

## **Mediation Role of Work Motivation: Organizational Commitment and Work Involvement on Employee Performance**

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### **ABSTRACT**

This study aims to analyze the effect of motivational commitment, motivational interaction, the effect of commitment on employee performance, the effect of work on employee performance, the effect of motivation on employee performance and the influence of organizational commitment on employee performance through motivation as an intervention variable at PT. Telekomunikasi Indonesia Tbk Witel Medan. In this study using associative research with a sample of 43 respondents who are permanent employees at PT. Telekomunikasi Indonesia Tbk Witel Medan. The data collection technique used in this study is a questionnaire, to analyze the data and information needed, the authors use path analysis techniques used for testing using Partial Least Square (Smart PLS). The results showed that organizational commitment had a significant positive effect on work motivation, work engagement had a positive but not significant effect on work motivation, commitment had a positive and significant effect on employee performance, work engagement had a positive and significant effect on employees, work motivation had a significant positive effect on performance. employees, organizational commitment that has a positive and significant effect on employees through work motivation and work engagement which has a significant effect on employee performance through work motivation at PT. Telekomunikasi Indonesia Tbk Witel Medan.

**Keywords:** Organizational Commitment, Work Engagement, Employee Performance and Motivation

**DOI :** <https://doi.org/10.30596/ijbe.v4i1.10530>

### **Cite this article as:**

Jufrizen, J., Rizki, B.O., & Arif, M., (2022). Mediation Role of Work Motivation: Organizational Commitment and Work Involvement on Employee Performance. *International Journal of Business Economics (IJBE)*, 4(1), 18-33.



## INTRODUCTION

In a company, human resources are needed because of their role as the subject of implementing policies and company operational activities. Resources owned by companies such as capital and machines are not the same as human resources owned by companies. The treatment of each resource is also different, especially human resources or so-called employees. Human resource quality development has become a necessity for companies to create professional human resources and have a vision for the future so that optimal productivity will be achieved and always increase from time to time. To get a more professional and productive quality of human resources (Khair, 2017)

In facing business competition, the organization must have strong and resilient resources, must run simultaneously so that it will form a unity and produce good synergies for the company so that it can generate profits for the company. (Arianty, Happy, Lubis, & Siswadi, 2016). The effectiveness and efficiency of achieving organizational strategic objectives significantly depends on the contribution of its human resources, with the increasing importance of knowledge as a basis for competition, human resource management is increasingly important, even the success of human management will be a factor in the success of the organization in building a sustainable competitive advantage in order to support it optimally. company goals (Amirullah, 2015).

The better the quality of the employees, the higher the competitiveness of the company against other companies' strengths. HR is a valuable asset that needs to be considered and nurtured properly so that companies must pay more attention to every detail of programs related to human resource development in order to produce quality human resources and quality, the company's success lies in the quality of human resources that can be obtained from a quality HR management process (Suseno & Sugiyanto, 2010).

The success of human resources is not limited to education and training activities, this is largely determined by various aspects of the organization such as achievement, work productivity, organizational commitment and leadership motivation, one of the keys to the company's success lies in the quality of human resources that can be obtained from the development process Qualified HR (Amirullah, 2015). The importance of performance for the sustainability of an organization is to carry out, carry out, carry out and carry out or perfect responsibilities. Performance is influenced by three factors, namely: Individual factors consisting of: ability and expertise, background, demographics. Psychological factors consisting of perception, *attitude*, personality, learning and motivation. And organizational factors consisting of: resources, leadership, rewards, structure, job design (Marnis, 2017).

Performance is an activity or work process based on the ability to obtain the expected results. In terms of improving employee performance in an organization, organizational commitment to work is one of the most important factors in improving employee performance (Saripuddin & Handayani, 2017). Every organization will certainly expect good performance from every employee who works for the company and for the achievement of high performance from each employee, something that supports the achievement of performance is needed, namely a high sense of commitment from each employee. The performance achieved by employees is very important in ensuring the survival of the organization. In achieving high performance, several influencing factors trigger whether employee performance is high or low, including organizational commitment and work engagement in carrying out tasks (Fahmi, 2016).

Organizational commitment is formed due to several factors, both from the organization and from the individual himself. On *progress affective commitment, continuance commitment, and normative commitment*, each has its own pattern of development (Sukaryanti, 2016). Organizational commitment is a strong desire to become a member in a group, a high willingness to work for the organization, a certain belief and acceptance of the values and goals of the organization. Organizational commitment is the degree to which employees believe and accept the goals of the organization and will stay or will not leave the organization (Sutrisno, 2017). Organizational commitment is a mutually agreed provision from all personnel in an organization regarding guidelines, implementation and goals to be achieved together in the future (Muis, Jufrizen, & Fahmi, 2018).

Another thing that needs to be considered in achieving high performance is the engagement of an employee or a person's ability to provide support/motivation. Because in improving performance, the role of high employee engagement is needed to provide a reason for someone to work well in accordance with the procedures, standards and targets that have been set (Riniwati, 2016).

Employees must be able to contribute maximally to support productivity and organizational development, one of which is by daring to take action, speaking out to express opinions, ideas and ideas and always having an active engagement in work. Employee engagement is very important for the company because it can increase social factors such as teamwork, participation in decision making, how much employees support and show achievements and progress in their work. Employee engagement ensures that employees are always in a position that is ready in any condition needed by the company because employees will be directly involved in activities and organizational decision making (Moehariono, 2012).

The support and motivation given to employees indirectly will also be able to influence the level of quality of employee performance in completing the tasks to be given. Perception of support is the main concept of organizational support theory. Perception of organizational support as employees' global beliefs about the extent to which the organization cares about their well-being and values their contribution (Amirullah, 2015).

Whether it's a private company or a state-owned company, one of the factors that provide optimal performance is work motivation. Employee work motivation is closely related to employee performance. Someone who is motivated in his work will work more optimally in completing tasks, high work participation. Providing encouragement to employees so that employees can work in line with the given limits in order to achieve organizational goals optimally. Motivation can also provide opportunities for employees to be able to develop abilities, encourage employees to be more optimal at work (Moehariono, 2012).

PT. Telekomunikasi Indonesia, Tbk, (Telkom) is a state-owned enterprise engaged in telecommunications and network services in the territory of Indonesia. Currently, its shares are owned by the Government of Indonesia (53.6%), and 46.4% by the public, the Bank of New York, and domestic investors. Telkom has 13 subsidiaries. Telkom has served more than 151.9 million subscribers consisting of cellular (Telkomsel) more than 125 million and fixed subscribers. The company provides a variety of other communication services including telephone network interconnection, multimedia, data and internet communication related services, satellite transponder rental, line subscription, pay television and VOIP services. The company that has a vision to become a company that excels in the provision of Telecommunication, Information, Media, Edutainment and Services ("TIMES") in the

region has dominated more than 60 percent of Indonesia's broadband market share. This means that Telkom already has more than 19 million broadband subscribers. Telkom has an internet gateway capacity of more than 106.4 Gbps. The company always strives to ensure the adequacy of internet gateways to meet consumer needs from both fixed broadband and mobile broadband.

The phenomenon found by the author at PT. Telekomunikasi Indonesia there are still some employees who have not worked optimally, and there are still employees who go out to eat before break time, and there is still an element of kinship within the company. where there are several new employees who are entered by insiders or families.

Besides that Employee organizational commitment is still low, this can be seen from the lack of effective consistency of employees in carrying out their duties, where there are still some employees who do not agree with the regulations that are fixed by PT. Indonesian telecommunications, still low the willingness of employees to believe in and demonstrate the values that exist in PT. Telekomunikasi Indonesia in itself with a strong will to provide something that can achieve organizational goals.

Low work engagement that employees have to do something in certain situations, their persistence and interest in overcoming the difficulties of their chosen goals. As an employee, you must be able to take part in seeing the problems that exist within the organization, because the impact can affect the decline in the quality of the organization in providing services to consumers. By having a high commitment to solving problems and not giving up when they find that the strategy being used is not working, in organizational life, such commitment is needed especially to solve various organizational problems, including the achievement of organizational goals.

The motivation and support given to employees has been very optimal, both from bonuses, rewards and career paths in order to encourage employee performance to remain optimal in creating goals, in providing the best service to consumers.

## **METHOD**

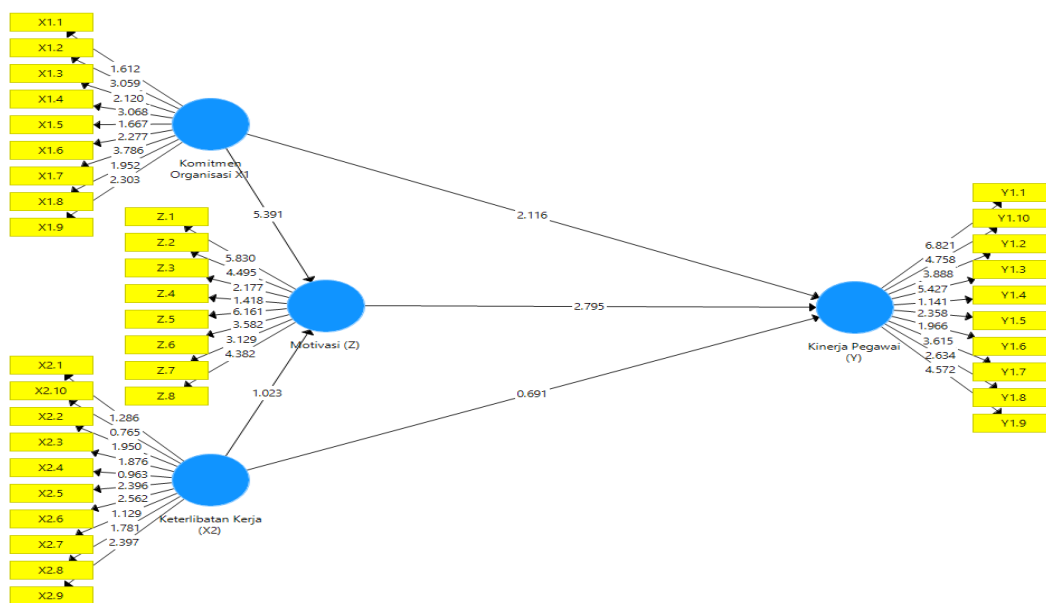
This research is included in the type of descriptive and associative research. Descriptive research is a form of research aimed at describing existing phenomena, both natural phenomena and man-made phenomena. The phenomenon can be in the form of forms, activities, characteristics, changes, relationships, similarities, and differences between one phenomenon and another (Sugiyono, 2010b). Associative is research that aims to determine the effect or relationship between two or more variables (Sugiyono, 2010b). Population is a generalization area consisting of subjects or objects that have certain qualities and characteristics that are applied by researchers to be studied and then drawn conclusions. (Sugiyono, 2010a). The population in this study were 43 respondents.

This study uses a saturated sampling technique (census), which is sampling when all members of the population are sampled. Saturated sampling is a sample that represents the total population. Usually done if the population is considered small or less than 100 (Sugiyono, 2010a). Saturated sampling was chosen because the number of employees of PT. Telekomunikasi Indonesia Tbk Witel Medan there are 43 respondents. The researcher used a census technique by using all members of the population as a sample of 43 employees. Research data collection techniques are a way to collect relevant data for research. The source of data used in this study is primary data, namely data from questionnaires and interviews (Juliandi, Irfan, & Manurung, 2015). The data collection techniques used are interviews and questionnaires. This study uses partial regression

analysis (Partial Least Square/PLS) to test the four hypotheses proposed in this study. This analysis is often referred to as the second generation of multivariate analysis (Imam Ghozali, 2013). Each hypothesis will be analyzed using Smart PLS 2.0 software to test the relationship between variables.

**RESULTS**

Data analysis in this study used the Structural Equation Model Partial Least Square (SEM-PLS). As an alternative to covariance based SEM, the variance based or component based approach with analysis-oriented PLS shifts from testing causality/theory models to component based predictive models (Ghozali, 2016). PLS is a powerful analytical method because it is not based on many assumptions and the data does not have to have a multivariate normal distribution. Structural model testing in PLS is carried out with the help of Smart PLS ver software. 3 for Windows. The following are the results of the structural model formed from the formulation of the problem:



**Figure 1.** Results of the PLS Structural Model

From the test results using Smart PLS, the mediation effect analysis intends to analyze the direct influence of both work culture on performance; work culture on job satisfaction; and job satisfaction on employee performance; and the indirect effect of work culture on employee performance mediated by employee job satisfaction. There are two group stages to analyze SEM-PLS, namely the analysis of the measurement model (outer model), namely (a) convergent validity; (b) construct reliability and validity; and (c) discriminant validity and structural model analysis (inner model), namely (a) coefficient of determination (r-square); (b) f-square; and (c) hypothesis testing (Hair, Hult, Ringle, & Sarstedt, 2014).

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross loading value. An indicator is declared to meet discriminant validity if the value of the cross loading indicator on the variable is the largest compared to other variables (ghozali). The following is the cross loading value for each indicator.

**Table 1. Cross Loading**

No	Organizational Commitment	Work Engagement	Motivation	Employee Performance
X1.1	0.444			
X1.2	0.627			
X1.3	0.476			
X1.4	0.614			
X1.5	0.344			
X1.6	0.505			
X1.7	0.625			
X1.8	0.477			
X1.9	0.518			
X2.1		0.403		
X2.2		0.602		
X2.3		0.547		
X2.4		0.260		
X2.5		0.701		
X2.6		0.761		
X2.7		0.355		
X2.8		0.492		
X2.9		0.799		
X2.10		0.250		
Z.1			0.792	
Z.2			0.628	
Z.3			0.447	
Z.4			0.348	
Z.5			0.765	
Z.6			0.568	
Z.7			0.678	
Z.8			0.707	
Y.1				0.838
Y.2				0.697
Y.3				0.794
Y.4				0.292
Y.5				0.469
Y.6				0.424
Y.7				0.556
Y.8				0.431
Y.9				0.731
Y.10				0.718

Source: PLS Data Management

Based on the data in Table 4.11, it is known that each indicator in the variable The research has the largest cross loading value on the variables it forms compared to the cross loading values on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables. In addition to observing the cross loading value, discriminant validity can also be known through other methods, namely by looking at the Average Variance Extracted (AVE) value for each indicator, it is required that the value must be > 0.5 for a good model (Ghozali, 2017).

**Table 2. Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
Organizational Commitment	0.573



Work Engagement	0.503
Motivation	0.501
Employee Performance	0.585

Based on Table 2, it is known that the AVE value of the organizational commitment, work engagement, motivation and performance variables  $> 0.5$ , it is stated that each variable has good discriminant validity.

*Composite reliability* is the part that is used to test the value of the reliability of the indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value  $> 0.6$  (Ghozali, 2017). The following is the composite reliability value of each variable used in this study:

**Table 3.** Composite Reliability

Variable	Composite Reliability
Organizational Commitment	0.766
Work Engagement	0.758
Motivation	0.836
Employee Performance	0.852

Based on table 3, it is known that the composite reliability value of all research variables is  $> 0.6$ . These results indicate that each variable has fulfilled so that it can be concluded that all variables have a high level of reliability.

Test reliability with *composite reliability* previously can be strengthened by using the value of Cronbach's alpha. A variable can be declared reliable if the value of Cronbach's alpha  $> 0.6$ . The following is the value of Cronbach's alpha for each variable.

**Table 4.** Croncach Alpha

Variable	Croncach Alpha
Organizational Commitment	0.765
Work Engagement	0.769
Motivation	0.773
Employee Performance	0.808

Based on table 4, it is known that the value of *chroncach alpha* each research variable  $> 0.6$ . So these results indicate that each research variable has met the requirements of high reliability.

Variable manifest in the block should be tested for signs of multicollinearity. The Variance Inflation Factor value can be used to test multicollinearity with the data in the following table:

**Table 5.** Variance Inflation Factor (VIF)

	(VIF)
X1.1	1.225
X1.2	1.458

X1.3	1.175
X1.4	1.303
X1.5	1.116
X1.6	1.225
X1.7	1.482
X1.8	1,230
X1.9	1,231
X2.1	2019
X2.2	2.415
X2.3	1.616
X2.4	1.406
X2.5	2.032
X2.6	2,717
X2.7	2,077
X2.8	1,621
X2.9	1,876
X2.10	1,213
Z.1	1,831
Z.2	1.334
Z.3	1.365
Z.4	1.203
Z.5	2,099
Z.6	1.365
Z.7	1,796
Z.8	1,848
Y.1	2,585
Y.2	3.050
Y.3	3.092
Y.4	1,215
Y.5	1.554
Y.6	1,350
Y.7	1.349
Y.8	1.582
Y.9	1,921
Y.10	1,745

Table 5, states that all of the variables in this study have a VIF value  $< 10$ , so it can be explained that this research variable does not have symptoms of multicollinearity.

### Structural Model Analysis (Inner Model)

Structural model analysis aims to analyze the research hypothesis. There are at least two parts that need to be analyzed in this model, namely: the coefficient of determination and hypothesis testing.

#### 1. Coefficient of determination (R-square)

R-square is a measure of the proportion of variation in the value that is influenced (endogenous) which can be explained by the variables that influence it (exogenous) This is useful for predicting whether the model is good/bad. The r-square result for the endogenous latent variable of 0.75 indicates that the model is substantial (good); 0.50 indicates that the model is moderate (medium) and 0.25 indicates that the model is weak (poor).

**Table 6. R-Square**

<b>R sqare</b>	<b>R sqaue adjusted</b>
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<b>Performance</b>	0.581	0.549
<b>Motivation</b>	0.550	0.527

From the table above, it is known that the effect of organizational commitment on performance through motivation with an r-square value of 0.581 can conclude that the variation in the performance value is  $0.581 \times 100 = 58.1\%$  in other words that the model is substantial (moderate), and 41.9% influenced by other variables, and for the motivation of the r-square value of 0.550 it can be concluded that the value of variation is 55% that the model is substantial (moderate), and 45% is influenced by other variables.

It can be explained/illustrated that the variables have a fairly good (moderate) relationship where according to the provisions, where the results of the R Square value of the performance and motivation variables have a value above 0.50 indicating that the model is moderate (medium).

### F-Square

F-square is a measure used to assess the relative impact of an influencing variable (exogenous) on the affected variable (endogenous). The criteria for drawing conclusions are if the  $f^2$  value is 0.02 then there is a small (weak) effect of the exogenous variable on the endogenous, the  $f^2$  value is 0.15 then there is a moderate effect of the exogenous variable on the endogenous or moderate, the  $f^2$  value is 0.35 then there is a large effect of exogenous variables on endogenous.

**Table 7. F-Square PLS**

	<b>Organizational I Commitment</b>	<b>Work Engagement</b>	<b>Employee Performance</b>	<b>Motivation</b>
Organizational Commitment	-	-	0.161	0.912
Work Engagement	-	-	0.230	0.090
Employee Performance	-	-	-	-
Motivation	-	-	0.255	-

Based on the table above, it is known that: Organizational commitment to motivation is worth 0.912 indicating that there is a large effect, Job engagement on motivation is worth 0.090 indicating that there is a small effect, Organizational commitment to performance is worth 0.161 indicating that there is a moderate effect, Work engagement on performance is worth 0.230 indicating that there is a moderate effect, Motivation on performance is worth 0.255 indicating that there is a moderate effect.

It can be explained that the results of the Smart PLS test show that each variable has a relatively moderate relationship where according to the withdrawal criteria, the  $f^2$  value of 0.15 means that there is a moderate effect of the exogenous variable on the endogenous or moderate.

### Hypothesis test

This test is to determine the path coefficient of the structural model. The aim is to test and analyze the significance of all relationships or hypothesis testing, namely (a) Direct effects, (b) indirect effects and total effects as follows:

- direct effects* (I Ghozali & Latan, 2015) is a direct effect that can be seen in the long term from the results of the path coefficient on exogenous and endogenous variables as

follows:

**Table 8.** Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Statistics (IO/STDEV)	P Values
X1 -> Z	0.662	0.658	0.123	5,391	0.000
X2-> Z	0.108	0.185	0.213	1.023	0.307
X1->Y	0.371	0.414	0.175	2.116	0.015
X2->Y	0.298	0.384	0.191	2.221	0.023
Z->Y	0.487	0.448	0.174	2,795	0.005
X1-> Z-> Y	0.201	0.290	0.196	2.054	0.252
X2 -> Z -> Y	0.322	0.297	0.124	2,596	0.010

Based on table 8 above, it can be stated that the hypothesis testing for part *direct effectis* as follows :

- a) The effect of organizational commitment on motivation has a path coefficient of 0.662. This shows that the higher the level of organizational commitment, the higher the level of motivation. This influence has a probability value (p-values) of 0.000 < 0.05, there is a significant effect between organizational commitment on motivation, it can be interpreted that organizational commitment can have a direct influence on motivation.
- b) The effect of work engagement on motivation has a path coefficient of 0.108. This shows that the lower the level of work engagement, the lower the level of motivation. This influence has a probability value (p-values) of 0.307 > 0.05, meaning that there is no significant effect between work engagement on motivation, which means that work engagement can have a positive but not significant effect.
- c) The effect of organizational commitment on employee performance has a path coefficient of 0.371. This shows that the higher the level of organizational commitment, the higher the level of employee performance. This influence has a probability value (p-values) of 0.035 < 0.05, meaning that there is a significant influence between organizational commitment on employee performance, it can be interpreted that organizational commitment can have a direct influence on employee performance.
- d) The effect of work engagement on employee performance has a path coefficient of 0.298. This shows that the higher the level of work engagement, the higher the level of employee performance. This influence has a probability value (p-values) of 0.023 > 0.05, meaning that there is a significant influence between work engagement on employee performance, it can be interpreted that work engagement can have a direct influence on employee performance.
- e) The effect of motivation on employee performance has a path coefficient of 0.487. This shows that the higher the level of motivation, the higher the level of employee performance. This influence has a probability value (p-values) of 0.012 < 0.05, meaning that there is a significant influence between motivation on employee performance, it can be interpreted that motivation can have a direct influence on employee performance.

## Discussion

In the following, there are several main sections that will be discussed in the analysis of the findings of this study, which are as follows:

### The Effect of Organizational Commitment on Motivation

Based on the results of the study indicate that organizational commitment is able to improve employee performance at PT. Telekomunikasi Indonesia Medan Witeal. Where organizational commitment can significantly influence the level of motivation. From the results of the analysis of hypothesis testing using smart PLS, it is known that organizational commitment has a positive effect on employee performance which is assessed by a path coefficient of 0.662 which has an influence of  $0.662 \times 100 = 66.2\%$ . The probability value obtained is  $0.000 < 0.05$ , and t count is  $5.391 > 2,019$  t table where t count is greater than t table. This shows that organizational commitment has a positive and significant effect on motivation at PT. Telecommunications Indonesia Witel Medan.

Khulub & Hidayati, (2012; 62) "Organizational commitment is positively related to motivation, where the higher the commitment, the higher the work motivation experienced. If the organizational commitment of employees is in the form of a shared commitment to create company goals that run well, this will automatically increase employee motivation. The results of this study are in line with the results previously conducted by (Sukaryanti, 2016); (Waluyo, 2019); (Fatikasari, Indrawati, & Murwaningsih, 2020) and (Hadiwijaya & Hanafi, 2013) concluded that organizational commitment to work motivation has a significant influence.

### **The Effect of Work Engagement on Motivation**

Based on the results of the study showed that work engagement was not able to increase motivation at PT. Telekomunikasi Indonesia Tbk Witel Medan. Where work engagement can not significantly affect the level of motivation. From the results of the analysis of hypothesis testing using smart PLS, it is known that work engagement does not have a positive effect on motivation which is assessed by a path coefficient of 0.108 which has an effect of  $0.108 \times 100 = 10.8\%$ . The probability value obtained is  $0.307 > 0.05$ . The t-count value is  $1.023 < 2.019$  t-table, where t-count is smaller than t-table. This shows that work engagement has a positive and insignificant effect on motivation at PT. Telekomunikasi Indonesia Tbk Witel Medan. Job engagement does not always have the level of employee identification with his job, actively participates in his work, and considers his performance at work. Employees with a high level of work engagement will not have a very significant influence on motivation, which is the task of employees to be involved in a given task (Amal, Meutia, & Diswandi, 2021). The results of this study are not in line with the results previously carried out by (Amal et al., 2021); (Liwun & Prabowo, 2015); (Aldiansyah & Rijant, 2016) and (Nurlaini & Almasdi, 2020) concluded that work engagement does not have a positive effect on work motivation.

### **The Effect of Organizational Commitment on Performance.**

Based on the results of the study indicate that organizational commitment is able to improve employee performance at PT. Telekomunikasi Indonesia Tbk Witel Medan. Where organizational commitment can significantly influence the level of employee performance. From the results of the analysis of hypothesis testing using smart PLS, it is known that organizational commitment has a positive effect on employee performance which is assessed by a path coefficient of 0.371 which has an effect of  $0.371 \times 100 = 37.1\%$ . The probability value obtained is  $0.015 < 0.05$ . The t-count value is  $2.116 > 2.019$  t-table, where t-count is greater than t-table. This indicates that organizational commitment has a positive and significant effect on the performance of employees of PT Telekomunikasi Indonesia Tbk Witel Medan. Organizational commitment is one of the things that is considered to have an effect on employee performance, even though what is given by a large organization is not

necessarily able to improve employee performance, because commitment comes from the individual's strong desire to fulfill the rules set by the organization.(Muis et al., 2018). If organizational commitment goes well, it will greatly affect employee performance which continues to increase, organizational commitment is also not only for employees but for all those in the organization, both leaders and subordinates who will work more responsibly and achieve predetermined goals and vice versa. If organizational commitment does not go well, there will be a decrease in performance within the company because organizational commitment can affect performance with the level of trust of employees to the company.

This is in line with the results of previous research conducted by (Muis et al., 2018); (Mujiatun, Jufrizen, & Ritonga, 2019); (Jufrizen, 2015); and (Respatiningsih & Sudirjo, 2015); concluded that organizational commitment has a very significant influence on employee performance.

#### **The Effect of Work Engagement on Performance.**

Based on the results of the study indicate that work engagement can improve employee performance at PT. Telekomunikasi Indonesia Tbk Witel Medan. Where work engagement can significantly influence the level of employee performance. From the results of the analysis of hypothesis testing using smart PLS, it is known that work engagement has a positive effect on employee performance which is assessed by a path coefficient of 0.298 which has an influence of  $0.298 \times 100 = 29.8\%$ . The probability value obtained is  $0.023 < 0.05$ .  $t$  count  $2.221 > 2,019$   $t$  table where  $t$  count is greater than  $t$  table. This shows that work engagement has a positive and significant effect on the performance of employees of PT Telekomunikasi Indonesia Tbk Witel Medan. Job engagement is an important factor in employee performance, where work engagement has a very significant influence on employee performance in completing the given task, where employee engagement, the extent to which he is partial to his work and considers his level of performance important for himself.(Aldiansyah & Rijant, 2016). Employee engagement is also the key to the company's success in facing business changes, and global competition. New challenges related to modernization also demand creative adaptation and innovation from companies in order to remain able to maintain their existence in the global business order. The importance of the presence of employees in the company, to reach that point a sense of belonging is needed which leads to high loyalty to the company which can be achieved through employee engagement. (Paryati, Praningrum, & Susetyo, 2018). This is in line with the results of previous research conducted by (Liwun & Prabowo, 2015); (Nurlaini & Almasdi, 2020); (Septiadi, Sintaasih, & Wibawa, 2017); concluded that organizational commitment has a very significant influence on employee performance.

#### **The Effect of Motivation on Performance.**

Based on the results of the study indicate that organizational motivation is able to improve employee performance at PT. Telekomunikasi Indonesia Tbk Witel Medan. Where organizational commitment can significantly influence the level of employee performance. From the results of the analysis of hypothesis testing using smart PLS, it is known that organizational commitment has a positive effect on employee performance which is assessed by a path coefficient of 0.487 which has an influence of  $0.487 \times 100 = 48.7\%$ . The probability value obtained is  $0.005 < 0.05$ .  $t$  count  $2,795 > 2,019$   $t$  table where  $t$  count is greater than  $t$ table. This shows that organizational commitment has a significant effect on the performance of employees of PT Telekomunikasi Indonesia Tbk Witel Medan.

Organizational commitment is one of the things that is considered to have an effect on employee performance, even though what is given by a large organization is not

necessarily able to improve employee performance, because commitment comes from the individual's strong desire to fulfill the rules set by the organization (Muis et al., 2018). This is in line with the results of previous research conducted by (Jufrizen, Pharisee, Azhar, & Daulay, 2020); (Jufrizen & Pulungan, 2017); (Nasution & Pasaribu, 2020); (Wahyudi & Tupti, 2019); (Rosmaini & Tanjung, 2019); (Parerung, Adolfini, & Mekel, 2014); (Fiansi & T, 2019); (Marjaya & Pasaribu, 2019); (Rukhayati, 2018); (Siahaan & Bahri, 2019); (Hendra, 2020); (Jufrizen, 2017); (Farisi et al., 2020) concluded that work motivation has a positive effect on employee performance.

### **The Effect of Organizational Commitment on Employee Performance Through Motivation**

Based on the results of the study indicate that organizational commitment is able to improve employee performance at PT. Telekomunikasi Indonesia Tbk Witel Medan. Where organizational commitment can significantly influence the level of employee performance. From the results of the analysis of hypothesis testing using smart PLS, it is known that organizational commitment has a positive effect on employee performance which is assessed by a path coefficient of 0.201 which has an influence of  $0.201 \times 100 = 20.1\%$ , and has a probability value (p-values) of  $0.192 < 0,05$  and the total t count is  $2.054 > 2.019$  where t count is greater than t table. it can be concluded that organizational commitment has a positive and insignificant effect on performance through motivation.

High commitment within the company will be able to improve the performance of employees where employees always feel confident and obey the rules set by the company to create company goals, employees who have a high commitment spirit must be supported by the motivation that employees get both from internal motivation. company and outside the company, which all result in increased performance of employees in carrying out their duties. Based on the results of this study, it is in line with what was done (Tambunan, 2016); (Tambrin et al., 2018); (Amal et al., 2021) concluded that organizational commitment has a positive influence on employee performance through work motivation as an intervening variable that has a direct influence on employee performance.

### **The Effect of Work Engagement on Employee Performance Through Motivation**

Based on the results of the study indicate that work engagement can improve employee performance at PT. Telekomunikasi Indonesia Tbk Witel Medan. Where organizational commitment can significantly influence the level of employee performance. From the results of the analysis of hypothesis testing using smart PLS, it is known that work engagement has a positive effect on employee performance which is assessed by a path coefficient of 0.322 which has an effect of  $0.322 \times 100 = 32.2\%$  and has a probability value (p-values) of  $0.010 < 0.05$ , and the t-count value is  $2.596 > 2.019$  t-table, where t-count is greater than t-table. It can be concluded that work engagement has a positive and significant effect on performance through motivation. Work engagement greatly affects the level of employee performance at work, employees who have engagement in work will affect the task that has been determined by the company at work, the work engagement of employees in a company also affects the level of employee performance and work motivation at work, if everything is going well optimally and regularly, the level of employee motivation indirectly also has a role in completing the work assignments given, where it is all to create a quality company that continues to run well in accordance with the vision and mission that has been determined. Based on the results of research conducted (Tambunan, 2016); (Tambrin et al., 2018); (Amal et al., 2021) concluded that work engagement has a positive



influence on employee performance through work motivation as an intervening variable that has a direct influence on employee performance.

## CONCLUSION

Based on the results of the study it can be concluded that Organizational commitment has a significant positive effect on work motivation, work engagement has a positive but not significant effect on work motivation, organizational commitment has a positive and significant effect on employee performance, work engagement has a positive and significant effect on employee performance, work motivation has a significant positive effect on employee performance, organizational commitment has a positive and significant effect on employee performance through work motivation and work engagement has a significant effect on employee performance through work motivation Tbk Witel Medan.

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