

# Workplace Synergy: Exploring How Satisfaction, Culture, and Motivation Fuel Performance

Yusoff Ahmad Fareed<sup>1</sup>, Mawadah Nasser<sup>2</sup>, Liam Jin Kim<sup>3\*</sup>

<sup>1</sup>Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan, Malaysia

<sup>2</sup>Faculty of Business Administration, Berlin International University of Applied Sciences Germany

<sup>3</sup>Faculty of Economics and Management, East China Normal University, China

\*Corresponding Author: LiamKim@chu.edu.cn

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## ABSTRACT

This research aims to test the mediating effect of organizational commitment on the influence of job satisfaction, organizational culture and motivation on the performance. This research used questionnaires from 127 respondents, from 3 districts. The analytical tool used is SEM-PLS 4.0. The research results show an increase in employee performance based on the results of statistical tests where direct influence between job satisfaction, organizational culture, motivation on organizational commitment, organizational commitment on employee performance and job satisfaction, organizational culture, motivation on employee performance have a positive and significant influence. The indirect relationship shows the importance of organizational commitment built by the company in improving employee performance, which is able to mediate the influence of job satisfaction, organizational culture and employee motivation in improving performance which is required to increase company profits.

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## INTRODUCTION

Many studies have been conducted on job satisfaction in improving employee performance, especially in companies that have a profit-oriented motive. The level of job satisfaction influences employee performance both partially and simultaneously with other variables such as compensation and discipline (Egenius et al., 2020) and motivation (Poetri Narulita & Charina, 2020). Job satisfaction shows a general attitude towards an individual's work, which shows the difference between the amount of appreciation received by the employee and the amount that must be received by the employee (Nirmalasari & Amelia, 2020). Apart from job satisfaction, organizational culture plays an important role as formal and informal rules that must be understood and agreed upon by members of the organization, because organizational culture is a set of values, principles, traditions and ways of working that are shared by members of the organization and influencing the way they act (Sitio, 2021) as well as the values, beliefs and basic principles that are the foundation for management systems and practices as well as behavior that enhances and strengthens these principles (Burhan et al., 2013). Employee performance is also determined by work motivation in the form of employees working diligently and enthusiastically in achieving optimal results. The stronger the work motivation, the higher employee performance will be, and will provide a very significant increase in employee performance (Nurhasan et al., 2016; Ridwan et al., 2022; Wibowo & Sutanto, 2013).

Many factors influence employee performance, including job satisfaction, organizational commitment and work environment (Kasmir, 2016). The effect of organizational commitment which mediates between job satisfaction and employee performance. Employees who are satisfied with the work they have obtained will provide the best performance so that it will have an impact on increasing the success of the company, requiring employee organizational commitment to the company. Employees who have commitment will have the desire to provide more energy, thought and responsibility in improving the welfare and success of the company Egenius et al., (2020). Indirect effects (indirect effects) from the effect of organizational commitment which mediates the influence between job satisfaction and employee performance (Permata, 2017) in the form of organizational commitment such as sufficient salary, and work provided by the company in accordance with employee abilities, learning, promotion the position is in accordance with what they have so it is appropriate to be proposed for a more appropriate position, supervision carried out by superiors on employees has a very positive influence on employees when doing their work, co-workers are very supportive so these things can influence organizational commitment which will have an impact positive impact on the resulting performance.

The effect of organizational commitment between organizational culture on employee performance has a significant influence. Organizational culture is a shared understanding of individuals in an organization to recognize bureaucracy and innovation in supporting teamwork in their work environment (Cameron & Quinn, 2011; Roper, 2009). Organizational culture develops easily in organizations full of rational people. Organizations are required to change, through organizational culture processes to improve performance. Commitment is the feelings, attitudes and behavior of individuals identifying themselves as part of the organization, being involved in the process of organizational activities and being loyal to the organization in achieving organizational goals (Wibowo, 2014: 429). Commitment relates to the strength and attachment of a person to the organization at an emotional level. Higher commitment can bridge the organizational culture process in increasing higher performance (Budiarti & Bukhori, 2018). Apart from job satisfaction, motivational organizational culture plays a role in employee performance, because motivation is a process that plays a role in the intensity of direction and duration of individual efforts towards achieving targets. The results in question can be productivity, attendance or other creative work behavior (Robbins, 2007:213). Commitment that bridges the influence of motivation on employee performance in the form of formal education and incentives (Sutrisno et al., 2022; Liana & Neva Denjayanti, 2022). This paper contains a section that presents the introduction, theory and hypothesis, followed by a section that explains the methodology used to obtain the results. The following section explains the research discussion, findings and conclusions.

## **LITERATURE REVIEW**

### **Influence job satisfaction on organizational commitment.**

Ellys & Ie, (2020) shows that job satisfaction will be able to improve employee performance. Job satisfaction is in the form of an individual's emotional attitude that is enjoyable and loves his or her job. Employee performance is influenced by job satisfaction in the form of achieving a set of desires, needs, desires and past experiences that combine to form job expectations when joining an organization as a worker (Umar, 2010). Research (Mathis and Jackson, 2016) shows that people who are relatively satisfied with their jobs will be more committed to the organization (Mathis and Jackson, 2016). Susanti & Palupiningdyah, (2016) studied the existence of a significant and positive relationship between job satisfaction and employee performance. When employees are satisfied with their work, supervision, salary, promotions and coworkers, employee performance will directly increase.

**Hypothesis 1:** Job satisfaction can affect employee

### **The Influence of Organizational Culture on Organizational Commitment.**

The influence of organizational culture processes influences organizational commitment through a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by members of an organization as a guide for behavior and solving organizational problems. (Sutrisno, 2011:2). Adhi's (2014) research shows the positive and significant influence of organizational culture on organizational commitment in the form of an attitude of acceptance and strong belief in the values and goals of an organization. In line with research by Heriyanti & Zayanti, (2020) states that organizational culture influences organizational commitment, such as forming a culture that supports the creation of a comfortable work environment (Méité et al., 2022). Leithy's research (2017) states that the influence of organizational culture can increase organizational commitment, especially in terms of the decision-making process in terms of internal interactions, perspective, thinking, feeling and acting correctly. The influence of organizational culture on organizational commitment is able to make employees work loyally to the organization (Mahmudah, 2012).

**Hypothesis 2:** Organizational culture can influence organizational commitment

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

Organizational commitment arises due to individual motivation in the organization (Sutrisno, 2010:298-302), Febiyana & Capdeville Chapuzet, (2022) examined the positive and significant influence of work motivation on organizational commitment. Frastika & Franksiska, (2021) also researched that motivation has a significant effect on organizational commitment.

**Hypothesis 3:** Work motivation can influence organizational commitment

### **The influence of organizational commitment on employee performance**

High organizational commitment will result in good work performance, Cherif, (2020) examined the influence of organizational commitment on employee performance as having a positive and significant influence. Research conducted by Darmin et al, (2021) shows the influence of organizational commitment on improving employee performance. This shows that organizational commitment has a positive and significant effect on employee performance (Mohyi, 2021).

**Hypothesis 4:** Organizational commitment can influence employee .

### **The influence of job satisfaction on employee performance.**

When a company is able to increase employee job satisfaction, the company will gain many benefits. By increasing job satisfaction, workers will be completed more quickly and damage will be reduced and costs incurred will be smaller and so on (Muhajir, 2014). Nirmalasari & Amelia, (2020) shows that job satisfaction has a positive and significant influence on employee performance. Narulita Poetry Research & Charina, (2020) tested that job satisfaction can influence employee performance positively and significantly (Egenius et al., 2020).

**Hypothesis 5:** Job satisfaction can affect employee .

### **The influence of organizational culture on employee performance.**

Sitio's research (2021) shows that there is an influence of organizational culture processes on employee performance in the form of a set of values, principles, traditions and ways of working that are shared by members of the organization and influence the way they act. Sucipto et al.'s research. (2019) revealed that the better the quality of the factors contained in organizational culture, the better the company's performance. Research by Burhan et al., (2013) shows that organizational culture can influence employee performance in the form of values, beliefs and basic principles which are the foundation for management systems and practices as well as behavior that improves and strengthens these principles.

**Hypothesis 6:** Organizational culture can influence employee .

### **The influence of motivation on employee performance**

Several studies show that the influence of work motivation on employee performance is positive and significant. Adiyasa Research & Windayanti, (2019) shows that motivation and leadership have a significant effect on employee performance variables. Research by Nurhasan et al., (2016) The stronger the work motivation, the higher the employee performance will be, this means that every increase in employee motivation will provide a very significant increase for employee performance. Research by Ridwan et al., (2022) states that motivation has a significant effect on employee performance. Wibowo & Sutanto, (2013) stated that if employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be encouraged to do something well. states that the better the employee's work motivation in working in the company, the more the employee's performance will increase. Locke & Latham (2002) underlines the importance of clearly defined goals and motivating challenges in improving individual performance,

Hypothesis 7: Work motivation can influence employee .

### **The influence of job satisfaction through organizational commitment on employee performance.**

Kasmir's research (2016) found that organizational commitment was able to mediate between job satisfaction and employee performance. Employees who have commitment will have the desire to provide more energy, thought and responsibility in improving the welfare and success of the company Egenius et al., (2020). Permata's research (2017) shows that the indirect effects test of organizational commitment mediates the influence between job satisfaction and employee performance. Shows positive and significant results. This indicates that employees have very high organizational commitment to the company.

**Hypothesis 8:** Organizational commitment is able to mediate the influence of job satisfaction which can influence employee

The influence of organizational culture through organizational commitment on employee performance Organizational culture is a shared understanding of individuals in an organization to recognize bureaucracy and innovation in supporting teamwork in their work environment (Cameron & Quinn, 2011; Roper, 2009). According to Schein (2011) organizational commitment mediates the influence of organizational culture on organizational performance. Commitment is strongly connected to and tied to the organization at an emotional level. Often reflects workers' belief in the company's mission and goals. Budiarti & Bukhori, (2018) shows the indirect influence of organizational culture on employee performance which is mediated by organizational commitment.

**Hypothesis 9:** Organizational commitment is able to mediate the influence of organizational culture on employee .

### **The influence of motivation through organizational commitment on employee performance.**

mMotivation is a process that plays a role in the intensity of direction and duration of an individual's efforts towards achieving goals (Robbins, 2007:213). B. Plippo in Hasibuan, (2003:143) states that motivation is a skill in directing employees and organizations to work successfully, so that employee desires and organizational goals are simultaneously achieved. The influence of motivation on employee performance through organizational commitment is positive and significant (Sutrisno et al., 2022. Research by Liana & Neva Denjayanti, (2022) proves that work motivation has a direct impact on employee performance and indirectly through organizational commitment can improve employee performance. Increased motivation through the level of organizational commitment can act as a major driver in improving employee performance. Organizational commitment can be divided into three main dimensions: affective, continuance, and normative. Motivation driven through affective organizational

commitment, namely employees' feelings towards the organization, can influence the level of involvement and dedication which in turn improves their performance (Meyer, J. P., & Herscovitch, L., 2001). In line with this theory, research by Rhoades, L., & Eisenberger, R. (2002) shows that employees who feel they have a high level of organizational commitment tend to be more motivated and have better performance. So it can be concluded that motivation originating from the level of organizational commitment, especially through the affective dimension, can be a key factor in improving employee performance (Meyer, J. P., & Allen, N. J., 1991; Rhoades, L., & Eisenberger, R., 2002).

**Hypothesis 10:** Organizational commitment is able to mediate the influence of motivation on employee .

## METHOD

The method used in this research is in the form of a quantitative approach with an explanatory survey method. Data was generated through a questionnaire using a Likert scale which was distributed to respondents who were employees of .The number of respondents was 127 with a sampling technique using the Slovin formula.Data were analyzed using qualitative descriptive in the form of average scores and data analysis using Partial Least Square.

## RESULTS

### a. Respondent Characteristics

Characteristics of respondents in this study according to gender, the largest percentage is male (74.01%), the largest percentage is between 26 - 30 years old (51.18%), the working period is 1-5 years (66.93%), level The largest number of respondents' last education was at the high school or equivalent level (77.18%), according to the position of the majority of employees (92.91%).

**Table 1. Descriptive Research Variables**

Variable	Index Value
Employee performance	90.32
Organizational commitment	87.64
Job satisfaction	83.13
Organizational culture	86.74
Work motivation	89.32

Source: Processed data, 2023.

Table 1 illustrates the descriptive analysis that all variables show good and very good categories.

### b. Validity test

The validity of the latent variable is seen from the indicators that have an influence on the latent variable or construct variable. The outer model measurement results show that all indicators are declared valid (figure 1).

Based on Figure 1, all loading factors are declared valid, because they comply with PLS rules, indicators > 0.6 (Chin, 2014). Furthermore, validity and reliability can be seen from the constructs of reliability and validity. Table 2 illustrates the constructs of reliability and validity.

**Table 2. Construct Reliability and Validity**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted(AVE)
Organizational culture	0.835	0.842	0.871	0.606
Job satisfaction	0.860	0.872	0.883	0.770
Employee performance	0.739	0.879	0.778	0.718

Organizational Commitment	0.904	0.914	0.919	0.655
Work motivation	0.823	0.846	0.861	0.729

Source: Processed data, 2023.

Based on Table 2, validity can be seen from table 2. Validity can be seen from the variable construct values used in the research with reference to the Average Variance Extracted (AVE) value of organizational culture of 0.606, job satisfaction 0.770, employee performance 0.718, organizational commitment 0.655, work motivation 0.729. The results show that the variables as a whole are declared to meet validity, where the score is more than 0.5. The reliability of the research instrument can be seen from the value Cronbach's alpha and composite reliability analysis where Variable organizational culture of 0.835 & 0.871, job satisfaction 0.860 & 0.883, employee performance 0.739 & 0.778, organizational commitment 0.904 & 0.919, work motivation 0.823 & 0.861. The results show that the variables as a whole are declared to be reliable.

### Structural Model Testing (Inner Model)

Structural model testing aims to determine the magnitude of the influence of the relationship (cause and effect) between latent variables or construct variables. Table 3 displays the results of the determination test (R<sup>2</sup>) to determine whether one variable influences other variables or not.

**Table 3. Coefficient of Determination**

	R Square	R Square Adjusted
Employee performance	0.434	0.410
Organizational Commitment	0.642	0.630

Source: Processed data, 2023

From Table 3 The results of the coefficient of determination test for employee performance show that job satisfaction, organizational culture and work motivation influence employee performance by 0.434 or 43%. Organizational commitment is influenced by job satisfaction, organizational culture and work motivation by 0.642 or 64%. The results of the analysis concluded that the results of the coefficient of determination showed suitability in the field and the model fit. The results of hypothesis testing using path analysis are presented in table 4.

**Table 4. Summary of Hypothesis Testing Results**

	Sample Mean (M)	Standard Deviation (STDEV)	Q Statistics ( O/STDEV )	P Values	Results
Job Satisfaction -> Organizational Commitment	0.403	0.121	4,091	0.001	Accepted
Organizational Culture -> Organizational Commitment	0.597	0.110	4,589	0.001	Accepted
Work Motivation -> Organizational Commitment	0.604	0.107	5,821	0,000	Accepted
Organizational Commitment -> Employee performance	0.511	0.114	6,456	0,000	Accepted
Job Satisfaction -> Employee performance	0.498	0.132	3,558	0.005	Accepted
Organizational Culture -> Employee performance	0.573	0.116	4,706	0.001	Accepted

Work Motivation -> Employee performance	0.406	0.161	2,477	0.014	Accepted
Job Satisfaction -> Organizational Commitment-> Employee performance	0.661	0.081	4,073	0.001	Accepted
Organizational Culture -> Organizational Commitment-> Employee performance	0.728	0.064	5,026	0,000	Accepted
Work Motivation -> Organizational Commitment -> Employee performance	0.515	0.115	2,476	0.014	Accepted

Source: processed data, 2023

Based on Table 4 and Figure 2, it can be seen that:

Direct Effects:

Job Satisfaction → Organizational Commitment

With a coefficient of 0.403, t-statistic = 4.091, and p-value = 0.001, job satisfaction has a significant positive effect on organizational commitment. This indicates that higher employee satisfaction leads to greater commitment to the organization.

Organizational Culture → Organizational Commitment

The coefficient of 0.597, t-statistic = 4.589, and p-value = 0.001 show that a strong organizational culture significantly enhances employees' commitment.

Work Motivation → Organizational Commitment

A coefficient of 0.604, t-statistic = 5.821, and p-value = 0.000 indicates a strong and significant positive effect of work motivation on organizational commitment.

Organizational Commitment → Employee Performance

With a coefficient of 0.511, t-statistic = 6.456, and p-value = 0.000, organizational commitment has a significant and direct positive impact on employee performance.

Job Satisfaction → Employee Performance

A coefficient of 0.498, t-statistic = 3.558, and p-value = 0.005 confirms that job satisfaction also directly influences performance positively.

Organizational Culture → Employee Performance

The coefficient of 0.573, t-statistic = 4.706, and p-value = 0.001 indicates that a positive organizational culture directly enhances employee performance.

Work Motivation → Employee Performance

With a coefficient of 0.406, t-statistic = 2.477, and p-value = 0.014, work motivation significantly and positively affects employee performance.

Indirect Effects (Mediated by Organizational Commitment):

Job Satisfaction → Organizational Commitment → Employee Performance

The indirect path shows a coefficient of 0.661, t-statistic = 4.073, and p-value = 0.001, indicating a significant mediating role of organizational commitment in the relationship between job satisfaction and employee performance.

Organizational Culture → Organizational Commitment → Employee Performance

The coefficient of 0.728, t-statistic = 5.026, and p-value = 0.000 shows that organizational commitment significantly mediates the effect of culture on performance.



Work Motivation → Organizational Commitment → Employee Performance

With a coefficient of 0.515, t-statistic = 2.476, and p-value = 0.014, the results show a significant indirect effect of work motivation on performance through organizational commitment.

Overall Conclusion:

All tested paths in the structural model are statistically significant ( $p < 0.05$ ) for both direct and indirect relationships. This confirms that:

Organizational Commitment plays a vital mediating role in transforming internal employee factors (job satisfaction, organizational culture, and work motivation) into improved employee performance.

Enhancing job satisfaction, cultivating a strong organizational culture, and increasing work motivation not only directly boost employee performance but also indirectly enhance it by strengthening organizational commitment.

This model supports the idea that fostering organizational commitment is a strategic mechanism to achieve higher employee performance across organizational settings.

## DISCUSSION

Job satisfaction influences organizational commitment (H1), where job satisfaction will be able to increase organizational commitment (Ellys & Ie, 2020). People who are relatively satisfied with their work will be committed to the organization, Susanti & Palupiningdyah, (2016) and employees will have high organizational commitment when they feel satisfied with their work, supervision, salary, promotions and coworkers (Harrison and Hubbard, 1998). The organizational commitment that is built is influenced by job satisfaction which has an impact on improving the quality of customer service.

Culture organization has a significant effect on organizational commitment (H2) Organizational culture plays a very significant role in forming organizational commitment. Organizational culture includes the shared values, norms, and behaviors held by members of an organization. Organizational commitment, on the other hand, includes the level of involvement, loyalty, and desire to contribute maximally to organizational goals (Schein, H. H. (1990); Meyer, J.P., & Herscovitch, L (2001). In a positive organizational culture, in where values and norms support involvement, organizational commitment can increase. Conversely, an organizational culture that is not in line with individual values and expectations can hinder their commitment to the organization. Culture becomes a system of values, beliefs, assumptions or norms that have long been in effect, agreed upon and followed by members of an organization as guidelines for behavior and solving organizational problems (Sutrisno, 2011:2; Adhi, 2014; ) and decision making in order to adapt to the external environment and carry out internal interactions (Leithy, 2017). There is a significant influence of organizational culture on organizational commitment, especially in the sustainability aspect of the organization, and organizational culture is a trigger for the formation of organizational commitment (Méité et al., 2022; Robbins, 2006).

Regarding motivation, research results show that there is a positive and significant relationship between work motivation (H3) and organizational commitment (Sutrisno, 2010:298-302). Meyer and Allen (2006:20) state that the dimensions of commitment in organizations, namely: continuity, affective, and normative, are the work motivation of employees in an organization. The influence of work motivation on organizational commitment based on research by Febiyana & Capdeville Chapuzet, (2022) states that there is a positive influence of work motivation on organizational commitment. The results of research by Frastika & Franksiska, (2021) also concluded that motivation has a significant effect on organizational commitment.

High organizational commitment will result in good work performance, low levels of



absenteeism and low levels of employee turnover. Employees who are highly committed will have high productivity. Darmin et al, (2021) in their research shows that the influence of organizational commitment on improving employee performance (H4). This shows that organizational commitment has a positive and significant effect on employee performance. These results show that motivated companies have good employees (Cherif, 2020). Organizational commitment can have a significant impact on employee performance. When employees feel emotionally and cognitively attached to the organization, they tend to be more motivated to contribute positively (Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnysky, L. (2002); Rhoades, L., & Eisenberger, R. (2002). Employees who have a high level of organizational commitment tend to show better levels of performance because they are more likely to make extra efforts to achieve organizational goals. In addition, employees who feel attached to their organization have a tendency to stay in the long term, which can result in workforce stability and sustainable performance improvements.

The influence of job satisfaction on employee performance has a positive and significant influence. According to Robbins and Judge (2009), job satisfaction can be defined as a person's level of satisfaction or dissatisfaction with their job. Job satisfaction can influence various aspects of employee performance, and several studies support a positive relationship between job satisfaction and employee performance. According to research conducted by Locke (1976), job satisfaction is directly related to employee intrinsic and extrinsic motivation. Employees who are satisfied with their work tend to be more motivated to carry out their duties well. Therefore, job satisfaction can increase employee performance levels due to strong motivation. In another study by Wright and Cropanzano (2000), it was found that job satisfaction also has a positive impact on overall organizational performance. Employees who are satisfied with their jobs are more likely to contribute positively to the company's goals and mission. Nirmalasari & Amelia, (2020) The results of her research show that compensation and work discipline have a positive and significant effect on lecturers' job satisfaction and it was found that job satisfaction is a general attitude towards an individual's work, which shows the difference between the number of awards received by workers and the amount that must be received by them. Research by Egenius et al., (2020) states that job satisfaction has a significant effect on employee performance and employee performance is said to be good

The influence of organizational culture on employee performance is an important aspect in human resource management. Schein (1984) defines organizational culture as the basic pattern of assumptions, values and norms that apply within an organization. Several studies show that organizational culture can influence employee motivation and performance. According to research by Denison (1990), organizational cultures that support innovation and adaptability tend to improve employee performance. The existence of values that encourage creativity and flexibility can stimulate employees to contribute optimally to organizational goals. Cameron and Quinn (2006) identified four types of organizational culture, namely hierarchical, market, family and adhocracy cultures. Their research shows that an organizational culture that matches the strategy and business environment can have a positive impact on performance. For example, in a dynamic environment, an adhocracy culture that encourages innovation can enhance adaptive performance. Organizational culture can also play an important role in shaping employee identity and commitment. According to O'Reilly and Chatman (1996), employees who feel harmony between their personal values and organizational culture tend to be more committed and have better performance. Sitio's research (2021) analyzes organizational culture as a set of values, principles, traditions and ways of working that are shared by members of an organization and influence the way they act. Sucipto et al.'s research. (2019) So the better the quality of the factors contained in organizational culture, the better the company's performance. Research by Burhan et al., (2013) shows that organizational culture is the values, beliefs and basic principles that are the foundation for management systems and practices as well as behavior that enhances and strengthens these principles.

The influence of work motivation on employee performance has a positive and significant influence. According to Robbins and Judge (2017), work motivation is an internal force that encourages individuals to achieve goals and satisfy needs. Classic motivation theories such as Maslow's (1954) hierarchy of needs theory state that human needs can be organized into five levels, and satisfaction of lower levels is necessary before higher level needs. This research shows that when employees feel motivated to meet their needs, they tend to perform better. Research shows that high levels of motivation are positively related to high performance. Adiyasa & Windayanti, (2019) The results of the research show that motivation and leadership have a significant effect on employee performance variables, but the job satisfaction variable does not have a significant effect on employee performance and work motivation is what causes, channels and supports human behavior, so that they want to work hard and enthusiastically. achieve optimal results. Nurhasan et al., (2016) The stronger the work motivation, the higher the employee performance will be, this means that every increase in employee motivation

will provide a very significant increase in employee performance. Ridwan et al., (2022) stated that motivation has a significant effect on employee performance. Wibowo & Sutanto, (2013) stated that if employees have strong encouragement from within themselves or encouragement from outside themselves (for example from the company), then employees will be encouraged to do something well.

The influence of job satisfaction on employee performance through organizational commitment has a positive and significant influence. According to Meyer and Allen (1991), organizational commitment includes the level of employee desire to remain part of the organization and participate actively in achieving organizational goals. Research by Mathieu and Zajac (1990) shows that there is a positive relationship between job satisfaction and organizational commitment. Employees who are satisfied with their jobs tend to develop a stronger commitment to the organizations where they work. Organizational commitment can act as a mediator between job satisfaction and employee performance. According to the social commitment theory of Meyer and Herscovitch (2001), employees who have a high level of organizational commitment tend to have a better level of performance because they feel connected and have intrinsic motivation to contribute optimally. Stinglhamber et al. (2015) found that affective commitment, one of the dimensions of organizational commitment, mediates the relationship between job satisfaction and employee performance. Employees who have high affective commitment to the organization tend to show better performance because they feel emotionally connected to the organization. Employees who have commitment will have the desire to provide more energy, thought and responsibility in improving the welfare and success of the company. Egenius et al., (2020) and Permata, (2017). The results of the study show that the indirect effect test Effets) it can be seen that organizational commitment can mediate the influence between job satisfaction and employee performance.

The influence of organizational culture on employee performance through organizational commitment has a positive and significant influence. Schein (2010) states that organizational culture reflects the shared values, norms and beliefs that shape the way people work in an organization. Research by Chatman and Cha (2003) shows that organizational culture can influence employee commitment levels. Employees who feel they fit into the organizational culture tend to have a higher level of commitment to the organization where they work. Organizational culture can act as a driving force for the formation of organizational commitment. According to Allen and Meyer (1990), an organizational culture that supports values that are in line with employee values can strengthen affective and normative commitment. Research by O'Reilly, Chatman, and Caldwell (1991) found that organizational culture can have a long-term influence on employee commitment. A culture that is consistently and continuously implemented can form norms that strengthen commitment over time. Organizational culture is the shared understanding of individuals in an organization to recognize bureaucracy and innovation in supporting teamwork in their work environment (Cameron & Quinn, 2011; Roper, 2009). Budiarti & Bukhori, (2018) The results obtained by organizational culture variables have a direct effect on organizational commitment and also have a direct effect on employee performance. Organizational commitment has a direct effect on employee performance and organizational culture also has an influence

The influence of work motivation on employee performance through organizational commitment has a positive and significant influence. According to Meyer and Allen (1991), organizational commitment includes the level of employee desire to remain part of the organization and participate actively in achieving organizational goals. Research by Colquitt, LePine, and Wesson (2015) shows that employee intrinsic and extrinsic motivation can influence the level of organizational commitment. Employees who feel motivated to achieve organizational goals tend to have higher levels of commitment. Stinglhamber et al. (2015) found that affective commitment, one of the dimensions of organizational commitment, mediates the relationship between work motivation and employee performance. Employees who have high work motivation tend to develop strong emotional ties with the organization, which in turn improves their performance. Research by Sutrisno et al., (2022) analyzes whether motivation and incentives influence performance through organizational commitment, and the influence of commitment on employee performance proves that there is a positive and significant influence. Liana & Neva Denjayanti, (2022) proves that work motivation and job satisfaction have a direct or indirect impact on employee performance through organizational commitment.

## CONCLUSION

This research presents results between the variables of job satisfaction, organizational culture, work motivation, organizational commitment and employee performance. The results show that job satisfaction, organizational culture and motivation have a direct influence on organizational commitment and employee performance. Organizational commitment has a direct influence on employee performance. Indirectly, job satisfaction, organizational culture and work motivation have a positive and significant influence on organizational performance through organizational commitment.

Employee satisfaction must be the company's main priority in order to create employee loyalty as a form of organizational commitment, the company must build a climate within the company so that employees increase in terms of performance, appreciation for employees who are able to increase productivity is rewarded either in the form of increased promotions or in the form of rewards. Organizational culture as a norm adhered to by employees has not been processed optimally, especially in terms of organizational culture indicators that must be implemented in the company. Building work motivation must be in line with employee satisfaction which determines whether organizational commitment can be implemented well. Employee performance in its implementation is supported by the harmony of satisfaction obtained from the company which will increase work motivation in producing performance in the form of increasing company productivity

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