

## Analysis of the Influence of Human Resource Management and Work Motivation on Employee Performance Through Organizational Commitment as Mediation

(Analysis Study at The Industrial Development Job Training Center, Pasar Rebo, DKI Jakarta)

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### Abstract

Research on Work Motivation on Employee Performance through Organizational Commitment as a mediator has been widely conducted, but there are still few Human Resource Management variables used as the parent variable. The purpose of this study is to analyze and explain the effect of human resource management and work motivation on employee performance mediated by organizational commitment. The research method used is quantitative. The population in this study were all civil servants and non-civil servants of PPKPI totaling 81. while the sample was taken using the census sampling method where the entire population was made a sample of 81 based on the overall population of PPKPI Pasar Rebo DKI Jakarta. The data collection method was carried out by distributing online questionnaires (google form) and offline (direct distribution to the field for those who had not filled out the google form). The analysis technique used was SEM PLS. The results of the study explain that Human Resource Management and work motivation have a positive and significant effect on Organizational Commitment, organizational commitment has a positive and significant effect on employee performance, human resource management has a positive and significant effect on employee performance, but work motivation has no effect and is not significant on employee performance. Human resource management and work motivation have a positive and significant effect on employee performance indirectly through organizational commitment as a mediator. The contribution of this study is to provide an overview to PPKPI Pasar Rebo DKI Jakarta employees in taking appropriate policies towards their employees, as well as to assist future researchers who will conduct similar research.

**Keywords** Human resource management, work motivation, organizational commitment, employee performance.

### INTRODUCTION

Competition in the era of globalization is becoming increasingly intense, and companies are striving to advance themselves in order to remain competitive. One of the key factors that drives company progress is Human Resources (HR). According to The Devil (2018), HR is a source of competitive advantage that helps organizations face various challenges. Organizations serve as the platform for HR development; an organization is considered successful if it can offer unique characteristics or advantages that other organizations do not possess.

Humans play a dual role as managers and implementers, as they are the key to success in executing tasks. Therefore, competent and skilled employees are essential for performing tasks effectively. One of the ways to assess this is by considering human resource management factors, which can be measured through productivity (Handoko, 2014). Wibowo (2016) states that motivation is a process that influences the intensity, direction, and continuous efforts of individuals toward achieving goals. According to Huda (2017),



motivation is often used to improve organizational performance. Thus, it is frequently referred to as work motivation, which is defined as the internal drive within an individual to perform their duties and functions more effectively and efficiently, helping the organization achieve its goals.

The Industrial Development Job Training Center (PPKPI) is a Regional Technical Implementation Unit under the DKI Jakarta Provincial Manpower, Transmigration, and Energy Service. Commonly known as the Job Training Center, PPKPI operates based on Governor Regulation Number 57 of 2022, which outlines the organization and work procedures of regional apparatus. PPKPI's main functions include providing training, conducting competency tests, certification, and consulting for workforce development. In 2024, PPKPI employed 81 individuals, including 23 civil servants and 38 non-civil servants.

However, the number of employees at PPKPI is expected to decrease in 2024 and 2025 due to retirements. This situation is further complicated by the government's focus on limiting the hiring of new civil servants and contract workers, creating an imbalance between retiring employees and new hires. In interviews with PPKPI employees, it was revealed that the reduced workforce could lead to a situation where tasks previously managed by two or three people are assigned to one person, leading to increased workloads, employee stress, and organizational challenges. When employees face multiple tasks and stressful situations, it can cause various problems.

Data gathered by the author shows that 39 out of the 81 employees at PPKPI have multiple job roles, as decided by leadership. The distribution of multiple jobs varies, with some employees handling one additional job, while others handle multiple tasks. The percentage of employees with multiple roles is nearly half of the entire workforce, indicating a potential need for new hires to fill vacant roles. In interviews with employees, it was noted that handling multiple tasks can cause fluctuating performance levels, both positively and negatively. Therefore, the HR management division must closely supervise employees with multiple job roles to ensure quality and quantity of work are maintained.

To achieve organizational success, employees must be motivated and committed to achieving high performance. Employee performance issues can be observed when employees leave the office during working hours for personal reasons or fail to comply with organizational regulations. Strong employee performance can enhance the organization's productivity and work quality, ultimately supporting its overall goals. The civil service sector demands employees who can work efficiently and effectively, emphasizing the need for high-performing individuals (Nurhandayani, 2022). This study aims to identify and explain the significant influence of HR management and work motivation on employee performance, with organizational commitment as a mediator.

## LITERATURE REVIEW

### Human Resource Management

Human Resource Management (HRM) is a strategic approach to managing an organization's human assets. According to Mangkunegara (2018), HRM plays a key role in aligning an organization's goals with its workforce. Bintoro & Daryanto (2017) define HRM

as the science of managing relationships and the roles of individuals within an organization efficiently and effectively to achieve common goals. Sedarmayanti (2017) emphasizes three principles of HRM:

1. Human resources are the most valuable asset in an organization.
2. The success of an organization is tied to effective HR policies and practices.
3. Organizational culture and managerial behavior derived from these practices impact performance.

Based on these principles, it can be concluded that HRM plays a critical role in managing human resources to achieve organizational goals from recruitment to retirement.

### **Work Motivation**

Work motivation is the driving force that creates enthusiasm and determination among employees to perform their tasks effectively. According to Yusuf (2015), work motivation provides employees with the necessary drive to work diligently. Kadarisman (2012) defines it as the internal force that encourages individuals to work hard in fulfilling their tasks. George & Jones (2005) describe motivation as a psychological force that influences the direction of behavior, effort, and persistence when facing challenges. These definitions emphasize that work motivation fuels employee enthusiasm, allowing them to work more effectively toward achieving organizational goals.

### **Organizational Commitment**

Organizational commitment refers to the level of attachment and loyalty that employees have toward their organization. Yusuf & Syarif (2018) describe it as a key factor in ensuring employees remain committed to achieving organizational goals. Mardiyana et al. (2019) define organizational commitment as an employee's loyalty to an organization, reflecting their willingness to continue working there. Robbins (2016) further explains that high organizational commitment is characterized by employee alignment with the organization's goals and dedication to maintaining membership. In conclusion, organizational commitment is a reflection of employee loyalty and dedication to supporting the organization's success.

### **Employee Performance**

Employee performance refers to the overall results achieved by an individual within a certain period. Adhari (2020) defines employee performance as the quality and quantity of work produced in a given timeframe. The Fall (2019) notes that employee performance is observable behavior that contributes to achieving organizational goals. Sinaga (2020) adds that performance is influenced by various factors and reflects an individual's achievement of established targets. To optimize performance, companies must manage HR effectively, including providing fair compensation, a conducive work environment, and strong leadership (Hamdiyah et al., 2016). Sadewa (2017) defines performance as the result of work that adheres to organizational rules, morals, and ethics. Based on these expert opinions, employee performance is the ability to meet job requirements, complete tasks on time, and



contribute positively to the organization.

## **METHOD**

This research adopts a quantitative method, which is recognized for its reliance on numerical data and statistical analysis. According to Sugiyono (2019), quantitative research is based on the positivist philosophy, focusing on a specific population or sample. Data collection uses research instruments, and the analysis is statistical, aiming to test the established hypotheses. This study measures Human Resource Management through indicators such as work tasks, quality, quantity, timeliness, and cost-effectiveness (X1). Work Motivation is measured by salary, job security, employee relationships, and benefits (X2). Organizational Commitment is measured by affective, continuance, normative, and rational commitment (Y1). Finally, Employee Performance is evaluated through professionalism, proportionality, accountability, and efficiency (Y2).

### **Data Collection**

The data used in this study consists of primary data and secondary data. Primary data was gathered through questionnaires, using a 5-point Likert scale to measure respondents' agreement with various statements. Secondary data was obtained from books, journals, articles, previous research reports, and online sources relevant to the topic (Purwanza et al., 2022).

### **Population and Sample**

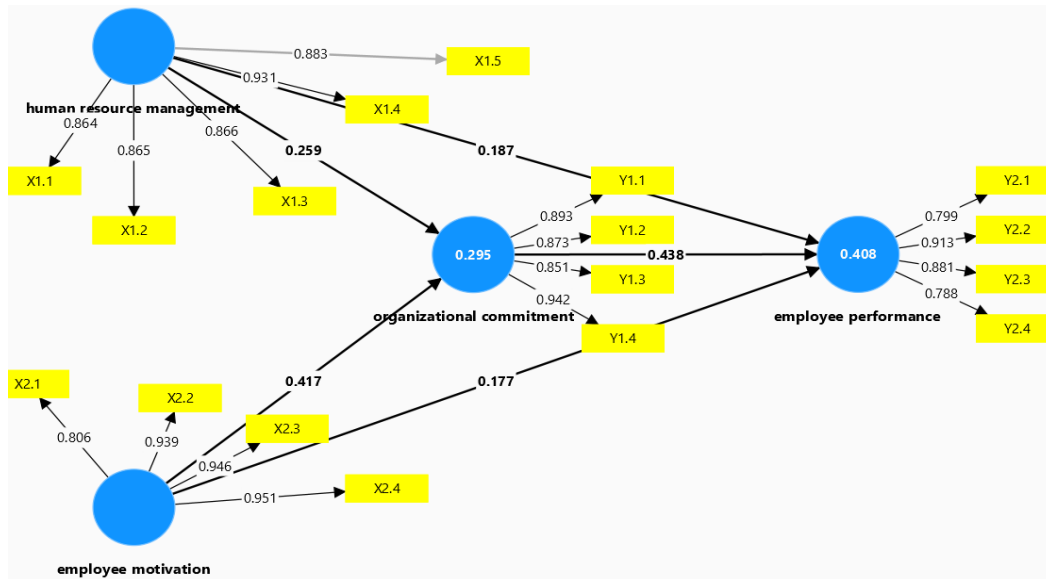
The population of this study consisted of 81 employees of PPKPI Pasar Rebo. The census method was used to select the sample, meaning all members of the population were included in the sample (Sugiyono, 2002). Therefore, the sample also consisted of 81 employees.

### **Data Analysis Techniques**

Data analysis in this study used Structural Equation Modeling Partial Least Square (SEM-PLS), which is a statistical analysis used to evaluate models consisting of linear relationships between variables that are usually variables that cannot be observed directly. There are 2 model evaluations, namely the outer model (Convergent Validity, cross loadings test, AVE test, Construct Reliability, VIF values multicollinearity test, Model Fit), and the inner model (Path Coefficients, R Square R2), F Square, Indirect Effect), with the help of SmartPLS 4.1.0.6 software.

## **RESULT AND DISCUSSION**

### **Outer Model**



**Figure 1. Full Model Algorithm**

### Convergent Validity

Each latent variable must be able to explain the variance of each indicator by at least 50%. Therefore, the absolute correlation between the latent variable and its indicator must be  $> 0.7$ , the absolute value of the outer standard loadings or called outer loadings (Ghozali, 2016:68). Based on the outer loading value of all indicators in each research variable  $> 0.70$ . From the results of this estimation, it is proven that the indicators used in this research variable have met convergent validity.

**Table 1. Outer Loadings Test**

Outer Loadings		Information
X1.1 <- Human_Resource_Management	0.864	Valid
X1.2 <- Human_Resource_Management	0.865	Valid
X1.3 <- Human_Resource_Management	0.866	Valid
X1.4 <- Human_Resource_Management	0.931	Valid
X1.5 <- Human_Resource_Management	0.883	Valid
X2.1 <- Work_Motivation	0.806	Valid
X2.2 <- Work_Motivation	0.939	Valid
X2.3 <- Work_Motivation	0.946	Valid
X2.4 <- Work_Motivation	0.951	Valid
Y1.1 <- Organizational_Commitment	0.893	Valid
Y1.2 <- Organizational_Commitment	0.873	Valid
Y1.3 <- Organizational_Commitment	0.851	Valid
Y1.4 <- Organizational_Commitment	0.942	Valid
Y2.1 <- Employee_Performance	0.799	Valid
Y2.2 <- Employee_Performance	0.913	Valid
Y2.3 <- Employee_Performance	0.881	Valid
Y2.4 <- Employee_Performance	0.788	Valid



### Discriminant Validity-cross loadings

This value is the cross loading factor value which is useful for determining whether a construct has adequate discriminant, namely by comparing the loading value on the intended construct which must be greater than the loading value with other constructs.(Ghozali, 2021:68).

**Table 2. Cross Loadings Test**

	Employee Performance	Organizational Commitment	Human Resource Management	Work motivation
X1.1	0.346	0.313	<b>0.864</b>	0.196
X1.2	0.262	0.349	<b>0.865</b>	0.239
X1.3	0.230	0.238	<b>0.866</b>	0.286
X1.4	0.418	0.368	<b>0.931</b>	0.221
X1.5	0.410	0.311	<b>0.883</b>	0.192
X2.1	0.423	0.441	0.182	<b>0.806</b>
X2.2	0.384	0.443	0.270	<b>0.939</b>
X2.3	0.353	0.409	0.215	<b>0.946</b>
X2.4	0.414	0.456	0.245	<b>0.951</b>
Y1.1	0.490	<b>0.893</b>	0.379	0.464
Y1.2	0.547	<b>0.873</b>	0.406	0.333
Y1.3	0.502	<b>0.851</b>	0.185	0.441
Y1.4	0.565	<b>0.942</b>	0.317	0.476
Y2.1	<b>0.799</b>	0.515	0.369	0.448
Y2.2	<b>0.913</b>	0.477	0.371	0.341
Y2.3	<b>0.881</b>	0.474	0.327	0.338
Y2.4	<b>0.788</b>	0.526	0.244	0.330

Based on the results of table 2 above, the correlation value of the construct has been fulfilled, which is greater than the measurement item with a value of  $>0.7$ , the correlation value of the construct can be seen in the table from the value of Human Resource Management (X1.1-X1.5), Work Motivation (X2.1-X2.4), organizational commitment (Y1.1-Y1.4) and employee performance (Y2.1-Y2.4). So it can be concluded that the cross loading value has been fulfilled.

### Discriminant Validity-AVE

Another way to assess discriminant validity other than the cross loading value is to look at the average variance extracted (AVE) value. A good model is required if the AVE of each construct is greater than 0.50. Convergent validity means that a set of indicators represents one latent variable and the underlying latent variable. This representation can be demonstrated through unidimensionality which can be expressed using the average value of the extracted variance (Average Variance Extracted/AVE). The AVE value is at least 0.5.

This value describes adequate convergent validity which means that one latent variable is able to explain more than half of the variance of its indicators on average.

**Table 3. AVE**  
**Average variance extracted (AVE)**

0.717
0.793
0.778
0.832

**Construct Reliability**

Construct Reliability is a variable that is said to meet the construct reliability in a structural model through Partial Least Square analysis if it has a composite reliability value > 0.7 and a cronbach alpha value > 0.7. Reliability testing is carried out to prove the accuracy and consistency of a construct. To measure the reliability of a construct with formative indicators can be done in two ways, namely with composite reliability and cronbach alpha. The assessment that is usually used to assess the reliability of the construct and is stated as reliable if the composite reliability and cronbach alpha values are above 0.70 for confirmatory research and 0.60-0.70 are still acceptable for exploratory or investigative research Construct Reliability In PLS, the reliability test is measured by two criteria, namely composite reliability and cronbach alpha from the indicator block that measures the construct. The construct is stated as reliable if the composite reliability value is greater than 0.7 while some limitations regarding the cronbach alpha score are greater than 0.7. The results of processing using smartPLS can be seen as follows.

**Table 4. Construct Reliability**

	<b>Cronbach's alpha</b>	<b>Composite reliability (rho_a)</b>	<b>Composite reliability (rho_c)</b>	<b>Average variance extracted (AVE)</b>
Employee_Performance	0.867	0.867	0.910	0.717
Organizational Commitment	0.913	0.916	0.939	0.793
Human Resource Management	0.929	0.945	0.946	0.778
Work motivation	0.931	0.932	0.952	0.832

**VIF Values (multicollinearity test)**

Looking at the inner VIF value. If the VIF value > 5 can indicate multicollinearity. Some experts use the VIF > 5 limit and in determining the presence of multicollinearity.



Experts also use the VIF value more in determining the presence of Multicollinearity in the regression model than using other parameters and if on the contrary the VIF value  $< 5$  then there is no multicollinearity.

**Table 5. VIF Values**

	VIF
Organizational Commitment -> Employee Performance	1,418
Human Resource Management -> Employee Performance	1,162
Human Resource Management -> Organizational Commitment	1,067
Work Motivation -> Employee Performance	1,313
Work Motivation -> Organizational Commitment	1,067

### Fit Model

In order for the model to meet the model fit criteria, based on the explanation from the SMARTPLS site, the limitations or criteria for the model fit include: SRMR value  $< 0.08$  and NFI value  $> 0.9$ . The following are the results of the model fit assessment in this study:

**Table 6. Fit Model**

	Saturated model	Estimated model
SRMR	0.072	0.072
d_ULS	0.794	0.794
d_G	1,125	1,125
Chi-square	379,179	379,179
NFI	0.742	0.742

According to table 6, the NFI value of  $0.742 < 0.9$  does not meet the criteria for a fit model in the NFI. However, based on the SRMR or Standardized Root Mean Square value, the value is  $0.072 < 0.08$ , so the model fits. Hu & Bentler (1999) states that "even though one or two indexes do not meet the criteria, the model can be considered fit if one of the other indexes shows good results", the conclusion is that this model is still fit based on SRMR which meets the criteria.



## Inner Model (Structural Model)

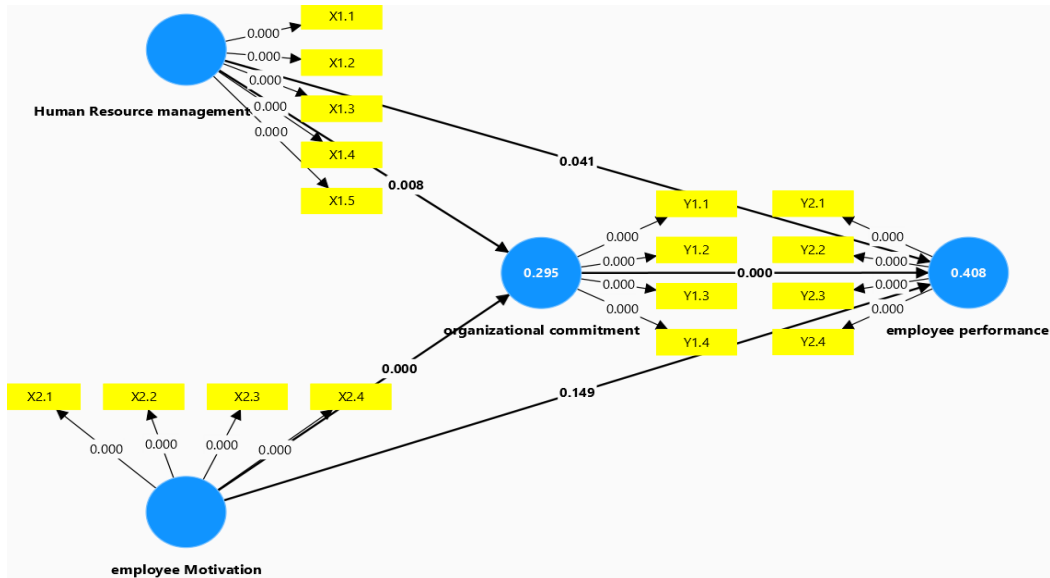


Figure 2. Full Model Bootstrapping

### Path Coefficients

By using bootstrap in PLS we can obtain the results of path coefficients and p-value. Path coefficients and p-value, the results are presented as follows:

Table 7. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Organizational Commitment - > Employee Performance	0.438	0.439	0.110	3,964	0,000
Human Resource Management - > Employee Performance	0.187	0.187	0.091	2,041	0.041
Human Resource Management - > Organizational Commitment	0.259	0.263	0.097	2,663	0.008



Work Motivation -> Employee Performance	0.177	0.182	0.123	1,443	0.149
Work Motivation -> Organizational Commitment	0.417	0.420	0.112	3,721	0,000

Hypothesis Testing: The hypothesis is tested using the bootstrap resampling method which allows the data to be distributed freely, does not require the assumption of normal distribution, and does not require a large sample. Testing is done using the t-test, the influence between variables in the study is significant if the t-statistic value > t-table (1.96) and the p-value < 0.05.

1. The Influence of Human Resource Management on Organizational Commitment (H1) shows that Human Resource Management has a significant influence on Organizational Commitment with a P Value of 0.008 and a T Statistics value of 2.663, this shows that it meets the criteria of T statistics > 1.96 and < P Value 0.05 so that H1 is accepted.
2. The Influence of Work Motivation on Organizational Commitment (H2) shows that Work Motivation has a significant influence on Organizational Commitment with a P Value of 0.000 and a T Statistics value of 3.721. This shows that it meets the criteria of T statistics > 1.96 and P Value < 0.05 so that H2 is accepted.
3. The Influence of Organizational Commitment on Employee Performance H3 shows that Organizational Commitment has a significant influence on employee performance with a P Value of 0.000 and a T Statistics value of 3.964. This shows that it meets the criteria of T statistics > 1.96 and P Value < 0.05 so that H3 is accepted.
4. The influence of Human Resource Management on Employee Performance (H4) shows that Human Resource Management has a significant influence on Employee Performance with a P Value of 0.041 and a T Statistics value of 2.041. This shows that it meets the criteria of T statistics > 1.96 and P Value < 0.05 so that H4 is accepted.
5. The Influence of Work Motivation on Employee Performance (H5) shows that Work Motivation has no influence and is not significant on Employee performance with a P Value of 0.149 and a T Statistics value of 1.443. This indicates that it does not meet the criteria of T statistics > 1.96 and P Value < 0.05 so that H5 is not accepted.

### **R Square (R2)**

Goodness of fit model is measured using r-square of dependent latent variable with the same interpretation as regression. R-Square predictive relevance for structural model, measures how well the observation value is generated by the model and also its parameter estimates. R-square value > 0 indicates the model has predictive relevance. The magnitude of the influence of Human Resource Management variable, Work motivation on commitment (Y1) is 0.295 (29.5%) which means the model (Moderate). While Human

Resource Management, Work motivation and commitment to employee performance is 0.408 (40.8%) which means (moderate).

**Table 8. R Square**

	R-square	R-square adjusted
Employee Performance	0.408	0.385
Organizational Commitment	0.295	0.277

**F Square**

The f-Square test aims to determine the magnitude of the relative influence of the independent latent construct on its dependent latent construct. The criteria in the f-Square test are as follows: 1. The f-Square value <0.02, then the relationship between the constructs is low. 2. The f-Square value >0.15, then the relationship between the constructs is moderate. 3. The f-Square value >0.35, then the relationship between the constructs is strong(Garson, 2016).

**Table 9. F Square**

	Employee Performance	Organizational Commitment	Human Resource Management	Work motivation
Employee Performance				
Organizational Commitment	0.228			
Human Resource Management	0.051	0.089		
Work motivation	0.040	0.231		

**Indirect Effect**

According to Haryono (2016), indirect effect is aimed at analyzing how strong the influence of a variable is with other variables, both exogenous and endogenous. The same is true for the direct effect criteria, > t-table (1.96) and p-value <0.05. Which means that both X variables (independent) have an effect on employee performance through organizational commitment as an intervening factor.



**Table 10. Indirect Effect**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Human Resource Management -> Organizational Commitment -> Employee Performance	0.113	0.115	0.052	2,177	0.030
Work Motivation -> Organizational Commitment -> Employee Performance	0.182	0.187	0.077	2,376	0.018

#### **The Influence of Human Resource Management on Organizational Commitment**

The Influence of Human Resource Management on Organizational Commitment shows that Human Resource Management has a significant influence on Organizational Commitment with a P Value of 0.008 and a T Statistics value of 2.663, this shows that it meets the criteria of T statistics > 1.96 and <P Value 0.05.

#### **The Influence of Work Motivation on Organizational Commitment**

The Influence of Work Motivation on Organizational Commitment shows that Work Motivation has a significant influence on Organizational Commitment with a P Value of 0.000 and a T Statistics value of 3.721. This shows that it meets the criteria of T statistics > 1.96 and P Value <0.05.

#### **The Influence of Organizational Commitment on Employee Performance**

The Influence of Organizational Commitment on Employee Performance shows that Organizational Commitment has a significant influence on employee performance with a P Value of 0.000 and a T Statistics value of 3.964. This shows that it meets the criteria of T statistics > 1.96 and P Value < 0.05.

#### **The Influence of Human Resource Management on Employee Performance**

The influence of Human Resource Management on Employee Performance shows that Human Resource Management has a significant influence on Employee Performance with a P Value of 0.041 and a T Statistics value of 2.041. This shows that it meets the criteria of T statistics > 1.96 and P Value < 0.05 so that H4 is accepted.

### **The Influence of Work Motivation on Employee Performance**

The Influence of Work Motivation on Employee Performance shows that Work Motivation has no influence and is not significant on Employee performance with a P Value of 0.149 and a T Statistics value of 1.443. This indicates that it does not meet the criteria of  $T \text{ statistics} > 1.96$  and  $P \text{ Value} < 0.05$ .

### **The Influence of Human Resource Management on Employee Performance Through Organizational Commitment**

Human Resource Management on employee performance has an indirect and significant effect through Organizational Commitment. with a P Value of 0.03 and a T Statistics value of 2.177, this shows that it meets the criteria of  $T \text{ statistics} > 1.96$  and  $P \text{ Value} < 0.05$ .

### **The Influence of Work Motivation on Employee Performance Through Organizational Commitment**

Human Resource Management on employee performance has an indirect and significant effect through Organizational Commitment. with a P Value of 0.02 (rounded) and a T Statistics value of 2.376, this shows that it meets the criteria of  $T \text{ statistics} > 1.96$  and  $P \text{ Value} < 0.05$ .

## **CONCLUSION**

Based on the results and discussion, it can be concluded that: 1) Human Resource Management has a significant effect on Organizational Commitment. This shows that the better the human resource management, the more loyal the employees will be to the company organization. 2) Work motivation has a significant effect on organizational commitment. This shows that the better the work motivation given by the company to its employees, the more loyal the employees will be to their organization. 3) Organizational commitment has a significant effect on employee performance. This shows that the more committed the employees are to the organization, the more their performance will increase. 4) Human resource management has a positive and significant effect both directly and through organizational commitment on employee performance. This shows that the better the company's human resource management in controlling its employees, the more committed they are to their company, which will increase employee performance in the company. 5) Work motivation has no significant effect on employee performance, but has an indirect effect through organizational commitment. This shows that the higher the employee's work motivation does not necessarily increase employee performance, but the higher the work motivation, the more committed the employees are to their organization, which will increase employee performance. Suggestions for PPKPI Pasar Rebo DKI Jakarta, To manage employees who have multiple jobs, it is necessary to pay attention to the balance of workload and employee welfare, both physically and mentally. Improving employee motivation and commitment can be done by creating a collaborative work culture, as well as providing a sense of security and welfare support. Leaders must provide a clear vision, support career



development, and ensure open communication. To improve performance, it is important to set clear goals, support employee work-life balance, and provide regular feedback.

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