

Role of work motivation in moderate the influence of satisfaction employee work and organizational commitment on employee performance

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ABSTRACT

This study aims to determine and analyse: the effect of job satisfaction on employee performance, the effect of organisational commitment on employee performance, the effect of work motivation on employee performance; the effect of job satisfaction on employee performance mediated by work motivation and the effect of organisational commitment on employee performance mediated by work motivation. The research was conducted at PT PLN (Persero) Pekanbaru Area, the research data used were primary data and secondary data obtained using questionnaires, research files. The sample for this study was 127 employees, and data analysis was carried out using the SEM (Structural Equation Modling) model and in data processing the SmartPLS program was used, hypothesis testing was carried out at 5% alpha. The results of this study concluded that: job satisfaction is proven to have a significant effect on employee performance, organisational commitment is proven to have a significant effect on employee performance, work motivation is proven to have a significant effect on employee performance, there is a proven effect of job satisfaction on employee performance mediated by work motivation; and there is a proven effect of organisational commitment on employee performance mediated by work motivation.

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1. Introduction

Public companies are required to have a good business strategy in order to provide good service to customers or the general public. One strategy that is widely used today is to develop technology and carry out innovations. Companies require employees to work well in order to provide the best service to society today. Discussions about types of work and being an employer emphasize that how well employees do their jobs significantly influences organizational (Mathis & Jackson, 2016). Company performance will be determined by the elements in performance, one of which is work results. Employee work results are influenced by internal factors and external factors. Internal factors include attitudes, traits, personality, physical characteristics, desires, gender, age, cultural background and other personal variables. External factors are factors that come from the environment in the form of leadership, attitudes of co-workers, type of training, system supervision, wages, social environment and other factors.

Efforts made by the company to improve employee performance are by providing awards and bonuses to employees who have good achievements. This is done so that employees have more motivation in carrying out their work. Apart from that, the company also strives to provide comfort and safety for employees at work. Employee satisfaction is an important aspect that companies must pay attention to. Apart from that, job satisfaction is an important indicator in getting optimal work results. Job satisfaction can be interpreted as an

employee's feelings of happiness or displeasure with the work they do. The feelings that employees have can influence how an employee works. Employees who are satisfied with their work will improve their performance, both quality and quantity. Employee satisfaction with their work will make employees more productive. Employees who feel satisfaction at work tend to be more loyal and loyal to the company in the long term. This loyalty can be interpreted as employees having organizational commitment.

Organizational commitment is the loyalty that employees have towards the company where the employee works. High commitment will make employees loyal to the company and will work hard for the company's progress. This commitment is a reciprocal result of what the company provides to employees. Employees will be satisfied with their work if the company is able to provide fair and appropriate feedback, this will increase the commitment that employees have towards the company. Companies need to pay attention to the organizational commitment of employees and employee job satisfaction, because this provides positive feedback for the company.

PT. PLN (Persero) is an agency operating in the electricity sector which serves the need for electrical power for various levels of Indonesian society, from industry to households. As the only company that supplies electricity in Indonesia, PT. PLN, which adheres to its vision, "Recognized as a World Class Company that is Growing, Superior and Trusted by relying on Human Potential", has increasingly complex challenges today. PT. PLN (Persero) Riau Region and Riau Islands carries a large mandate for the electricity services of Lancang Kuning. Changes towards improving services continue to be made, including changes to the PLN Organization in Riau, namely with the Presidential Decree No. 139 of 1998 dated 11 September 1998 concerning the Restructuring and Rehabilitation Team of PT. Perusahaan Usaha Negara (Persero).

Various public complaints that arise are related to power outages, high basic electricity rates, increasing the public's demands as consumers for excellent service. PT PLN Riau Province's total consumers reached 307,193 customers (26 May 2022), which is one of the units that has the largest number of customers compared to other PT PLN units in the Sumatra area, and also provides the largest contribution to PLN's revenue. However, at the level of customer service, public satisfaction with PT PLN Pekanbaru Area services is not yet satisfactory. This can be seen from customer dissatisfaction data through survey methods conducted by independent parties for 2022, by mapping customer satisfaction and dissatisfaction, where 23.9% of customers stated they were dissatisfied in 2020 and increased to 41.87% in 2021.

The data above shows that the performance of PT PLN Pekanbaru Area employees is not optimal to meet customer satisfaction. Meanwhile, high customer satisfaction can be achieved if employees provide total service to customers. Therefore, PT PLN Pekanbaru Area needs to improve the performance of its employees. This is a demand that must be met because employee performance is closely related to the achievement of overall company performance. To achieve this, PT PLN Area Pekanbaru's efforts need to be supported by work motivation, commitment to the organization, and high job satisfaction from its employees, so that it can improve employee performance in achieving the goals of an organization. Many factors influence employee performance, including motivation. Motivation is the willingness to put in more effort to achieve organizational goals, which is caused by the willingness to satisfy individual needs (Robbins & Judge, 2017). Employees with a high level of motivation are also considered to have a direct relationship with job satisfaction so that it has an impact on increasing productivity and creativity (Amabile, 1996; Amabile and Kramer, 2007) in (Joo & Lim, 2009). To see whether employee work motivation is good or not, one way can be seen from the level of employee absenteeism. Employees with high job satisfaction will have a positive attitude towards their work, while employees who are disappointed with their work will have a negative attitude (Robbins & Judge, 2017). One of the controversial issues in job satisfaction is its relationship with job performance. Years ago, research indicated a weak relationship between satisfaction and performance (Iaffaldano & Muchinsky, 1985).

Research conducted by Hong, T. T., and Waheed, A (Tan & Waheed, 2011) shows that increasing employee job satisfaction can make employee performance as well as better organizational performance. Additionally, a more sophisticated meta-analysis conducted by Jugde (Robbins & Judge, 2018), showed a much stronger relationship between job satisfaction and employee performance. The relationship between job satisfaction and employee performance was also put forward by Ostroff (Ostroff, 1992), which shows that companies with more satisfied employees tend to be more effective than companies with less satisfied employees. Likewise, research results from McNeese-Smith (1996) in Devi (Devi, 2019) show the relationship between job satisfaction which has a significant and positive effect on employee performance.

In an organization, an inner bond between employees and the organization can be built by aligning the mission, vision and goals of the organization, not just a work bond. So if every employee has a strong

commitment to provide their best performance, then of course the organization's performance will increase. Research conducted by McNeese-Smith (1996) in Devi (Devi, 2019) revealed that high employee commitment to the organization will influence employee performance. Having the right commitment will provide high motivation and have a positive impact on job performance. Research conducted by Nyhan (1999) in Astuti and Iskandar (Astuti & Iskandar, 2015) on government employees revealed that employee commitment to the organization is equated with the motivation to provide services to the community that government employees have. As well as making organizational commitment valuable for organizational effectiveness. This is in line with what Romeck (1990) stated in Astuti and Iskandar (Astuti & Iskandar, 2015) that employees who have high organizational commitment will be more motivated to be present in the organization and try to achieve organizational goals.

According to Simamora (Simamora, 2012) employee performance is the level at which employees achieve job requirements. According to Hasibuan (Hasibuan, 2013), performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time. From the definitions above, it can be concluded that employee performance is the ability to achieve job requirements, where a work target can be completed at the right time or without exceeding the time limit provided so that the goal will be in accordance with the company's morals and ethics. In this way, employee performance can contribute to the company. According to Hasibuan (Hasibuan, 2013), performance is a combination of three important factors, namely a worker's ability and interest, ability and acceptance of explanations of task delegation and roles as well as the worker's level of motivation. If the performance of each individual or employee is good, it is hoped that the company's performance will be good too. According to Nitisemito (Nitisemito, 2011), there are various factors in employee performance, including the amount and composition of compensation given, appropriate work placement, training and promotion, a sense of security in the future, relationships with co-workers and relationships with leaders.

One of the factors that can influence work motivation is work motivation. Limitations regarding motivation as "The process by which behavior is energized and directed. Meanwhile, the definition of motivation is the giving or generating of motives. Or it can also be interpreted as a thing or situation becoming a motive. So work motivation is something that creates enthusiasm or encouragement to work. The strength and weakness of a worker's work motivation also determines the size of his or her achievements. According to Robbins and Timothy (Robbins & Judge, 2017), define motivation as a process that explains the intensity, direction and persistence of an individual to achieve their goals. According to Hasibuan (Hasibuan, 2013) motivation is the provision of driving force that creates enthusiasm for someone's work, so that they want to cooperate, work effectively, and integrate with all their efforts to achieve satisfaction. According to Koontz and Heinz (Koontz et al., 2013), motivation refers to the drive and effort to satisfy a need or goal.

According to Drucker (Drucker, 2014), motivation acts as a driver of a person's will and desires. and this is the basic motivation that they strive to join themselves to the organization to play a good role. Furthermore, according to Anoraga (Anoraga, 2012), there are four characteristics of motives, namely that motives are compound, motives can change, motives can vary for individuals, some motives are not realized by individuals. Thus, if there is a strong internal motivation, the individual concerned cannot understand his own motives. According to Hasibuan (Hasibuan, 2013), motivational goals include the following: Increase employee morale and job satisfaction, Increase employee work productivity, Maintaining the stability of company employees, Increase the discipline of company employees, Make employee procurement more effective, Create a good working atmosphere and relationships, Increase employee loyalty, creativity and participation, Increase the level of employee welfare, Increase employees' sense of responsibility for their duties, Increase the efficiency of using tools and raw materials

According to Hasibuan (Hasibuan, 2013) motivation is divided into two types, namely positive motivation (positive incentives) and negative motivation (negative incentives). According to Bedjo Siswanto (Siswanto, 2019) divides forms of motivation into material incentives and non-material incentives. From these two types of motivation, it can be said that even though they have differences in providing encouragement, each type has the same goal, namely increasing the motivation that exists in an individual so that they are able to carry out their duties optimally and achieve the desired satisfaction.

Furthermore, one of the factors that needs attention from organizational or company leaders in managing human resources is the issue of employee job satisfaction. According to Handoko (Handoko, 2010) job satisfaction is a pleasant or unpleasant emotional state with which employees view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the employee's positive attitude

towards work and everything they encounter in their work environment. According to Martoyo (Martoyo, 2000), job satisfaction (job statistics) is an employee's emotional state where there is or is not a meeting point, including the value of employee remuneration from the company or organization with the level of remuneration that is desired by the employee, whether in the form of financial and non-financial.

Job satisfaction is quite an interesting and important issue because it has proven to be of great benefit to the interests of individuals, companies or organizations. For individuals, research on the causes and sources of job satisfaction allows efforts to increase happiness in the standard of living. Meanwhile, for companies or organizations, research on job satisfaction is carried out in the context of efforts to increase production and reduce costs through improving the attitudes and behavior of employees (As'ad, 2015). The next factor that determines whether an employee's performance is good or not is organizational commitment. According to Robert and Kinicki (Kreitner & Kinicki, 2011), organizational commitment is a reflection of how an employee recognizes the organization and is bound to its goals. This is an important work attitude because committed people are expected to show their availability to work harder to achieve organizational goals and have a greater desire to remain working at a company.

Mowday in Sopiah (Sopiah, 2008) refers to work commitment as another term for organizational commitment. Apart from that, organizational commitment is an important behavioral dimension that can be used to assess employee tendencies, identify and involve someone who is relatively strong in the organization, and determine the desire of organizational members to maintain their membership in the organization and are willing to try hard to achieve organizational goals and are able to accept its norms. norms that exist within the company. Meanwhile, according to Sopiah (Sopiah, 2008) states that organizational commitment is a psychological bond between employees which is characterized by strong trust and acceptance of the goals and values of the organization, the willingness to strive to achieve the interests of the organization and the desire to maintain one's position as a member of the organization. According to Mayer, Allen, and Smith in Luthans (Luthans, 2006) there are three aspects of commitment, namely : Affective commitment, this is related to employees' emotional ties, identification and involvement in the organization because of their own desires. Continuance commitment is a commitment based on rational needs. In other words, this commitment is formed on the basis of profits and losses obtained by employees. So it becomes a consideration of what must be sacrificed if you stay with an organization. Normative commitment is a commitment that is based on the norms that exist within the employee. Which contains the individual's belief in responsibility towards the organization. So an employee stays because of loyalty.

Factors that influence commitment in organizations do not just happen very easily and quickly. But it is a gradual and quite long process. According to Steers in Sopiah (Sopiah, 2008), three factors influence an employee's commitment, namely: Personal characteristics, employees including their position in the organization, and variations in the different needs and desires of each employee. Job characteristics, such as task identity and opportunities to interact with coworkers. Work experience, such as the reliability of the organization in the past and the ways other workers express and discuss their feelings about the organization.

Research on the influence of job satisfaction and organizational commitment on performance which is moderated by work motivation has been carried out by subsequent researchers. Hartiw Prabowo and Vana Lestari (Prabowo & Lestari, 2013) conducted research and based on the results of this research, it can be concluded that the job satisfaction variable has a significant positive effect on employee performance. Likewise, the job satisfaction variable, which is moderated by work motivation, shows a significant positive influence on employee performance both individually and simultaneously. Second, the organizational commitment variable shows significant positive results on employee performance. Meanwhile, the organizational commitment variable, which is moderated by work motivation, shows a significant influence simultaneously on employee performance, but is not significant individually. Anton Wibowo (Wibowo, 2019), conducted research and analysis results using multiple linear regression, the organizational commitment variable has an influence on performance, the work motivation variable has an influence on employee performance, the organizational commitment variables and work motivation together have an influence on employee performance in the Health Service Central Lampung Regency. Then research by Cut Imelda (Imelda, 2019), conducted research which concluded that partially, work motivation had a significant effect on employee performance. Partially, job promotions did not have a significant effect on employee performance. Partially, job satisfaction does not have a significant effect on employee performance. Simultaneously, motivation, promotion and job satisfaction have a significant effect on employee performance at the Aceh Tamiang District Health Service.

Prima Lestari and Indi Djastuti (Lestari & Djastuti, 2015) conducted research with the conclusion that job satisfaction has a positive and significant effect on organizational commitment. The higher the level of job satisfaction of an employee, the higher the employee's commitment to the company. Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). Organizational commitment has a positive and significant effect on Organizational Citizenship Behavior (OCB). Organizational support moderates the influence of job satisfaction on Organizational Citizenship Behavior (OCB). Organizational commitment is able to mediate the relationship between job satisfaction and Organizational Citizenship Behavior (OCB). High job satisfaction will increase organizational commitment which in turn will increase OCB behavior.

2. Research Method

This research was conducted at PT PLN (Persero) Pekanbaru Area which is located on Jalan DR. Setia Budi No. 110 Pekanbaru. The research was conducted for 4 (four) months starting from April 2023 to August 2023. The types and sources of data used in this research consist of primary data and secondary data. Data collection in this research was carried out using questionnaires, observation, interviews and research files. The population in this study was all employees of PT PLN (Persero) Pekanbaru Area, totaling 177 people and all of them were used as samples, thus the sampling technique was carried out using the census method. The research model that will be used in this research is a multi-level structural model and to test the proposed hypothesis the SEM (Structural Equation Modeling) analysis technique is used which is operated through the AMOS program. Analyzing research models with SEM can identify the dimensions of a construct and at the same time measure the influence or degree of relationship between factors whose dimensions have been identified. The advantage of SEM applications in management research is due to its ability to confirm the dimensions of a concept or factor that is very commonly used in management as well as its ability to measure the influence of relationships that theoretically exist (Ferdinand, 2010). The structural equation model specifications are as follows (Hair et al., 2015):

$$Y_1 = \beta_1 X_1 + \beta_2 X_2 + Z_1$$

$$Y_2 = \beta_3 X_1 + \beta_4 X_2 + \beta_5 Y_1 + Z_2$$

Information :

- Y_1 = Motivation;
- Y_2 = Employee Performance;
- X_1 = Job Satisfaction
- X_2 = Organizational Commitment
- $\beta_1 - \beta_5$ = Regression Coefficient

Hypothesis testing criteria in this research can be seen in Table 1:

Table 1. Goodness-of-Fit

<i>Goodness-of-Fit Indexes</i>	<i>Cut-of-Value</i>
Chi-square	df α 0,05
Significance Probability	≥ 0.05
RMSEA	≥ 0.08
GFI	≥ 0.90
AGFI	≥ 0.90
CMIN/DF	≥ 2.00
TLI	≥ 0.95
CFI	≥ 0.95

After the model is estimated, the residuals must be small or close to zero and the frequency distribution of the residual covariance must be symmetric. A good model has a small Standardized Residual Variance. The figure 2.58 is the allowable limit of the Standardized Residual value, which is interpreted as statistically significant at the 5% level and indicates the existence of a substantial prediction error for a pair of indicators.

3. Results and Discussions

Validity testing is carried out to find out whether an instrument is legitimate or valid for measuring a variable, for example in a questionnaire. A questionnaire or questionnaire is declared valid if the variable to be measured can be revealed through the questionnaire. So it can be said that the variable can be measured precisely by this instrument. Validity in research instruments shows the degree of accuracy of the instrument as a measuring

tool for the content or what is being measured. Convergent validity is tested using the factor-loading value for each indicator and the Average variance Extracted (AVE) value. According to Hair et al (2019), an instrument is said to be valid if it has a loading factor value > 0.5 and is said to be ideal when it has a factor loading value > 0.7, then has an AVE value > 0.5. The results of data processing show that all research variable instruments have loading factor and AVE values greater than 0.5. Thus it is said that all instruments are declared valid. Next, reliability testing was carried out with the aim of seeing to what extent the instrument's level of reliability was valid in determining each variable studied. Reliability testing in this research was carried out using Cronbach's Alpha (CA) and Composite Reliability (CR) values. The results of reliability testing can be seen in Table 2.

Table 2. Reliability Test Results

Construct	CA	CR	1	2	3	4
Job Satisfaction	0,893	0,919	0,779			
Employee Performance	0,897	0,900	0,195	0,765		
Organizational Commitment	0,955	0,959	0,289	0,557	0,887	
Motivation	0,823	0,836	0,248	0,708	0,485	0,768

Source: Data Processing Results

From Table 2 you can see the results of reliability testing for instruments that were declared valid in the previous test. The variables job satisfaction, employee performance, organizational commitment and motivation have Cronbach's Alpha (CA) and Composite Reliability (CR) values above 0.7. These results explain that all the variables studied have instruments that are reliable or reliable in measuring each of these variables. The next stage of analysis is to test the PLS-SEM model, whether the model used is suitable or not to be used as an analysis tool or hypothesis testing. The results of data processing for testing the fit model can be seen in Table 3.

Table 3. Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.071	0.071
d_ULS	1.932	1.920
d_G	1.114	1.115
Chi-Square	713.519	712.650
NFI	0.747	0.747

Source: Data Processing Results

From Table 3 you can see the results of the fit model test where the Standardized Root Mean Square (SRMR) value was obtained at 0.071. This value is lower than 0.1. This means that the SRMR value is lower than 0.1 or $0.071 < 0.1$. These results explain that the model or data analysis tool used for hypothesis testing in this research is appropriate or fit. Besides that, it can also be seen that the NFI value is 0.747, which means the NFI value is less than 0.9, namely $0.747 < 0.9$, meaning that the second criterion in testing the fit model has also been met. From these two indicators it can be concluded that the model formed meets the suitability criteria so that the model can be used and is good at describing the relationship between variables. Then you can pay attention to the coefficient of determination (R-squared), the results of data processing, then you get the R-square value from this research model, as in Figure 1 and Table 4.

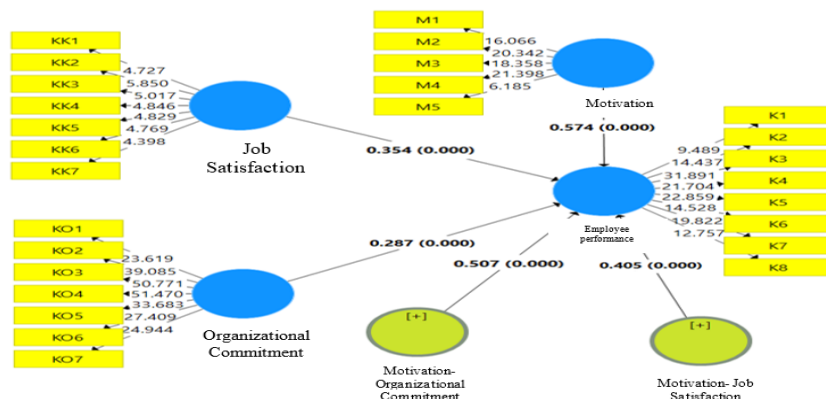


Figure 1. Coefficient of Determination (R-Square)

Source: Data Processing Results

Furthermore, from the results of data processing, the R-Square and R Square Adjusted values can be seen in Table 4;

Table 4. R-Square and Adjusted R Square Values

	R Square	R Square Adjusted
Motivation	0.512	0.501
Employee Performance	0.568	0.550

Source: Data Processing Results

From Figure 1 and Table 4 it can be seen that the R-square value of the path to the dependent variable work motivation is 0.512, meaning that employee satisfaction and organizational commitment are able to explain the dependent variable, namely work motivation, at 51.2%, while the remaining 48.8% is determined by other variables. not included in the research model. Then the R-square value for the dependent variable path of employee performance was 0.568, meaning that the variables of job satisfaction, organizational commitment and work motivation were able to explain changes in performance of only 56.8% and the remaining 43.2% was determined by other variables outside the model. At this stage, hypothesis testing will be carried out, the results of hypothesis testing are as in Table 5.

Table 5. Hypothesis Testing Results

	Hipotesis	Direct Effect	Moderating Effect	Conclusion
H1	Job Satisfaction -> Employee Performance	0.354** (0.000)	-	Significant
H2	Organizational Commitment -> Employee Performance	0.287** (0.000)	-	Significant
H3	Motivation -> Employee Performance	0.574** (0.000)	-	Significant
H4	Job Satisfaction* Motivation -> Employee Performance	-	0.507** (0.000)	Significant
H5	Organizational Commitment * Motivation -> Employee Performance	-	0.405** (0.000)	Significant n

Source: Data Processing Results

The results of hypothesis testing can be explained below:

Effect of Job Satisfaction on Employee Performance

Based on the inner path analysis model, it shows that job satisfaction (X) has a significant effect on employee performance (Y) at PT PLN (Persero) Pekanbaru Area. This result is proven by a path coefficient of 0.354 with a p-value of 0.000, which means it is significant, considering that the path coefficient is positive, meaning the relationship between these two variables is positive, meaning that the higher the level of job satisfaction, the higher the employee's performance and vice versa. Based on observations and research results, it was found that job satisfaction influences employee performance in the company.

The results of field research support research conducted by Reinhard Rais, Adolfini, Lucky Dotulong (Rais, 2016), who conducted research with the title: Organizational Commitment, Job Satisfaction and Work Environment on Employee Performance at PT. PLN (Persero) Suluttenggo Region. From the research results, it is concluded that there is a positive and significant influence of organizational commitment on employee performance. There is a positive and significant influence of job satisfaction on employee performance. There is a positive and significant influence of the work environment on employee performance. There is a positive and significant influence of organizational commitment, job satisfaction and work environment on employee performance at PT. PLN (Persero) Suluttenggo Region. The relationship between job satisfaction and employee performance was also stated by Ostroff (Ostroff, 1992), shown by the condition of companies where employees who are more satisfied tend to be more effective than companies with employees who are less satisfied.

The results of this research do not support research conducted by Cut Imelda (Imelda, 2019), who conducted research with the title: The Influence of Motivation, Promotion and Job Satisfaction on Employee Performance in the Aceh Tamiang District Health Service. Research Results Based on the results of the analysis discussed in the previous chapter, it can be concluded that partially, work motivation has a significant effect on employee performance. Partially, job promotion does not have a significant effect on employee performance.

Effect of Organizational Commitment on Employee Performance

The results of this research prove that there is a significant influence of the organizational commitment variable on the performance of PT PLN (Persero) Pekanbaru Area employees as proven by the results of the p-value being lower than alpha. These results explain that the greater organizational commitment, the greater employee

performance will increase and vice versa. The results of this research are in line with research conducted by Hartiwi Prabowo and Vana Lestari (Prabowo & Lestari, 2013) who conducted research with the title: The Role of Work Motivation in Moderating the Influence of Employee Job Satisfaction and Organizational Commitment on PT Employee Performance. PLN (Persero). From the results of their research, they concluded that the organizational commitment variable showed significant positive results on employee performance. Meanwhile, the organizational commitment variable, which is moderated by work motivation, shows a significant influence simultaneously on employee performance.

Employee commitment is an important thing to implement in a company. Likewise with PT PLN (Persero) Pekanbaru Area, which always receives attention from various parties regarding the effectiveness of work within the organization and the quality of the services provided. Therefore, improving the quality and effectiveness of work is very important so that the existence of PLN (Persero) can be felt by the community. Realizing this, the head office of PT. PLN (Persero) has established a policy to increase employee organizational commitment. PT PLN (Persero) which explains how employees behave and what the relationship should be between superiors and subordinates, subordinates and superiors and also relationships with co-workers.

The Influence of Work Motivation on Employee Performance

The results of this research conclude that employee work motivation is proven to have a significant effect on employee performance at PT PLN (Persero) Pekanbaru Area, this is proven by the results of a significant hypothesis test with a confidence level of 95%. This means that if there is an increase in work motivation, employee performance will also increase and vice versa. The results of this research support research conducted by Anton Wibowo (Wibowo, 2019), conducting research with the title: The Influence of Organizational Commitment and Work Motivation on Employee Performance at the Central Lampung District Health Service. Based on the results of the analysis using multiple linear regression, the organizational commitment variable has an influence on performance, the work motivation variable has an influence on employee performance, the organizational commitment and work motivation variables together have an influence on employee performance at the Central Lampung District Health Service.

The Role of Work Motivation in Moderating the Effect of Job Satisfaction on Employee Performance

The results of this research support research conducted by 1. Hartiwi Prabowo and Vana Lestari (Prabowo & Lestari, 2013), who conducted research with the title: The Role of Work Motivation in Moderating the Effect of Employee Job Satisfaction and Organizational Commitment on PT Employee Performance. PLN (Persero). From the results of his research, based on the results of this research, it can be concluded that the job satisfaction variable has a significant positive effect on employee performance. Likewise, the job satisfaction variable, which is moderated by work motivation, shows a significant positive influence on employee performance both individually and simultaneously.

One of the controversial issues in job satisfaction is its relationship with job performance. Many years ago, research indicated a weak relationship between satisfaction and performance with a correlation value of only 0.15 (Iaffaldano & Muchinsky, 1985). However, empirical and practical conceptual and methodological analyzes dispute these results. Research conducted (Way et al., 2010) shows that increasing employee job satisfaction can make employee performance as well as better organizational performance. Additionally, a more sophisticated Meta-Analysis conducted by Judge, Bono, Thoresen, Patton (Judge et al., 2001) using 312 samples and a combined N of 54,417 found the true correlation to be 0.30. Thus, the results of this analysis show a much stronger relationship between job satisfaction and employee performance. The relationship between job satisfaction and employee performance was also put forward by Ostroff (Ostroff, 1992), which showed that companies with more satisfied employees tend to be more effective than companies with less satisfied employees. Likewise, research results from McNeese-Smith (1996) in Devi (Devi, 2019) show the relationship between job satisfaction which has a significant and positive effect on employee performance

The Role of Work Motivation In Moderating The Influence of Organizational Commitment On Employee Performance

The results of this research prove that work motivation plays a role in the influence of organizational commitment on employee performance at PT PLN (Persero) Pekanbaru Area. This means that if there is an increase in organizational commitment, organizational commitment will also increase and the impact on employee performance will also increase. Then research conducted by McNeese-Smith (1996) in Devi (Devi, 2019) revealed that high employee commitment to the organization will influence employee performance. Having the right commitment will provide high motivation and have a positive impact on work performance.

Research conducted by Nyhan (1999) in Astuti (Astuti & Iskandar, 2015) on government employees revealed that employee commitment to the organization is equated with the motivation to provide services to the community that government employees have. As well as making organizational commitment valuable for organizational effectiveness. This is in line with what Romeck (1990) stated in Astuti (Astuti & Iskandar, 2015) that employees who have high organizational commitment will be more motivated to be present in the organization and try to achieve organizational goals.

4. Conclusion

Work motivation has been proven to have a direct and significant effect on employee performance, which is proven by the calculated p-value t being lower than alpha. This means that if it is assumed that work motivation has increased, employee performance will also increase and vice versa. Organizational commitment has been proven to have a direct and significant effect on employee performance, which is proven by the calculated p-value t being lower than alpha. This means that if it is assumed that organizational commitment has increased, employee performance will also increase and vice versa. The work motivation variable has a significant effect on employee performance, which is proven by the calculated p-value which is lower than alpha. This means that if it is assumed that work motivation has increased, employee performance will also increase and vice versa. Motivational variables influence the relationship between job satisfaction and employee performance, this is proven by the p-value being lower than alpha, so that the fourth hypothesis can be accepted at the 95% confidence level. Thus it can be explained that there is a significant indirect effect of job satisfaction on employee performance which is mediated by employee work motivation. This means that if job satisfaction increases, motivation will also increase and the impact on performance will also increase and vice versa. From these results it can be explained that the motivation variable successfully mediates the relationship between job satisfaction and employee work motivation. The motivation variable influences the relationship between organizational commitment and employee performance, this is proven by the p-value being lower than alpha, so that the fifth hypothesis can be accepted at the 95% confidence level. Thus, it can be explained that there is a significant indirect effect of organizational commitment on employee performance which is mediated by employee work motivation. This means that if organizational commitment increases, motivation will also increase and the impact on performance will also increase and vice versa. From these results it can be explained that the motivation variable successfully mediates the relationship between organizational commitment and employee work motivation.

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