

## **Organisational Commitment Influenced by Motivation and Training with Job Satisfaction and Performance as Mediator**

**Aris Budiono**

Prodi Manajemen, Universitas Asa Indonesia, Jakarta, Indonesia

Email: arisbudiono@asaindo.ac.id

### **Abstract**

*This research aims to analyse organisational commitment, which is influenced by motivation and training, with job satisfaction and performance as mediation. Research data was developed using a Likert scale. The research population was 210 employees. Using Morgan tables, research data was obtained for 156 respondents, including 20 people who were intended to test the validity and reliability of the measuring instrument. We use quantitative methods with multilevel linear regression. The IBM SPSS 24 statistical application was used for statistical calculations on the three substructures in the measurements. This research concludes: 1. The influence of organisational commitment can be directly influenced by motivation, performance and job satisfaction but is not influenced by the training received. Employee job satisfaction is influenced by motivation and training. Employee performance can be influenced by motivation and training. 2. The indirect effect on the organisational commitment variable is influenced by motivation both through job satisfaction and performance, and organisational commitment is not influenced by training through performance. Even so, performance can be a mediating variable between motivation and organisational commitment.*

**Keywords:** *Organisation Commitment, Job Satisfaction, Performance, Motivation, Training.*

### **Abstrak**

Penelitian ini bertujuan untuk menganalisis Komitmen Organisasional yang Dipengaruhi Motivasi dan Pelatihan dengan Kepuasan Kerja dan Kinerja sebagai Mediasinya. Data penelitian dikembangkan dengan menggunakan skala likert. Populasi penelitian sebanyak 210 orang karyawan, dengan menggunakan tabel Morgan diperoleh data penelitian sebanyak 156 responden, termasuk 20 orang yang dimaksudkan untuk menguji validitas dan reliabilitas alat ukur. Kami menggunakan metode kuantitatif dengan regresi linier berjenjang. Aplikasi statistik IBM SPSS 24 digunakan untuk perhitungan statistik pada tiga substruktur dalam pengukuran. Penelitian ini menyimpulkan: 1. Pengaruh langsung komitmen organisasi dapat dipengaruhi langsung oleh motivasi, kinerja, dan kepuasan kerja namun tidak dipengaruhi oleh pelatihan yang diterima. Kepuasan kerja karyawan dipengaruhi oleh motivasi dan pelatihan. Kinerja karyawan dapat dipengaruhi oleh motivasi dan pelatihan. 2. Pengaruh tidak langsung terhadap variabel komitmen organisasi dipengaruhi oleh motivasi baik melalui kepuasan kerja maupun kinerja, dan

komitmen organisasi tidak dipengaruhi oleh pelatihan melalui kinerja. Meski begitu, kinerja dapat menjadi variabel mediasi antara motivasi dan komitmen organisasi.

**Kata Kunci:** Komitmen Organisasi, Kepuasan Kerja, Prestasi Kerja, Motivasi, Pelatihan.

## 1. INTRODUCTION

The world community has gone through a pandemic with various impacts on our memories that we have never felt before (Hao et al., 2020). Pain, sadness, and fear plague us all, but we still have to live life as our collective responsibility. Things have changed from before, during, and after the pandemic. In the service industry that serves its customers, ranging from direct service without any restrictions with social conditions to benefits that can be carried out directly with various provisions that must be obeyed, employees must be able to adapt so that the company can return to normal. With a dynamic work and business environment, it is necessary to predict the capacity and ability of employees to manage changes and work dynamics. Adaptive ability is described as the ability of employees to adapt to their work environment (Tan & Antonio, 2022). Organisations face complex developments such as technology trends, COVID-19, globalisation, and fierce competition. Such rapid change requires organisations to manage employees effectively (Hassan, 2022). Its organisational and operational activities cannot be separated from the contribution of the human factor.

In this case, employees in a company are one of the investments that can develop the organisation following the goals of the organisation. However, few companies can operate normally, both in terms of technical and revenue, as before the pandemic. Companies need to think of various ways so that the company's condition can be like before the crisis occurred (Budiono, 2022). Organisations in the food and beverage service industry, such as Starbucks coffee in Indonesia, especially Region VII, also experience similar things. Management must detect new norms and trends related to new normal conditions by planning where energy should be directed to various changes (Alkadash & Alamarin, 2021). Environmental changes that occur within the company will have an impact on employee behavior in the organisation. Investigations into variables that may affect organisational commitment have not been analysed more adequately and will add references in human resource management (Nauman et al., 2021). Employee knowledge and skills can improve organisational commitment, performance, and job satisfaction (Pradhan et al., 2019). Increasing job satisfaction in an organisation has a very crucial role. Although challenging, efforts to build job satisfaction are significant because they can create comfort and increase employee innovation in their duties (Novita & Anjaningrum, 2023). Because change is happening so fast, management intervenes to ensure employees have effective performance while supporting them to grow and develop (Seema et al., 2021). Companies must accommodate employees' needs to adapt (Aboramadan et al., 2020). One of the things that can be provided is training that aims to deal with various changes so that they can maintain and even expect their performance to improve (Bieńkowska & Tworek, 2020). Trained employees are more satisfied than untrained employees (Nauman et al., 2021). In his research report, Kuswati (2020) Recommends that employees attend training programs so that employee capabilities can be improved. Some literature states that training plays an essential role in job satisfaction (Nauman et al., 2021), Performance (Chien et al., 2020), and organisational commitment (Indradewa & Randi, 2021).

In addition to improving the adaptability of employees to environmental changes, management must motivate employees so that they do not have to worry about company conditions. Employees are expected to be inspired to carry out their obligations. For

members of the organisation to work according to the organisation's goals, it is necessary to understand the motivations of members of the organisation. Some literature states that motivation plays an essential role in worker satisfaction (Sherly et al., 2021), Performance (Pratama et al., 2021), and organisational commitment (Petrova et al., 2020). Motivating employees is expected to maintain their performance so that employee job satisfaction increases so that the entry and exit of employees in the organisation can be suppressed in such a way. However, in some cases, employees with high motivation to develop, skills above the average employee, and good performance tend not to commit to the company for various reasons such as improving welfare, looking for challenges, differences of opinion, and so on, causing increased employee turnover. This research focuses on the efficiency and effectiveness of employee treatment in limited times by managing motivation and training, which is expected to increase worker satisfaction, performance, and organisational commitment so that organisations can adapt to fundamental and permanent post-pandemic changes.

## **2. LITELATUR REVIEW**

### **Organisational Commitment**

Organisational commitment can positively contribute to the company in managing its employees, and this is one factor that affects the company's success in facing environmental changes. Companies benefit from loyalty and better employee performance (Hendri, 2019). The loyal nature of the workforce to the organisation will be seen from the contribution it makes in the form of ideas and efforts with all its abilities. This performance improvement can expedite the organisation's efforts to achieve its goals (Indradewa & Randi, 2021). Commitment is shown in an attitude of acceptance, a strong belief in the values and objectives of the organisation, and a solid drive to maintain membership to achieve organisational goals. Organisational commitment can be said to be behavior that reflects members' loyalty to their organisation and is an ongoing process in which concern for their success and well-being is expressed in their behavior (Luthans, 2011a). The condition of the organisation's members reflects the wants, needs, and obligations to remain members with the following dimensions (Meyer & Allen, 1991): affective commitment, continuation commitment, and normative commitment. Some literature also uses the same indicators in measuring organisational commitment, including affective dedication, continuity commitment, and normative commitment (Eliyana et al., 2019; Nurjanah et al., 2020; Pradhan et al., 2019; Seema et al., 2021).

H 1: Organisational commitment is influenced by motivation

H 2: Organisational commitment is influenced by training

H 3: Organisational commitment is influenced by job satisfaction

H 4: Organisational commitment is influenced by performance

H 5: Organisational commitment is influenced by motivation through job satisfaction

H 6: Organisational commitment is influenced by motivation through job satisfaction

H 7: Organisational commitment is influenced by training through job satisfaction

H 8: Organisational commitment is influenced by training through performance

### **Job Satisfaction**

Employee behavior: satisfaction, work behavior, and commitment will be seen from whatever is produced at work. Organisational commitment can be influenced, one of which is satisfaction from the impact of employee activities. Employee dissatisfaction with the organisation can impact employees' desire not to try their best to complete their tasks (Nurdiansyah et al., 2020). A high level of employee satisfaction will cause positive feelings about their work and vice versa (Robbins & Judge, 2013). Employees in the

organisation experience negative things that can harm employees, triggering low satisfaction and psychological stress (Dessler, 2013). A mix of supportive and innovative cultures and leadership styles positively affects job satisfaction. In addition, certain types of culture and leadership styles significantly impact employee commitment to the organisation (Al Hashmi & Cooling, 2018). Some factors that can affect employee job satisfaction (Robbins & Judge, 2013) are the job itself, Salary/Wage, Promotion, Supervision, and Co-workers.

H<sub>9</sub>: Job satisfaction is influenced by motivation

H<sub>10</sub>: Job satisfaction is affected by training

### **Performance**

The contribution of human resources will play a role in the organisation's success. They try to think of various actions that feel best for the company related to tight business competition (Mahmood et al., 2021). Employee performance is one of the key variables in developing company performance. Employee performance will continue to be improved according to the work standards set by the company to achieve the company's vision and mission. Performance is the total value an organisation assigns to behavior as a result that individuals show in a given period (Ramadhany et al., 2020). Achievement of a worker's work results by utilising the work environment's resources. With standards set by the organisation, such as achieving work results, Speed of workers, Cooperation, Initiative, and Goal Prioritisation. Performance will determine the quality, quantity, and work time set (Kuswati, 2020). The key to employee performance is three things of concern: all forms produced by employees. It can be goods and services based on predetermined work standards. Work behavior is as someone at work, such as not delaying or leaving work for tomorrow. Personal traits, innate as well as life and work experiences that an employee has will enable them to make decisions steadily and be ready to face all the risks that accompany them (Wirawan, 2015).

H<sub>11</sub>: Employee performance is influenced by motivation

H<sub>12</sub>: Employee performance is influenced by motivation

### **Motivation**

Motivation will underlie all human actions and behaviors to achieve their goals. One of the keys to understanding human behavior in the workplace is motivation. It is a prerequisite for work efficiency (Petrova et al., 2020). Few companies are not optimal in managing motivational factors/tools effectively and directing their employees to work well (Eroğlu & Kiray, 2020). Motivation is a process that explains how energy can be run to achieve its goals (Lolowang et al., 2019).

Motivation is a psychological process that can cause encouragement and provide direction and confidence in individual behavior. Motivation can give insight into the reasons for a person's behavior (Laras et al., 2021). Motivation is a process that explains individuals' intensity, direction, and perseverance in achieving goals. The three key indicators in our definition refer to arousal, guidance, and endurance (Robbins et al., 2013). A psychological process called motivation can be 1. influenced by internal factors such as the desire to live, belong, be respected, be recognised, and have power. 2. External factors include work environment, compensation, supervision, job security, status, responsibilities, and flexible regulations (Sutrisno, 2016).

### **Training**

Organisations will invest annually in the training sector, but not many organisations have programs that fit their goals effectively (Kraai & Mashau, 2020). The organisation

poured funds to equip its members with various trainings to improve their performance in the hope of facing competition and adapting to the environment's rapid changes and developments. The company's objectives in training include new knowledge, honing skills, improving skills, responsibility, obedience, confidence, a sense of belonging to the company, work motivation, loyalty, understanding the work environment, company culture, and other goals (Kasmir, 2019). Management activities to improve the competence of its employees can be carried out with a strategic tool called training (Kraai & Mashau, 2020). Training can be interpreted as providing understanding to new employees or those who already have the skills to do work according to their needs with several things that must be done: Preparing trainees, Presenting training materials Operations, Carrying out practices or trials, Following the results of the training program (Dessler, 2013). Training runs with indicators of the material provided, methods used, trainer abilities, and learning tools (Djastuti et al., 2020). Training is a systematic process of improving knowledge, skills, and behaviors to support the achievement of organisational goals. Mangkunegara (2017) Uncover the components of training and development: instructors, participants, training materials, training methods, and, of course, training objectives.

Figure 1: Framework



Source: Author (2023)

### 3. RESEARCH METHODS

Research methods are required in hypothesis testing. The author will use quantitative research methods to test the hypothesis in this section. This study used a survey method to collect research data.

#### Population and Sample

In January 2023, data collection was carried out for its employees at a company engaged in services called Starbucks Coffee Regional VII in Jakarta, Depok, Bogor, and South Tangerang, Indonesia. The population of the company is 210 employees. The number of respondents we used using Morgan's table was 156, including 20 people who intended to be tested for validity and reliability using probability sampling.

#### Research Instruments

We use the Likert scale to perform procedures for testing the validity and reliability of 5 instruments: Motivation, Training, Job Satisfaction, Performance, and Organizational Commitment.

#### Research Instruments

We use the Likert scale to perform procedures for testing the validity and reliability of 5 instruments: Motivation, Training, Job Satisfaction, Performance, and Organizational Commitment.

### Data Analysis Techniques

We used Path Analysis to answer the hypothesis in this study. We used IBM SPSS 26 statistical applications to test validity, reliability, classical assumptions, and direct influence. In the indirect influence test, we used the Sobel calculator to obtain an overview of the effect of motivation and training on organisational commitment, with job satisfaction and performance variables as mediating variables.

## 4. RESULTS OF RESEARCH AND DISCUSSION

### Test Validity

The results of the validity test were obtained from 20 respondents for 40 statements with five variables found that all information on Motivation ( $X_1$ ), Training ( $X_2$ ), Job Satisfaction ( $Y_1$ ), Performance ( $Y_2$ ), and Organizational Commitment ( $Y_3$ ). All statements have been declared valid because the calculated value is greater than r-table by 0.361 at a significant level of  $\alpha = 0.05$ .

### Reliability Test

Table 1 shows the reliability test results of all variables with Alpha coefficients above 0.700. It can be concluded that all variables in this study are reliable.

Table 1. Reliability Test Result

Variable	Alfa Cronbach	Result
Motivation	.979	Reliable
Training	.981	Reliable
Job Satisfaction	.983	Reliable
Performance	.973	Reliable
Organisational Commitment	.739	Reliable

Source: Author (2023)

### Test Classical Assumptions

Table 2. Classical Assumptions

<b>Substructure 1</b>			
	Multikolinearitas	Heteroskedastisitas	Normality
Motivation	1.604	No heteroscedasticity occurs	0.162
Training	1.604		
Dependent variable: Job Satisfaction			
<b>Substructure 2</b>			
	Multikolinearitas	Heteroskedastisitas	Normality
Motivation	1.604	No heteroscedasticity occurs	0.228
Training	1.604		
Dependent variable: Job Performance			
<b>Substructure 3</b>			
	Multikolinearitas	Heteroskedastisitas	Normality
Motivation	3.092	No heteroscedasticity occurs	0.221
Training	1.844		
Job Satisfaction	3.741		
Performance	2.670		

Variabel terikat: Komitmen Organisasi

Source: Author (2023)

Before testing the hypothesis, we assess all three substructures through classical assumption tests: the Multicollinearity, Heteroscedasticity, and Normality tests. The results are as follows: For the Multicollinearity test performed on all three substructures, the tolerance values ranged from 0.10 to 10, showing no correlation between independent variables. The Heteroscedasticity test indicates the absence of heteroscedasticity. In addition, the Normality Test shows compliance since the value of each subcomponent is above 0.05.

**Hypothesis Test**

The two exogenous variables in Figure 1 of the path diagram are motivation (X<sub>1</sub>) and training (X<sub>2</sub>). The endogenous variable is the organisational commitment variable (Y<sub>3</sub>), which has an antecedent variable (the preceding variable) called the intermediate variable, job satisfaction (Y<sub>1</sub>), and performance (Y<sub>2</sub>), each of which antecedent and endogenous must have residual value.

Table 3. Model 3 Substructure Overview

	Substructure 1	Substructure 2	Substructure 3
R	0,825	0,743	0,861
R <sup>2</sup>	0,680	0,552	0,742

Source: Author (2023)

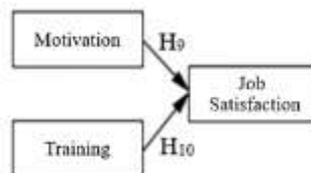
Table 4 Feasibility Test Model 3

	Substructure 1	Substructure 2	Substructure 3
F	141.463	81.962	94.055
	0.000	0.000	0.000

Source: Author (2023)

**Substructure 1: Analysis of Job Satisfaction Influenced by Motivation and Training**

Figure 2. Substructure 1



$$Y_1 = a + b_1 X_1 + b_2 X_2 + e_1 \dots \dots \dots (1)$$

Source: Author (2023)

In Table 3, R<sup>2</sup> in substructure 1 is 0.680. The value shows the effect of motivation and training on job satisfaction simultaneously with the coefficient of determination: K = R<sup>2</sup> x 100% = .680 x 100% = 68%, while the rest is caused by other variables by 32%. The feasibility of the regression model is explained in Table 4, where F<sub>calculate</sub> is 141.463 with a significance level of 5% = 0.000 < 0.05, meaning that there is a linear relationship between motivation and training on job satisfaction.

The partial effect of the independent variable (motivation and training) on the dependent variable (job satisfaction) will be explained in the test results of each variable with a t-test (table 5)

Table 5. Test t Substructure 1

Model	Unstandardised		Standardised	t	Sign
	B	Std. Error	Beta		
1 (Konstan)	4.159	2.560		1.624	.107
Motivasi	.562	.053	.653	10.511	.000
Pelatihan	.281	.072	.243	3.917	.000

Dependent Variable: Job Satisfaction

Source: Author (2023)

### Analysis of Job Satisfaction Influenced by Motivational Variables

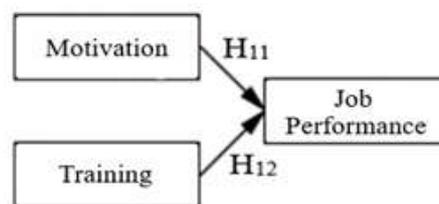
Table 5 obtained a t-count of 10.511 = t-count > t-table, which is 10.511 > 1.984, with a significance level of 5% = 0.000 < 0.05 means H<sub>9</sub> is accepted. Job satisfaction is significantly affected by motivation. It also happens in research reports that state job satisfaction is influenced by motivational variables (Saluy & Raharjo, 2021; Chandrawaty & Widodo, 2020; Subrahmanyam, 2017). Unusual conditions determined by local regulations must be obeyed. They can generate a force from within and outside a person to cause enthusiasm and obedience in facing and achieving something desired to form satisfaction after going through it.

### Analisis Kepuasan Kerja yang Dipengaruhi oleh Pelatihan

Table 5 obtained a t-count of 3.917 = t-count > t-table, 3.917 > 1.984, with a significance level of 5% = 0.000 < 0.05, meaning H<sub>10</sub> is accepted. Job satisfaction is significantly affected by training. It aligns with existing research reports (Huang, 2019; Nauman, 2021; Nurani, Noermijati, & Rofiaty, 2020). Training with indicators: training instructors with adequate skills, participants, training materials, training methods, and, of course, training objectives will produce abilities and quality of work that continue to grow so that job satisfaction always increases.

### Substructure 2: Performance Analysis Influenced by Motivation and Training

Figure 3. Substructure 2



$$Y_2 = a + b_1 X_1 + b_2 X_2 + e_2 \dots \dots (2)$$

Source: Author (2023)

In Table 3, R<sup>2</sup> in substructure 2 is 0.552. The value shows the effect of motivation and training on performance simultaneously with the coefficient of determination: K = R<sup>2</sup> x 100% = .552 x 100% = 52.2%, while other variables of 47.8% cause the rest. The feasibility of the regression model is explained in Table 4, where F<sub>calculate</sub> is 81.962 with a significance level of 5% = 0.000 < 0.05, meaning that there is a linear relationship between motivation and training on performance.

The partial effect of the independent variable (motivation and training) on the dependent variable (performance) will be explained in the test results of each variable with a t-test (table 6).

Table 6. Substructure t-test 2

Model	Unstandardised		Standardised	t	Sign..
	B	Standar Error	Beta		
1 (Konstan)	6.918	1.655		4.181	.000
Motivation	.260	.035	.554	7.540	.000
Training	.164	.046	.260	3.542	.001

Dependent Variable: Job Performance

Source: Author (2023)

### Performance Analysis Influenced by Motivational Variables

Table 6 obtained a tcount of 7.540= t-count>t-table 7.540>1.984, with a significance level of 5%= 0.000<0.05, means H<sub>11</sub> accepted. Performance is significantly affected by motivation. It also happens in research reports that state that job satisfaction is influenced by motivational variables (Pratama et al., 2021; Chien et al., 2020; Nur & Widhi, 2019;). Motivation is one of the determining factors for individual achievement in organisations. The impact of motivation is manifested in morale to increase productivity so that it becomes a superior actor in achieving organisational goals.

### Performance Analysis Influenced by Training Variables

Table 6 obtained a t-count of 3.542= t-count>t-table, 3.542>1.984, with a significance level of 5% = 0.000<0.05, which means H<sub>12</sub> is accepted. Performance is greatly influenced by training. It aligns with existing research reports (Mehale, Govender, & Mabaso, 2021; Nauman et al., 2021; Turay, Salamah, & Riani, 2019). Performance must be improved because it is crucial in implementing organisational strategies to achieve the business's strategic objectives by increasing the knowledge, skills, and ability to apply what it has just acquired in the work environment.

### Substructure 3: Analysis of Organisational Commitment Influenced by Motivation, Training, Job Satisfaction, and Performance Variables

Figure 4. Substructure 3



$$Y_3 = a + b_1 X_1 + b_2 X_2 + b_3 Y_1 + b_4 Y_2 + e_3 \dots\dots (3)$$

Source: Author (2023)

In Table 3,  $R^2$  in substructure 3 is 0.742. The value shows the effect of motivation, training, job satisfaction, and performance on organisational commitment simultaneously with the coefficient of determination:  $K = R^2 \times 100\% = .742 \times 100\% = 74.2\%$ . In comparison, the rest is caused by other variables by 25.8%. The feasibility of the regression model is described in Table 4, where F-counts 94.055 with a significance level of  $5\% = 0.000 < 0.05$ , meaning there is a linear relationship between motivation, training, job satisfaction, and performance to organisational commitment. The partial effect of the independent variable (motivation, training, job satisfaction, and performance) on the dependent variable (organisational commitment) will be explained in the test results of each variable with a t-test (table 7).

Table 7. Substructure t test 3

Model	Unstandardised		Standardised	t	Sign..
	B	Std. Error	Beta		
1 (Konstan)	.346	0,800		.432	.667
Motivation	.115	.022	.411	5.268	.000
Training	-.006	.023	-.017	-.281	.779
Job Satisfaction	.120	.028	.369	4.294	.000
Performance	.096	.043	.162	2.233	.027

Dependent Variable: Organisational Commitment

Source: Author (2023)

#### **Analysis of Organisational Commitment Influenced by Motivational Variables**

Table 7 obtained a t-count of  $5.268 = t\text{-count} > t\text{-table}$ ,  $5.268 > 1.984$ , with a significance level of  $5\% = 0.000 < 0.05$ , means  $H_1$  is accepted. Organisational commitment is significantly influenced by motivation. It aligns with previous research reports (Petrova et al., 2020). What happens to employee motivation and commitment to the organisation is one of the foundations for organisational efficiency and success. Lack of motivation towards company goals is one of the causes of increased staff turnover. It is one of the causes of investment in training, qualification, and human resource development in vain.

#### **Analysis of Organisational Commitment Influenced by Training Variables**

Table 7 obtained a t-count of  $(0.281) = t\text{-count} < t\text{-table}$ ,  $(0.281) < 1.984$ , with a significance level of  $5\% = 0.779 > 0.05$ , meaning that  $H_2$  is rejected. The organisational commitment of employees is not significantly affected by training. Improving knowledge skills can be done by providing training so that what is obtained from the training can be applied in the world of work. In some cases, those who are given training at some stage and are proficient in some aspects will be a stumbling block for the organisation in retaining its employees and even be a boon for companies that need skills at that advanced level.

#### **Analysis of Organisational Commitment Influenced by Job Satisfaction Variables**

Table 7 obtained a t-count of  $4.294 = t\text{-count} > t\text{-table}$ ,  $4.294 > 1.984$  with a significance level of  $5\% = 0.000 < 0.05$  means that  $H_3$  is accepted. Organisational commitment is significantly influenced by job satisfaction. It aligns with previous research reports (Paramita, Lumbanraja, & Absah, 2020; Rosas, Herrera, & Rodríguez-Fernández, 2021; Seema et al., 2021). Organisational commitment is a perceived level of identification, such as satisfaction or dissatisfaction with members of the organisation in which it works, which has implications for the entry and exit of employees.

**Analysis of Organisational Commitment Influenced by Performance Variables**

Table 7 obtained a t-count of  $2.233 = t\text{-count} > t\text{-table}$ ,  $2.233 > 1.984$ , with a significance level of  $5\% = 0.027 < 0.05$ , which means  $H_4$  is accepted. Organisational commitment is significantly affected by performance. In organisational behavior research, popular dependent variables are productivity, absenteeism, turnover, job satisfaction, and organisational commitment. Some literature reports that the relationship between performance and commitment is most substantial for new hires and will weaken for employees who are more experienced in performance. Employee loyalty to the organisation is determined by personal, organisational, and non-organisational, where employee commitment to the organisation has a stronger relationship with employee behavior: performance, absenteeism, and turnover.

**Indirect Influence**

Tabel 8. Hasil uji sobel

hipotesis 4					
		B	Std. Error	t-count	Sign.
$X_1 \longrightarrow$	$Y_1$	0.562	0.053	3.973	0.000
$Y_1 \longrightarrow$	$Y_3$	0.120	0.028		
hypothesis 5					
		B	Std. Error	t-count	Sign.
$X_1 \longrightarrow$	$Y_2$	0.260	0.035	2.138	0.032
$Y_2 \longrightarrow$	$Y_3$	0.096	0.043		
hypothesis 9					
		B	Std. Error	t-count	Sign.
$X_2 \longrightarrow$	$Y_1$	0,281	0.072	2.885	0.003
$Y_1 \longrightarrow$	$Y_3$	0,120	0.028		
hypothesis 10					
		B	Std. Error	t-count	Sign.
$X_2 \longrightarrow$	$Y_2$	0,164	0.046	1.892	0.058
$Y_2$	$Y_3$	0,096	0.043		

Sumber: Penulis (2023)

**Indirect Influences Between Exogenous Variables and Endogenous Variables are: Organisational Commitment is Influenced by Motivation Through Job Satisfaction**

The test results of the Sobel calculator show a t-count value of  $3.973 = t\text{-count} > t\text{-table}$ , which is  $3.973 > 1.984$ , with a significance level of  $5\% = 0.000 < 0.05$ , which means  $H_5$  is accepted. Thus, the fifth hypothesis is accepted. Motivation has a significant effect on organisational commitment through job satisfaction. Following the objectives of our research, which focus on the efficiency and effectiveness of employee services in a limited period by managing motivation in such a way as to suit the current situation and conditions, there is expected to be an increase in job satisfaction and organisational commitment together.

**Organisational Commitment is Influenced by Motivation Through Performance.**

The test result of the Sobel calculator shows a calculated value of  $2.138 = t\text{-count} > t\text{-table}$ ,  $2.138 > 1.984$ , with a significance level of  $5\% = 0.032 < 0.05$ , which means  $H_6$  is accepted. Motivation has a significant effect on organisational commitment through performance. It follows the purpose of our research, which emphasises the efficiency and

effectiveness of employee treatment in a limited time by managing motivation in such a way according to the current situation and conditions. There is expected to be an increase in organisational performance and commitment simultaneously.

#### **Organisational Commitment is Influenced by Training Through Job Satisfaction.**

The test result of the Sobel calculator shows a calculated value of  $2.885 = t\text{-count} > t\text{-table}$   $2.885 > 1.984$ , with a significance level of  $5\% = 0.003 < 0.05$ , which means  $H_7$  is accepted. Thus, the seventh hypothesis is accepted. Training has a significant effect on organisational commitment through job satisfaction. It follows the objectives of our research, which focus on the efficiency and effectiveness of employee treatment within a limited period by managing training in such a way as to suit the current situation and conditions. There is expected to be a simultaneous increase in job and organisational satisfaction commitment.

#### **Organisational Commitment is Influenced by Training Through Performance.**

The test result of the Sobel calculator shows a calculated value of  $1.892 = t\text{-count} > t\text{-table}$   $1.892 < 1.984$ , with a significance level of  $5\% = 0.058 > 0.05$ , which means  $H_8$  is rejected. Thus, the eighth hypothesis is rejected. Training does not affect organisational commitment through performance. In other words, training can affect organisational commitment directly without going through work performance.

### **5. CONCLUSION**

We return the focus of this research to the efficiency and effectiveness of treating employees in a limited time by managing motivation and training so that we can contribute theoretically and human resource management practices to improve job satisfaction, performance, and organisational commitment. Able to adapt to change. The study concluded: 1. The direct influence of organisational commitment can be directly influenced by motivation, performance, and job satisfaction but not by the training received. Employee job satisfaction is influenced by motivation and training. Employee performance can be affected by motivation and training. 2. Indirect influence on organisational commitment variables is influenced by motivation through both job satisfaction and performance, and organisational commitment is not influenced by training through performance. Even so, performance can mediate between organisational motivation and commitment. We can understand that, post-pandemic, a few organisations are in poor condition and may be weak. Even so, the organisation must rise even with its remaining energy, and operational efficiency and effectiveness must be improved to ensure productivity. Motivation variables are proven to be more dominant than training, and it is advisable to focus on increasing job satisfaction and performance so that good relationships can be established between employees and the company, which ultimately increases organisational commitment to employees to prevent employee turnover. To reach its original state, the organisation can measure other dependent variables related to organisational behavior. We are aware that this study only reveals a small part of what actually happened so that further research can be done with other variables such as work environment, conformity, obedience, and work involvement as an integral part of its influence on performance and, of course, with a larger population.

## 6. DAFTAR PUSTAKA

- Aboramadan, M., Albashiti, B., Alharazin, H., & Zaidoune, S. (2020). Organisational culture, innovation and performance: a study from a non-western context. *Journal of Management Development*, 39(4), 437–451. <https://doi.org/10.1108/JMD-06-2019-0253>
- Al Hashmi, W. S. G., & Cooling, R. (2018). Organisational Behaviour and Human Resource Management. In C. Machado & J. P. Davim (Eds.), *The 10 Step MBA for Safety and Health Practitioners*. Springer International Publishing. <https://doi.org/10.1007/978-3-319-66864-2>
- Alkadash, T., & Alamarin, F. (2021). An Integrative Conceptual Framework On Employee Performance During Covid-19 Pandemic For Bahrain SMEs. *Psychology and Education*, 58(2), 3812–3817. <https://doi.org/https://doi.org/10.17762/pae.v58i2.2644>
- Bieńkowska, A., & Tworek, K. (2020). Job Performance Model Based on Employees' Dynamic Capabilities (EDC). *Sustainability*, 12(6), 2250. <https://doi.org/10.3390/su12062250>
- Budiono, A. (2022). Employee performance analysis of Paul Bakery Restaurant in Jakarta during the COVID-19 pandemic by measuring leadership, motivation and compensation through job satisfaction. *Turyzm/Tourism*, 32(1), 141–157. <https://doi.org/10.18778/0867-5856.32.1.07>
- Chandrawaty, C., & Widodo, W. (2020). The Mediation Mechanism Effect of Self-Efficacy and Achievement Motivation on Job Satisfaction: The Personality Perspective. *Journal of Xi'an University of Architecture & Technology*, XII(V), 258–266. <https://doi.org/10.37896/jxat12.05/1426>
- Chien, G. C. L., Mao, I., Nergui, E., & Chang, W. (2020). The effect of work motivation on employee performance: Empirical evidence from 4-star hotels in Mongolia. *Journal of Human Resources in Hospitality & Tourism*, 19(4), 473–495. <https://doi.org/10.1080/15332845.2020.1763766>
- Dessler, G. (2013). *Human resource management* (S. Holle (ed.); 13th ed.). Prentice Hall.
- Djastuti, I., Mahfudz, M., Daryono, D., & Lestari, L. (2020). Effect of Training and Job Satisfaction on Employees Performance and Company Performance in Support to Achieve the Internationalization Model of SME's Competitive Advantage. *WSEAS Transactions on Business and Economics*, 17(31), 300–305. <https://doi.org/10.37394/23207.2020.17.31>
- Eliyana, A., Ma'arif, S., & Muzakki. (2019). Job satisfaction and organisational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iedeen.2019.05.001>
- Eroğlu, U., & Kiray, İ. (2020). A Field Study of the Effect of Motivation Factors on Performance of the Salesperson. *Contemporary Studies in Economic and Financial Analysis*, 104, 135–150. <https://doi.org/10.1108/s1569-375920200000104009>

- Hao, F., Xiao, Q., & Chon, K. (2020). COVID-19 and China's Hotel Industry: Impacts, a Disaster Management Framework, and Post-Pandemic Agenda. *International Journal of Hospitality Management*, 90(June), 102636. <https://doi.org/10.1016/j.ijhm.2020.102636>
- Hassan, Z. (2022). Employee retention through effective human resource management practices in Maldives: Mediation effects of compensation and rewards system. *Journal of Entrepreneurship, Management and Innovation*, 18(2), 137–173. <https://doi.org/10.7341/20221825>
- Hendri, M. I. (2019). The mediation effect of job satisfaction and organisational commitment on the organisational learning effect of the employee performance. *International Journal of Productivity and Performance Management*, 68(7), 1208–1234. <https://doi.org/10.1108/IJPPM-05-2018-0174>
- Huang, W. R. (2019). Job Training Satisfaction, Job Satisfaction, and Job Performance. *IntechOpen*, 11(tourism), 13. <https://doi.org/10.5772/intechopen.89117>
- Indradewa, R., & Randi, S. (2021). The Effects of Competence and Motivation on Performance Mediated by Organization Commitment (Case Study Indonesian Government Agencies). *International Journal of Research and Review*, 8(1), 77–89. <https://doi.org/10.52403/ijrr.20210110>
- Kasmir. (2019). *Manajemen Sumber Daya Manusia* (5th ed.). Rajawali Pres.
- Kraai, N., & Mashau, P. (2020). The influence of training content, learning and training transfer on training effectiveness: a case study of board members of non-profit organisations in Gauteng. *Entrepreneurship and Sustainability Issues*, 8(2), 947–959. [https://doi.org/10.9770/jesi.2020.8.2\(57\)](https://doi.org/10.9770/jesi.2020.8.2(57))
- Kuswati, Y. (2020). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002. <https://doi.org/10.33258/birci.v3i2.928>
- Laras, T., Jatmiko, B., Susanti, F. E., & Susiati. (2021). The Effect of Work Environment and Compensation on Work Motivation and Performance: A Case Study in Indonesia. *Journal of Asian Finance, Economics and Business*, 8(5), 1065–1077. <https://doi.org/10.13106/jafeb.2021.vol8.no5.1065>
- Lolowang, N. L., Troena, E. A., Djazuli, A., & Aisjah, S. (2019). The effect of leadership and organisational culture on employee performance that is educated by motivation (study on the implementation empowerment programs in Jayapura city). *Problems and Perspectives in Management*, 17(1), 268–277. [https://doi.org/10.21511/ppm.17\(1\).2019.23](https://doi.org/10.21511/ppm.17(1).2019.23)
- Luthans, F. (2011a). *Organisational behavior : an evidence-based approach*. McGraw-Hill Irwin.
- Luthans, F. (2011b). Organisational Behavior. In B. Gordon (Ed.), *Organisational Behavior* (12th ed.). McGraw-Hill.
- Mahmood, S., Hamid, K. bin A., & Badlishah, S. bin. (2021). The Effect of Human Resource Management Practices on Employee Performance. *Turkish Journal of Computer and Mathematics Education*, 12(3), 2900–2911.

<https://doi.org/https://doi.org/10.17762/turcomat.v12i3.1321>

- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan* (14th ed.). Remaja Rosdakarya.
- Mehale, K. D., Govender, C. M., & Mabaso, C. M. (2021). Maximising training evaluation for employee performance improvement. *SA Journal of Human Resource Management*, *19*, 1–11. <https://doi.org/10.4102/sajhrm.v19i0.1473>
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualisation of organisational commitment. *Human Resource Management Review*, *1*(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Nauman, S., Bhatti, S., Jalil, F., & Bint E Riaz, M. (2021). How training at work influences employees' job satisfaction: roles of affective commitment and job performance. *International Journal of Training Research*, *19*(1), 61–76. <https://doi.org/10.1080/14480220.2020.1864444>
- Novita, R. R., & Anjaningrum, W. D. (2023). Peran Mediasi Value Perceived by Employee dan Perceived HR Service Quality atas Pengaruh Harapan Karyawan terhadap Kepuasan Kerja Karyawan. *Ekonika : Jurnal Ekonomi Universitas Kadiri*, *8*(1), 24–41. <https://doi.org/10.30737/ekonika.v8i1.2984>
- Nur, I., & Widhi, L. (2019). The effect of leadership on job satisfaction, work motivation and performance of employees: Studies in AMIK Yapennas Kendari. *African Journal of Business Management*, *13*(14), 465–473. <https://doi.org/10.5897/AJBM2019.8794>
- Nurani, C. P., Noermijati, N., & Rofiaty, R. (2020). Impact of training on front liners performance. *International Journal of Research in Business and Social Science (2147- 4478)*, *9*(5), 172–178. <https://doi.org/10.20525/ijrbs.v9i5.841>
- Nurdiansyah, R., Mariam, S., Ameido, M. A., & Ramli, A. H. (2020). Work Motivation, Job Satisfaction and Employee Performance. *Business and Entrepreneurial Review*, *20*(2), 153. <https://doi.org/10.25105/ber.v20i2.8006>
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organisational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture. *Cogent Business and Management*, *7*(1). <https://doi.org/10.1080/23311975.2020.1793521>
- Paramita, E., Lumbanraja, P., & Absah, Y. (2020). The Influence of Organizational Culture and Organizational Commitment on Employee Performance and Job Satisfaction as a Moderating Variable at PT. Bank Mandiri (Persero), Tbk. *International Journal of Research and Review (Ijrrjournal.Com)*, *7*(March), 3. [https://www.ijrrjournal.com/IJRR\\_Vol.7\\_Issue.3\\_March2020/IJRR0037.pdf](https://www.ijrrjournal.com/IJRR_Vol.7_Issue.3_March2020/IJRR0037.pdf)
- Petrova, M., Koval, V., Tepavicharova, M., Zerkal, A., Radchenko, A., & Bondarchuk, N. (2020). The Interaction Between The Human Resources Motivation And The Commitment To The Organization. *Journal of Security and Sustainability Issues*, *9*(3), 897–907. [https://doi.org/10.9770/jssi.2020.9.3\(15\)](https://doi.org/10.9770/jssi.2020.9.3(15))
- Pradhan, R. K., Dash, S., & Jena, L. K. (2019). Do HR Practices Influence Job

Satisfaction? Examining the Mediating Role of Employee Engagement in Indian Public Sector Undertakings. *Global Business Review*, 20(1), 119–132. <https://doi.org/10.1177/0972150917713895>

Pratama, A., Syamsuddin, R. A., Ratnawati, W., Faisal, Rismanty, V. A., & Sunarsi, D. (2021). The Influence Of Transformational Leadership, Job Satisfaction, Motivation And Compensation On Mathematics School Teacher Performance. *Turkish Journal of Computer and Mathematics Education (TURCOMAT)*, 12(3), 3679–3684. <https://doi.org/10.17762/turcomat.v12i3.1649>

Ramadhany, S. R., Taba, M. I., & Umar, F. (2020). The Effect of Training and Job Satisfaction on Employee Engagement and Performance of Millennial Generation Employees of PT Midi Utama Indonesia Tbk in Makassar. *International Journal of Innovative Science and Research Technology*, 5(6), 566–571. <https://doi.org/10.38124/ijisrt20jun288>

Robbins, S. P., Decenzo, D. A., & Coulter, M. (2013). *Fundamentals of Management: Essentials Concepts and Applications (8th Edition)* (S. Yagan (ed.); 8th ed.). Pearson. [www.mymanagementlab.com](http://www.mymanagementlab.com)

Robbins, S. P., & Judge, T. A. (2013). *Organisational Behavior* (L. Paoli (ed.); 15th ed.). Edinburgh Gate Harlow, Pearson.

Rosas, C. de las H.-, Herrera, J., & Rodríguez-Fernández, M. (2021). Organisational commitment in healthcare systems: A bibliometric analysis. *International Journal of Environmental Research and Public Health*, 18(5), 1–21. <https://doi.org/10.3390/ijerph18052271>

Saluy, A. badawi, & Raharjo, S. (2021). Effect of Leadership , Work Motivation , and Compensation for Job Satisfaction at Work ( Case Study at PT . Agung Solusi Trans ). *Saudi Journal of Business and Management Studies*, 6(8), 317–326. <https://doi.org/10.36348/sjbms.2021.v06i08.005>

Seema, Choudhary, V., & Saini, G. (2021). Effect of Job Satisfaction on Moonlighting Intentions: Mediating Effect of Organizational Commitment. *European Research on Management and Business Economics*, 27(1), 100137. <https://doi.org/10.1016/j.iedeen.2020.100137>

Sherly, Lie, D., Candra, V., Siallagan, D. M., & Sudirman, A. (2021). Interpretation of the Effects of Job Satisfaction Mediation on the Effect of Principal Supervision and Compensation on Teacher Performance. *Journal of Educational Science and Technology (EST)*, 7(1), 105–116. <https://doi.org/10.26858/est.v7i1.19208>

Subrahmanyam, A. (2017). Relationship between service quality, satisfaction, motivation and loyalty: A multi-dimensional perspective. *Quality Assurance in Education*, 25(2), 171–188. <https://doi.org/10.1108/QAE-04-2013-0016>

Sutrisno, E. (2016). *Manajemen Sumber Daya Manusia* (Jeffrey (ed.); 8th ed.). Jakarta, Prenamedia Group.

Tan, R., & Antonio, F. (2022). New insights on employee adaptive performance during the COVID-19 pandemic: Empirical evidence from Indonesia. *Journal of Entrepreneurship, Management and Innovation*, 18(2), 175–206.

<https://doi.org/10.7341/20221826>

Turay, A. K., Salamah, S., & Riani, A. L. (2019). The Effect of Leadership Style, Self-Efficacy and Employee Training on Employee Performance at the Sierra Leone Airport Authority. *International Journal of Multicultural and Multireligious Understanding*, 6(2), 760. <https://doi.org/10.18415/ijmmu.v6i2.766>

Wirawan. (2015). *Evaluasi Kinerja Sumber Daya Manusia* (L. Alfiah (ed.); 1st ed.). Salemba empat.