



## The Influence of work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment Satisfaction as an Intervening Variable in PT. Asian Isuzu Casting Center

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**ABSTRACT.** In regarding with Asian Community, firm required to improves work performance of human resources. In PT. Asian Isuzu Casting Center, it is found that there is decreasing work performance. This study aims to analyze the influence of motivation, job satisfaction towards work performance with organizational commitment as variable intervening in PT. Asian Isuzu Casting Center. A model was designed work performance as endogenous variable, organizational commitment as intervening variable, and there are two exogenous. Variable, motivation and job satisfaction. The method of analysis data is using partial least with 178 samples from 518 populations. The result showed that direct effect of motivation and organizational commitment simultaneously are having significant and positive influence to work performance, meanwhile job performance having negative effect to performance. Organizational commitment was unsuccessful mediating motivation to work performance, meanwhile variable organizational commitment fully mediated job satisfaction affecting positive influence to work performance indirectly.

**Keyword:** Job Satisfaction, Motivation, Organizational Commitment, and Work Performance,

### I. INTRODUCTION

Measuring the success of an organization is based on the achievement of performance in accordance with a predetermined plan. The achievement of the performance shows the management system of the organization went so well that increasing the confidence of internal and external organization. Henle, Reeves, and Pitts (2010) states that the performance is not only seen as a liability for the employee but also as an asset for the organization can achieve its objectives. It is also consistent with the results of research that happens at the individual level of performance that has huge implications for the organizational level (Nurse, 2005).

According to Colquitt, Lepine and Wesson (2009), performance is a reflection of behaviors that contribute positively to the achievement of organizational goals. The definition of the performance described by Colquitt, Lepine and Wesson(2009) may imply that performance include positive attitudes and behaviors in looking at the work attitude of employees to perform work activities and appropriate quality targets set by the organization. From the opinion of two experts who have been described above is different from the research Dobre (2013) which states that the recognition and reciprocity performance of employees who are members of intrinsic motivation, is also important.

Many factors can affect the performance of an individual or employee. From several aspects that influence, there are three important aspects to be researched, namely, aspects of motivation, job satisfaction, and organizational commitment. These three aspects are considered important to investigate because there are inconsistencies research on the relationship these three variables with performance and not much research examining the relationship these three variables with performance.

Motivation is defined as a process in an individual or individuals to know the direction and purpose, persistent, and intense in achieving its objectives (Chan and Drasgow, 2001). Furthermore, Wibowo (2014)

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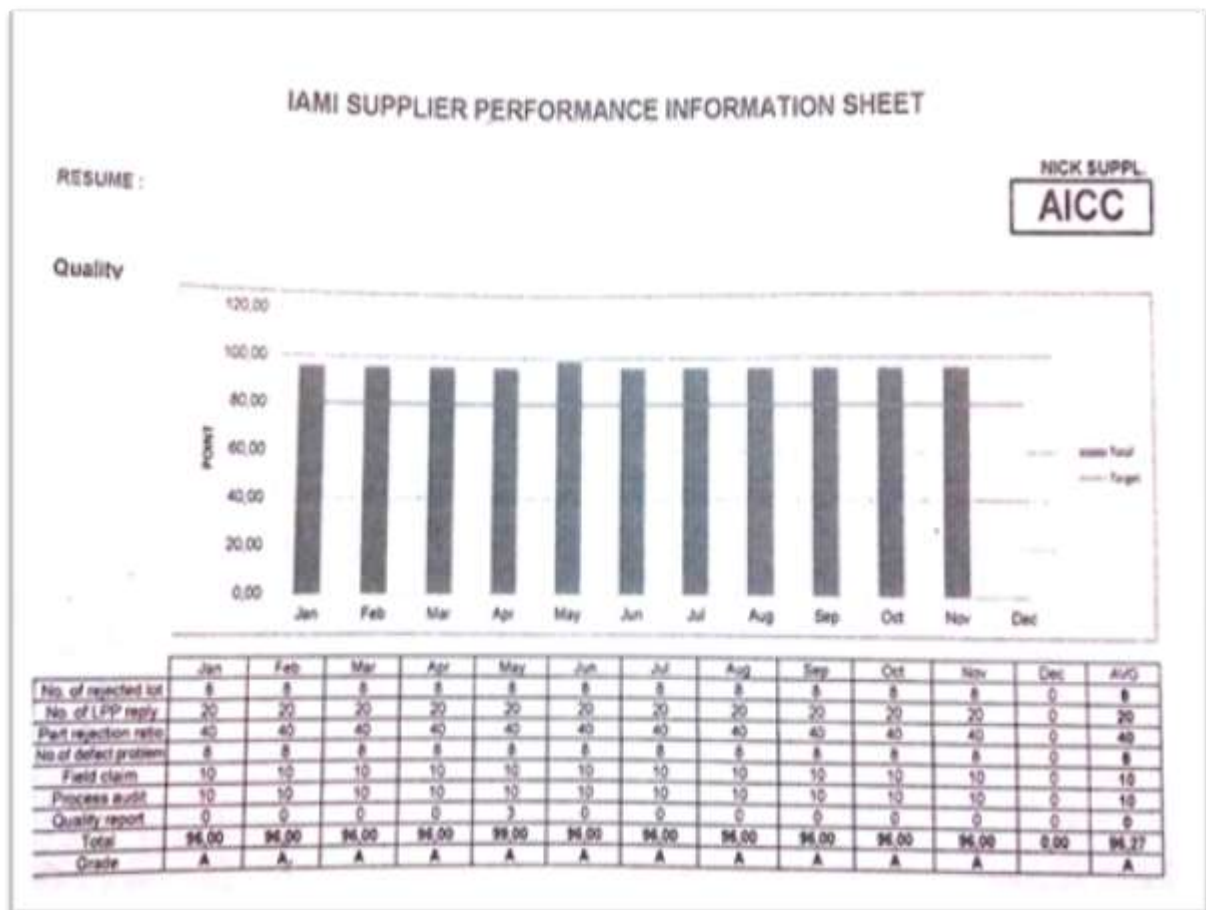
stated motivation is the impulses to act through a series of human behavior by considering the direction, intensity and persistence in achieving goals. Motivation and job satisfaction can foster the strengthening of the organization's commitment and the implications on performance. Besides motivation, job satisfaction, and organizational commitment can encourage awareness and positive working attitude in achieving performance.

Job satisfaction in an organization is a basic principle for an organization in achieving the goals and objectives of the organization. Low job satisfaction will have implications on performance. This is due to job satisfaction and performance are closely related and intertwined in determining the success and achievement of organizational goals (Colquitt, Lepine and Wesson, 2009).

According Wibowo (2014), organizational commitment is a feeling, an attitude, the behavior of individuals who identified themselves as part of the organization, involved in the activities of the organization, and be loyal to the organization in achieving organizational goals. Xu, et al. (2014) states that the positive effect on the motivation of the organization's commitment to improve performance. Contrary to research Tella, et al. (2007), who in his research stating that motivation negatively affect organizational commitment.

The location of this research conducted at PT. Asian Isuzu Casting Center (AICC), which is a Japanese foreign company engaged in the production of automotive casting and is in one of the industrial area Karawang.

The results of the survey report from an external supplier company in cooperation with PT. Asian Isuzu Casting Center (AICC) can be seen in the image below:



Source: Data Quality Assurance Dept. (2015)

Image 1. Supplier Performance Sales Domestic Product of PT. AICC

Image 1 displays the results of a survey that employee productivity on the handling of reject products for JBT Thailand Co. Ltd is unstable. Lowest productivity was 150 pcs on day 13, the average productivity of employees below the target every day. In addition, in Image 1 can be seen domestic consumers' assessment of the performance evaluation of supplier PT. AICC expanded in May 2015 with a value of 99 points, but in the

following month dropped by 96 points. This is because the quality reports decreased by 3 points in June 2015 to November 2015. This reflects that a decline in the performance of employees in the production area result in not achieving the target and the quality of the products of PT. AICC.

Results of pre-research on work motivation, job satisfaction, organizational commitment and performance can be displayed in Table 1 below:

**Table 1.**Data Pre-Research Factors Affecting Performance

Work Performance Factor	Results (in average)	Remarks
Employee Motivation	64.79%	Sedang
Job Satisfaction	58.13%	Sedang
Organizational Commitment	59.17%	Sedang

**Source:**Results of Data Analysis(2016)

Table 1 shows that the level of employee motivation, job satisfaction and organizational commitment is still relatively low. This category using three boxes with 6 range.

**This research was conducted with the aims:**

- 1) To analyze the influence of motivation to work on organizational commitment;
- 2) To analyze the effect of job satisfaction on organizational commitment;
- 3) To analyze the effect of motivation on performance;
- 4) To analyze the effect of job satisfaction on performance;
- 5) To analyze Organizational Commitment influence on the performance;
- 6) Motivation and job satisfaction have indirect influence on performance through organizational commitment;
- 7) Motivation and job satisfaction have a total effect on performance through organizational commitment.

**II. LITERATURE REVIEW**

Davoudi and Allahyari (2013) states that the performance involves an attitude of workers in accordance with the objectives of the organization. It can be interpreted that the resulting performance of the functions of a particular occupation or the result of an activity in a given period. Mathis and Jackson in Umam (2010) states the factors that affect the performance of individuals is the ability, motivation, support received, the existence of work they do, the relationship with the organization.

Pandey, Wright, and Moynihan (2008) also explains that the motivation given to employees will improve their performance in work. According to Broni (2012), extrinsic motivation are the salary and incentives become an important point in the relationship between motivation and performance.

Robbins and Judge (2007) states that a person's job satisfaction is an evaluation of both the cognitive, affective, and behavior on the job they have done as a feeling pleasant or positive emotional attitude of someone of the work they do. Zurnali (2010) suggested that the opinion of Allen and Meyer often used by researchers in the field of Science of Organizational Behavior and Psychology that organizational commitment are:

- 1) Affective commitment, A person's emotional involvement in the organization in the form of feelings of love in the organization.
- 2) Continuance commitment, a person's perception of the costs and risks by leaving the organization at this time. There are two aspects on the basis of commitment, namely: it involves personal sacrifice when leaving the organization and the lack of alternatives available to the person.
- 3) Normative commitment, a moral dimension that is based on a feeling of obligation and responsibility to the organization where he works.

Based on the descriptions of the previous and prior research and study of relevant theory, the relationship can be drawn the influence of motivation, job satisfaction on organizational commitment and performance. Kumar (2014) of research results, a partial no influence between motivation to organizational commitment. In the study, Azeem (2010) found that there is a positive effect of job satisfaction on organizational commitment. Dobre's study in 2013 found that motivation positive effect on performance. Job satisfaction has positive effect on job satisfaction (Robbins and Judge, 2007). Framework is displayed in Image 2.

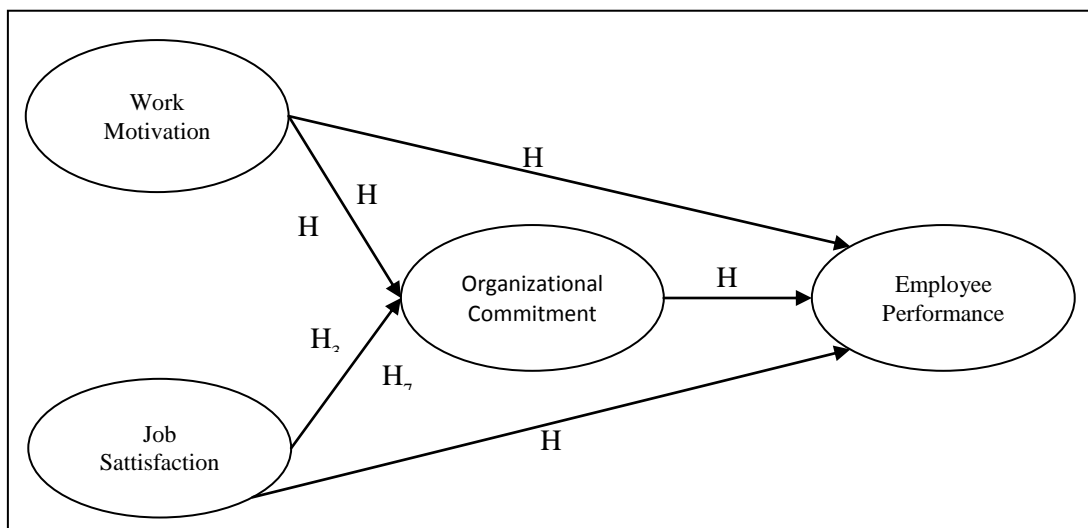


Image 2. Framework Research

Based on the framework that has been described, the hypotheses of this study as follows: 1) Motivation has an influence on organizational commitment, 2) Job satisfaction has influence on organizational commitment, 3) Motivation has an influence on the performance, 4) Job satisfaction has a positive influence on the performance, 5) commitments the organization has an influence on employee performance, 6) motivation and job satisfaction have indirect influence on performance through organizational commitment, 7) motivation and job satisfaction have a total effect on performance through organizational commitment.

### III. RESEARCH METHODS

The study design is a research Ex post facto by the data collection methods of researchers, according to the research topic. Methods of data collection is done by the non-probability sampling, ie using incidental sampling that gives freedom to the survey. The population scope of the research object was employees of PT. Asian Isuzu Casting Center (AICC).

Determination of the total population of 600 is obtained by using the model solvin (Djamil, 2015) with a confidence level of 5% in order to get out of a study population of 221 respondents. 221 respondents to be determined precisely in order to be extracted representative data.

Analysis of this research model using Path Analysis, which is the development of multiple regression. Path Analysis developed by Wright and Niel (Djamil, 2015) which analyzes the effect of direct and indirect as well as the total effect, while also analyzing the indicators to be able to test the validity and reliability with variable exogenous and variable endogenous (Ali and Limkrishna, 2013) the analysis tools software used Partial Least Square (PLS).

### IV. RESULT AND DISCUSSION

#### Outer Model Test

#### Validity Test

To measure the validity of the research instrument on the path analysis using Partial Least Square outer models can be evaluated as follows:

Table 2. Validity Outer Model Test 1

Measurement Model	Description	Result	Critical Value	Evaluation
<b>Covergent Validity</b>				
AVE	KK	0.557	> 0.5	Valid
	K	0.608	> 0.5	Valid
	KO	0.661	> 0.5	Valid
	MK	0.482	> 0.5	Invalid, can be retained
<b>Discriminant Validity</b>				
Cross Loading	K1	0.597	> other variables	Valid

	K2	0.784	>other variables	Valid
	K3	0.848	>other variables	Valid
	K4	0.862	>other variables	Valid

**Table 3.** Validity Outer Model Test 2

Measurement Model	Description	Result	Critical Value	Evaluation
	KK1	0.867	> other variables	Valid
	KK2	0.703	> other variables	Valid
	KK3	0.823	> other variables	Valid
	KK4	0.631	> other variables	Valid
	KK5	0.681	> other variables	Valid
	KO1	0.724	> other variables	Valid
	KO2	0.876	> other variables	Valid
	KO3	0.869	> other variables	Valid
	KO4	0.820	> other variables	Valid
	KO5	0.766	> other variables	Valid
	MK1	0.711	> other variables	Valid
	MK2	0.850	> other variables	Valid
	MK3	0.643	> other variables	Valid
	MK4	0.623	> other variables	Valid
	MK5	0.616	> other variables	Valid
Fornell-Larcker	K	0.746	> other variables	Valid
	KK	0.780	> other variables	Valid
	KO	0.813	> other variables	Valid
	MK	0.694	> other variables	Valid

Source: Analysis Data (2016)

Test the validity of table 3 it can be concluded that the instrument is valid even if the value AVE is less than 5, but can be retained.

**Reliability Test**

Furthermore, it can be done reliability testing research instrument to measure the extent and consistency of the questionnaire used for the study. Test the validity of the approach PLS consists of an internal test consistency, indicators of reliability in the following table:

**Table4.** Reliability Test of Outer Model

Measurement Model	Description	Result	Critical Value	Evaluation
<b>Indicator Reliability</b>	K1	0.597	> 0,5 - 0,7	Reliable
<i>Outer Loading</i>	K2	0.784	> 0,5 - 0,7	Reliable
	K3	0.848	> 0,5 - 0,7	Reliable
	K4	0.862	> 0,5 - 0,7	Reliable
	KK1	0.867	> 0,5 - 0,7	Reliable
	KK2	0.703	> 0,5 - 0,7	Reliable
	KK3	0.823	> 0,5 - 0,7	Reliable
	KK4	0.631	> 0,5 - 0,7	Reliable
<b>Indicator Reliability</b>	KK5	0.681	> 0,5 - 0,7	Reliable
<i>Outer Loading</i>	KO1	0.724	> 0,5 - 0,7	Reliable
	KO2	0.876	> 0,5 - 0,7	Reliable
	KO3	0.869	> 0,5 - 0,7	Reliable
	KO4	0.820	> 0,5 - 0,7	Reliable
	KO5	0.766	> 0,5 - 0,7	Reliable
	MK1	0.711	> 0,5 - 0,7	Reliable
	MK2	0.850	> 0,5 - 0,7	Reliable
	MK3	0.643	> 0,5 - 0,7	Reliable
	MK4	0.623	> 0,5 - 0,7	Reliable
	MK5	0.616	> 0,5 - 0,7	Reliable
<b>Internal Consistency Composit Reliability</b>	KK	0.861	> 0,6	Reliable
	K	0.859	> 0,6	Reliable
	KO	0.907	> 0,6	Reliable
<i>Cronbach's Alpha</i>	MK	0.821	> 0,6	Reliable
	KK	0.803	> 0,6	Reliable
	K	0.782	> 0,6	Reliable
	KO	0.871	> 0,6	Reliable
	MK	0.737	> 0,6	Reliable

Source: Analysis Data (2016)

From the above table both testing indicators of consistency and internal consistency test, questionnaire study can be declared as reliable.

### **Determination test**

Test determination aims to know how much endogenous variables able to be explained by exogenous variables. Coefficient determination test results in the table below:

**Table5.** R<sup>2</sup> of Endogenous Variables

<b>Endogenous Variable</b>	<b>R Square</b>
Organization Comitment	0.344
Performance	0.307

**Sumber:** Analysis Result(2016)

From table 5, the value of R square for the performance of employees is 0.307. This also imply that organizational commitment can be interpreted by the variable work motivation and job satisfaction for 0.344, or 34.4%, while employee performance variables able to be explained by the variable work motivation, job satisfaction and organizational commitment amounted to 30.7%. In addition, 69.3% of organizational commitment is influenced by other variables.

Other variables that influence the variable employee performance besides work motivation, job satisfaction and organizational commitment, based on the analysis of which this determination is, innovation leadership, organizational culture, work environment, competence, performance, career certainty, compensation and so forth.

Transformational Leadership and Organizational Culture has a positive and significant impact on the Innovation Leaders. Transformative leadership and cultural organization to develop properly in an institution or organization will provide a positive effect also for innovation leaders (Mukhtar, Risnita, Musfawi, AliHapzi, 2016).

Knowledge management and work commitment has a positive and significant impact on the service employee satisfaction either partially or simultaneously. Employee satisfaction can be increased through the service knowledge management and work commitment. The better the knowledge management and work commitment, it can also increase the satisfaction of service employees were expected (Mukhtar, Risnita, Saifillah, AliHapzi, 2016).

Organizational culture, organizational climate and leadership style has a positive and significant impact on organizational commitment, either partially or simultaneously and have a positive impact also on employee performance (Limakrisna, Zulkifli, AliHapzi, 2016).

Leaders, managers or staff in an organization or institution would be able to carry out its duties and functions effectively and efficiently if it is able to empower all the resources available. The available resources it is man, money, machine, method of Information Technology and other resources such as market and material (AliHapzi, 2009).

### **Predictive Relevance Test**

Having known the value of R Square, then performed a test predictive relevance or Q<sup>2</sup> to measure how well the observed values generated by the model and parameter estimation. Q-square value > 0 indicates the model has predictive relevance, otherwise if the Q-square < 0 indicates the model lacks predictive relevance. Q<sup>2</sup> can be calculated as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - R^2) (1 - R^2) \\ Q^2 &= 1 - (1 - 0.344) (1 - 0.307) \\ Q^2 &= 0,545 \end{aligned}$$

The above results indicate that the predictive relevance value is 0545. This value is > 0 that it can be interpreted that 54.5% of the variation in performance variables are described by the variables used in the model. While 45.5% are explained by other factors outside the model. By these results, it can be concluded that this model has predictive relevancevalue.

### **F Square**



Output Effect size presents the results f-square Effect size (Ghozali, 2011) which is calculated as the absolute value individual contribution of each latent variable predictor on the value of R-square latent variable criterion. Effect size is grouped into three categories: weak (0:02), medium (0:15) and strong (0.35) (Hair, et. al 2014). Value Effect size as follows:

**Table6.F Square Value**

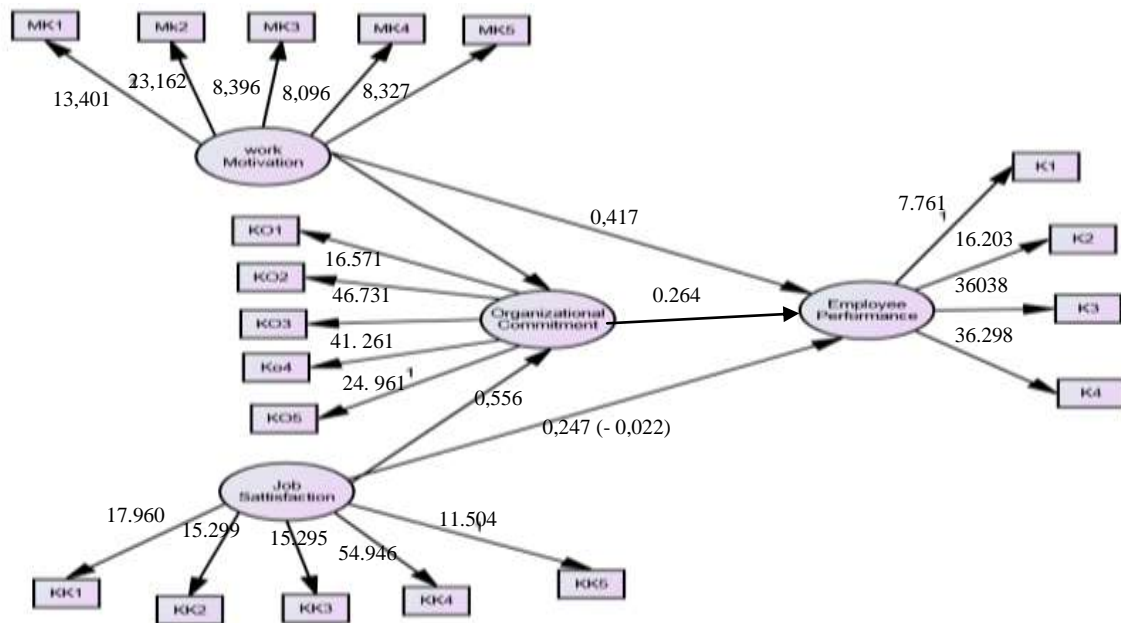
Variable	F-Square	Category
Job Satisfaction ->Employee Performance	0.000	Very Weak
Job Satisfaction ->Organizational Commitment	0.327	Strong
Organizational Commitment ->Employee Performance	0.066	Weak
Work Motivation ->Employee Performance	0.174	Medium
Work Motivation ->Organizational Commitment	0.003	Very Weak

Source:Analysis result(2016)

From Table 6 it can be concluded that the contribution of individual variables job satisfaction to the organizational commitment is the the strongest category while employee motivation to employee performance classified as medium. On the other hand, "organizational commitment" to employee performance relatively weak. In fact, the variable job satisfaction to the employee performance and variable work motivation to organizational commitment is classified as very weak.

**Hypothesis**

Latent variable models, indicators and mediating variables in the construct were tested. Rated significant level (p value) = 0.05, original sample of 178 respondents, df = 178-2 is 176. Thus, the standard for t-table is 1.97. Path analysis with bootstrapping approach can be seen in Image 3 and Table 7 below:



**Image3.Path Analysis withBoostrapping**

**Table7.Relations between Latent Variables**

VariabelLatent	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Remarks
Work Motivation -> Employee Performance	0.417	0.417	0.088	4.736	0.000	Acceptable, Significant
Job Satisfaction ->Employee Performance	-0.022	-0.016	0.101	0.214	0.831	Declined, Not Significant
Work Motivation ->Organizational Commitment	0.052	0.065	0.08	0.647	0.518	Declined, Not Significant

Job Satisfaction ->Organizational Commitment	0.556	0.552	0.07	7.947	0.000	Acceptable, Significant
Organizational Commitment ->Employee Performance	0.264	0.267	0.073	3.603	0.000	Acceptable, Significant

Source:Data Analysis (2016)

Image 3 is described by Table 7 shows that job satisfaction on employee performance has a value of - 0.222, this proves that hypothesis 2 declined and not significant. This study is in line with research from Amaliah (2015) in which job satisfaction did not significantly affect the performance of employees is 0.36. Level of satisfaction with the work on the company's low, resulting in job output is not optimal. It is associated with high job complexity that requires the employee to continue to work on target, with the limited number of employees to do the work.

Hypothesis 1 where the influence of work motivation on employee performance is positive and significant. The results of this study are supported by previous studies conducted by Tella, et. al (2007), Xu, Choi, and Qin (2014), Kumar (2014), Edrak, et. al (2015), Maulana (2014), and Maryani (2015).

Hypothesis 3 states influence motivation to work on organizational commitment be rejected. This is supported by the results of previous studies conducted by Tella, Ayeni and Popoola (2007), Srikaningsih and Setiadi (2015) which found that motivation does not have a significant influence on organizational commitment.

Hypothesis 4 the effect of job satisfaction on producing organization that has a positive and significant impact. This fourth hypothesis is accepted. This study is consistent with previous studies of Tella, Ayeni and Popoola (2007), Kumar (2014) and Azeem (2010).

Hypothesis 5 where on the influence of organizational commitment to employee performance is accepted and significant. These results are consistent with studies that have been done by Kumar (2014), Astuti (2015), Herdiyansyah (2015), Maulana (2014), and Maryani (2015).

Hypothesis 2 and hypothesis 3 decline the influence of job satisfaction on the employee performance and the influence work motivation on organizational commitment. Therefore, the authors provide an intervening variable mediating indirect relationship to the endogenous variables. The results of the effect of indirect effect can be seen in the following table:

**Table 8.**Intervening Variable influence on Endogenous Variable

Variabel	Direct Effect Coefficient	Indirect Effect Coefficient	Total Effect Coefficient	VAF	Remarks
Job Satisfaction ->Employee Performance	-0.022	0.147	0.125	117.2%	Full mediation
Work Motivation -> Employee Performance	0.417	0.014	0.431	3.2%	No Mediation

Source:Analysis Data (2016)

The influence of the intervening variable of organizational commitment to the correlation of job satisfaction and employee performance mediate in full, amounting to 117.2%. This means that job satisfaction will significantly influence the performance of the employee if there is organizational commitment mediates the relationship. Yet, the role of intervening variables mediating only 3.2% when viewed on the influence of work motivation on employee performance. This proves that the correlation between work motivation and employee performance does not require an intervening variable. After the results of the analysis described, an indirect relationship to the organizational commitment as mediating exogenous variables on endogenous variables as a whole are presented in the following table:

**Table9.**Inter-variable Influence After Mediation

Variabel	Total Effect Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Remarks
Work Motivation -> Employee	0.431	0.440	0.088	4.886	0.000	Acceptable, Significant



Performance						
Job Satisfaction ->Employee Performance	0.125	0.124	0.085	1.466	0.043	Acceptable, Significant
Work Motivation ->Organizational Commitment	0.052	0.067	0.079	0.656	0.512	Declined, Not Significant
Job Satisfaction ->Organizational Commitment	0.556	0.553	0.068	8.227	0.000	Acceptable, Significant
Organizational Commitment ->Employee Performance	0.264	0.266	0.072	3.660	0.000	Acceptable, Significant

Source: Analysis Data 2016

Based on the analysis, the effect of intervening variable on the influence of job satisfaction on the performance became 0,125 with positive results and have a significant influence. Then the hypothesis 7 on the indirect effect of organizational commitment on job satisfaction relationship with employee performance is accepted. These results support previous studies conducted by the Rose, Kumar, and Pak (2009) and Galleta (2011) in which the organization's commitment could mediate job satisfaction on employee performance.

Indirect influence employees' commitment to the relationship work motivation and employee performance is rejected. This study supports previous research-research conducted by Tella, Ayeni and Popoola (2007), Srikaningsih and Setiadi (2015) which states that motivation does not affect the organizational commitment and organizational commitment mediate does not work motivation on employee performance.

## V. CONCLUSION AND RECOMMENDATIONS

Based on the research and the exposure that have been conducted, it can be concluded as follows:

1. The influence of variables work motivation and performance of employees in this study are positive and significant. Employee performance increases when working motivation increases.
2. The influence job satisfaction and employee performance is negative and insignificant. Job satisfaction variables not directly affect the performance of the employee. In order to create a positive impact between job satisfaction and employee performance required intervening variables
3. The influence of work motivation and organizational commitment in this research have a positive effect but not significant. In terms of the correlation between the indicators, dimensions of motivation to the efficiency levels of a weak relationship.
4. Job satisfaction variables have positive and significant impact on organizational commitment. If the job satisfaction is high, then it will last longer for workers to continue working in the company and develop a career in the company.
5. There is a positive and significant impact on organizational commitment to employee performance. The higher the commitment of the organization, the higher the performance of employees become
6. Influence of work motivation on employee performance with organizational commitment as an intervening variable. In this study, the intervening variables mediating variable work motivation on employee performance indirectly. Effect of motivation to work on previous exposure is has positive and significant impact on employee performance. But after going through the mediation of organizational commitment, work motivation level influence on employee performance decreases. It shows that the variable of organizational commitment can not mediate work motivation on employee performance.
7. The influence of job satisfaction on the performance of employees with the organization's commitment as an intervening variable. The direct effect of job satisfaction variables on previous exposure yielded negative results and is not significant, so the researchers added an intervening variable to mediate the positive impact between job satisfaction and employee performance. The results of the test showed that the indirect effect coefficient value becomes positive. It shows that organizational commitment fully mediates job satisfaction on employee performance.

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