satisfaction (X₂) has a positive and significant effect on employee performance (Y) Kopdit Swasti Sari Kefamenanu Branch. Thus, the second hypothesis which

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states Job Satisfaction (X2), has a positive and significant effect on Employee Performance (Y) of the Kopdit Swasti Sari Branch of Kefamenanu can be accepted. This shows that the increasing job satisfaction felt by employees, the resulting better and better quality employee performance

According to Martoyo (2000: 115) job satisfaction is basically a psychological aspect that reflects a person's feelings towards his work. He will be satisfied with the match between his abilities, skills and expectations with the job at hand. Based on the description above, it can be concluded that job satisfaction can affect employee performance.

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a job.

The results of this study support previous research conducted by Rosita (2016), which stated that job satisfaction has a positive and significant effect on employee performance.

Thus, the results of testing the hypothesis and explaining the theory above can strengthen the hypothesis which states that work motivation (X1) has a positive and significant effect on employee performance (Y) of the Kefamenanu Branch of the Private Cooperative Cooperative.

C. Effect of Organizational Commitment (X3) Employee Performance (Y)

From the analysis of organizational commitment path (X3) it has no significant effect on employee performance (Y). Thus, the third hypothesis which states that organizational commitment (X3) has a significant effect on employee performance (Y) at the Kopdit Swasti Sari Kefamenanu Branch is rejected. This is because high, low organizational commitment has no effect on employee performance.

According to Sopiah (2008: 155) organizational commitment is the desire of members of the organization to maintain membership in the organization and are willing to work hard for the achievement of organizational goals. Therefore, if an employee has the desire to maintain his membership in an organization, he must try hard to achieve organizational goals and perform well.

Employee performance is a result achieved by the employee in his work according to certain criteria that apply to a job.

The results of this study support previous research conducted by Destikarini, et al (2015) which stated that Organizational Commitment has no significant effect on Employee Performance.

Thus, based on the results of testing the hypothesis and the explanation of the theory above, it is not able to strengthen the hypothesis which states that organizational commitment (X3) has a positive and significant effect on employee performance (Y).

D. Effect of Work Motivation (X1) on Organizational Commitment (X3)

From the results of path analysis, Work Motivation (X1) has a positive and significant effect on Organizational Commitment (X3). Thus, the fourth hypothesis which states Work Motivation (X1), has a positive and significant effect on Organizational Commitment (X3) can be accepted. This means that the better employee motivation will certainly form a better organizational commitment.

According to Kaswan (2017: 837) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals.

According to Sopiah (2008: 155) organizational commitment is the desire of members of the organization to maintain membership in the organization and are willing to work hard for the achievement of organizational goals.

These results support previous research conducted by Ermawati (2014) which stated that work motivation has a positive and significant effect on organizational commitment. Research conducted by Devi (2009) states that work motivation has a positive and significant effect on organizational commitment. This means that the better the employee's work motivation will certainly form a better organizational commitment.

Thus, the results of testing the hypothesis and explaining the theory above can strengthen the hypothesis which states that work motivation (X1) has a positive and significant effect on organizational commitment (X3) of the Kefamenanu Branch of the Private Cooperative.

E. Effect of Job Satisfaction (X2) on Organizational Commitment (X3)

From the results of path analysis, Job Satisfaction (X2) has a positive and significant effect on Organizational Commitment (X3). Thus, the fifth hypothesis which states Job Satisfaction (X2), affects Organizational Commitment (X3) of the Swasti Sari Kopdit Kefamenanu Branch can be accepted. This

means that the better the job satisfaction felt by employees, the better organizational commitment can form.

According to Robbins (2003:78) job satisfaction is a general attitude towards one's work which shows the difference between the amount of rewards received by workers and the amount they believe they should receive.

According to Sopiah (2008: 155) organizational commitment is the desire of members of the organization to maintain membership in the organization and are willing to work hard for the achievement of organizational goals.

These results support previous research conducted by Can and Yasri (2013) stating that job satisfaction has a positive and significant effect on organizational commitment. This means that the creation of employee job satisfaction will strengthen organizational commitment.

Thus, the results of testing the hypothesis and explaining the theory above can strengthen the hypothesis which states that job satisfaction (X2) has a positive and significant effect on organizational commitment (X3) of the Kefamenanu Branch of the Private Cooperative Cooperative.

F. Effect of Work Motivation (X2) on Employee Performance (Y) with Organizational Commitment (X3) as an Intervening Variable

From the results of path analysis, it is known that the direct effect of work motivation (X1) on employee performance (Y) is 0.389 and the indirect effect of work motivation (X1) on employee performance (Y) with organizational commitment (X3) as an intervening variable is 0.049, so it can be concluded that the direct effect is greater than the indirect effect. Thus, the sixth hypothesis which states that Work Motivation (X1), affects Employee Performance (Y) with Organizational Commitment as an Intervening variable is rejected.

This happens because work motivation has a direct relationship to employee performance without organizational commitment as an intervening variable, because the greater work motivation received by employees, the employee performance will increase. So that organizational commitment is not able to mediate work motivation on employee performance.

The results of this study support previous research conducted by Hastuti (2018), which stated that work motivation has no significant effect on employee performance with organizational commitment as an intervening variable.

Thus, based on the results of testing the hypothesis and the explanation of the theory above, it is not able to strengthen the hypothesis which states that work motivation (X1) can have a positive and significant effect on employee performance (Y) with organizational commitment as an intervening variable (X3).

G. Effect of Job Satisfaction (X2) on Employee Performance (Y) with Organizational Commitment (X3) as an Intervening variable

From the results of the path analysis it is known that the direct effect of Job Satisfaction (X2) on Employee Performance (Y) is 0.650 and the effect of Organizational Commitment as an Intervening variable is 0.080. Because the results of path analysis show that the direct effect of job satisfaction on employee performance is greater, namely 0.650, and the indirect effect of work motivation (X1) on employee performance (Y) with organizational commitment (X3) as an intervening variable is equal to 0.080, so it can be concluded that the direct effect greater than the indirect effect. Thus, the seventh hypothesis which states Job Satisfaction (X2), affects Employee Performance (Y) with Organizational Commitment (X3) as an Intervening variable is rejected.

This happens because job satisfaction has a direct relationship to employee performance without organizational commitment as an intervening variable, because the greater the job satisfaction felt by employees, the higher employee performance will be. So that organizational commitment is not able to mediate work motivation on employee performance.

The results of this study support previous research conducted by Destikarini, et al (2015), which stated that job satisfaction has no significant effect on employee performance with organizational commitment as an intervening variable as an intervening variable being rejected.

Thus, based on the results of testing the hypothesis and the explanation of the theory above, it is not able to strengthen the hypothesis which states that job satisfaction (X1) can have a positive and significant effect on employee performance (Y) with organizational commitment as an intervening variable (X3).

4. CONCLUSION

Work motivation (X1) has a positive and significant effect on employee performance (Y) at the Swasti Sari Kopdit Kefamenanu Branch. This is evidenced by the regression coefficient which has a positive value of 0.340 with a significance level of $0.046 < 0.05$. Job satisfaction (X2) has a positive and significant effect on employee performance (Y) at the Kopdit Swasti Sari, Kefamenanu Branch. This is evidenced by the regression coefficient which has a positive value of 0.570 with a significance level of $0.004 < 0.05$. Organizational commitment (X3) has no positive and significant effect on employee performance (Y) at the Swasti Sari Kopdit Kefamenanu Branch. This is evidenced by the regression coefficient which is 0.157 with a significance level of $0.427 > 0.05$. Work motivation (X1) has a positive and significant effect on organizational commitment (X3) at the Swasti Sari Kopdit Kefamenanu Branch. This is evidenced by the regression coefficient which has a positive value of 0.314 with a significance level of $0.037 < 0.05$. Job satisfaction (X2) has a positive and significant effect on organizational commitment (X3) at the Swasti Sari Cooperative Branch of Kefamenanu. This is evidenced by the regression coefficient which has a positive value of 0.512 with a significance level of $0.001 < 0.05$.

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