The Effect of Work Motivation on Job Performance through Improving Job Involvement and Organizational Commitment as Mediators: Study in Pt. Bank Aceh Syariah Sigli

*Jufriadi, Faisal, and T.Meldi Kusuma
Management Department, Universitas Syiah Kuala, Indonesia

Abstract
This paper aims to examine several factors that have an impact on employee performance. Authors assumed that employee motivation, involvement and organizational commitment were the several strong factors that influence employee performance. To obtain the accurate and relevant data and information needed for this research, authors conducted a series of research directly at PT. Bank Aceh Syariah Sigli. The sample used was 126 employees. Data was analyzed through Structural Equation Modeling as a statistical method. The result of the study proves that work motivation has a significant impact on job performance, job involvement and organizational commitment of employees, job involvement and organizational commitment of employees have a positive and significant impact on employee job performance. Employee job involvement does not mediate the effect of work motivation on employee job performance while the organizational commitment of the employee mediates the effect of work motivation on employee job performance at PT. Bank Aceh Syariah Sigli. These findings can contribute academically, especially to renew the causality theories and also become a reference for practical leaders, especially those in the PT. Bank Aceh Syariah Sigli. The novelty lies in the integration of previous causality research models, and also in using PT. Bank Aceh Syariah Sigli as a new object. The interesting issue in the research model resides in the use of the job involvement and organizational commitment as mediators. The limitation of the study is the number of variables studied and also the scope.

Keywords: Work Motivation, Job Involvement, Organizational Commitment and Job Performance.

1. Introduction
PT. Bank Aceh Syariah, as the Bank owned by Aceh Province Government, has already converted its banking system from conventional to the Shariah system. PT. Bank Aceh Syariah now overcomes the 50 percent market share of banking industry in Aceh. This makes the Aceh province as the largest sharia market share in Indonesia. With this conversion strategy the management of the PT. Bank Aceh Syariah has become a big new player in Shariah banking. This can make many people realize that with only one working area in one province, PT. Bank Aceh Syariah can be at the same level with the national Sharia Commercial Bank generally.
The conversion process of PT. Bank Aceh Syariah is not easy to imagine by just changing the system, but must change the entire conventional banking system both in terms of products, human resources, as well as services to customers and their relationships according to excellent service standards based on the Sharia concept.

In order to improve the quality of services to its customers, Bank Aceh continues to improve its human resources by implementing the organizational commitment of its employees. Organizational commitment is very helpful in improving employee performance, because according to (Robbins and Judge, 2014) employees will continue to side with an organization and not easily turn to other companies will make employee performance better.

In addition to the above factors, the job involvement of employees is also considered by PT. Bank Aceh Syariah. Apart from the existence of sharia conversion, employee work involvement largely determines the amount of work produced. Employees who are more often involved in a job tend to be more concerned and know the impact and how to work better over time (Robbins and Judge, 2014).

Furthermore, the PT. Bank Aceh Syariah also pays attention to employee motivation, because without the motivation to work, no matter how easy the work it will be hard. This indicates that motivation is very important in work life. Motivation can be in the form of encouragement in themselves and also from the encouragement of organizations that are financial and non financial. Motivation is one of the factors that can increase and decrease job performance. Work motivation arises because of the need to maintain life, security through policies and regulations, social recognition, work, rewards, and the need for self-actualization, (Rachmawati, 2004).

From the description above, authors try to test several factors that have an impact on employee performance. Authors assume that employee work motivation, job involvement and organizational commitment are strong factors that influence employee job performance. The research object is PT. Bank Aceh Syariah of Sigli Branch, located in Sigli as one of the city in Aceh Province, Indonesia.

2. Literature Review

Job Performance

Job performance can be perceived differently by experts. As revealed by (Edison, Anwar and Komariah, 2016) that job performance is the output of the process of an agreement between the assignor and the assignee in accordance with what has been agreed or not. (Susanty and Miradipta, 2013) defined job performance as an outcome which is the function of the activities of a person or group in an organization that is influenced by several factors in order to achieve the predicted vision and mission of the organization within a certain period. According to (Hasibuan, 2014), Job performance is defined as the result of employee performance based on the completion of their duties and responsibilities in accordance with established standards or on the basis of skills, experience, sincerity and time. Job performance is a picture of the level of achievement of the implementation of tasks to achieve the targets that include the goals of the organization's vision and mission set out in the organization's strategic plan (Ricardianto, 2018).

Some of the definitions above, have illustrated that employee performance is the key to organizational success. So the consistency of company profitability depends on the extent of the consistency of the implementation of the tasks of its employees. When employee performance is stable, organizational goals will be easily achieved.
Job Involvement

According to (Noe et al., 2015) job involvement is the level where someone identifies themselves in their task. Involvement is another attitude of commitment, employees who are often involved in work, then care more and work better than time-to-time (Robbins and Judge, 2014). They will hold the job is something that is meaningful and very important to them and continue to strive to provide the best for work and organizational development. Their contribution to the company is a personal pride for employees. Involvement will affect the employee’s self concept in working. It deals with individual psychology which is important for (Saxena and Saxena, 2015). Because involvement affects the self-esteem and work of employees because employees who are not involved in work perceive themselves as not having the potential for the organization (Fu, 2015). Work involvement can support teamwork, participation in decision making, the extent to which employees support the achievement of organizational goals, show the achievement of improved performance (Zare, Darre and Azhdari, 2010). Job involvement is highly correlated with work results. Then, if often involved in work, the employees will improve their job performance. The job involvement positively influences employee motivation and effort leading to higher levels of job performance (Chughtai, 2008).

The above definition illustrates that, to improve employee job performance, employees must often be involved in work. Because with high involvement in work, employees are easier to work and pay more attention to the interests of the organization rather than personal, so they are always committed to achieving the organizational goals.

Organizational Commitment

According to (Astrina, 2016) organizational commitment is defined as a condition where employees are more concerned with surviving an organization rather than a desire to turn away. (Luthans, 2012) employee’s loyal attitude to the organization is intended to provide evidence that the employee loves the organization's sagging and continues to express themselves to continue working to support the progress of the organization. (Kurniawan, 2015) said commitment is a person's emotional preparation to maintain an organization in any condition and situation. This feeling encourages employees to work harder to achieve organizational goals. (Ekmekçi, 2011) stated that organizational commitment is the correlation of individuals with organizations to the extent that individuals are able to bind themselves to the vision and mission specified. (Robbins and Judge, 2014) defined organizational commitment is a situation where an employee sides with a particular organization and its goals and desires to maintain membership in the organization.

From the above theory, organizational commitment is a condition which always prioritizes the organization that is currently the place where he works so that he is loyal to the organization.

Work Motivation

Motivation is an encouragement in someone to achieve goals that are accompanied by a spirit of activity (Hasibuan, 2016). With the motivation at work, as easy as any job it will be heavy terraces. This indicates that motivation is very important in work life. Motivation can be in the form of encouragement in themselves and also from the encouragement of organizations that are financial and non financial. motivation is one of the factors that can increase and decrease performance Motivation arises because of the need to maintain life, security through policies and
regulations, social recognition, work, rewards, and the need for self-actualization, (Maslow, 1997). (Robbins and Judge, 2014) stated that motivation is a process that considers the intensity, direction and persistency of an individual in their efforts to achieve a goal. (Yuniarsih and Suwatno, 2016) stated work motivation is as a willingness to carry out high efforts to achieve organizational goals that are conditioned by the ability of efforts to meet certain individual needs.

Motivation is a stimulus in someone to do activities. In the world of work employees with high motivation tend to be more eager to work so as to improve work performance. Motivated employee means he has the power to achieve success in life.

**Research Framework and Hypothesis**

This researcher's framework illustrates the relationship of exogenous variable, in this case motivation (X), and endogenous variable that is the job performance (Z) with mediating variables are job involvement (Y1) and organizational commitment (Y2). The flowchart of the research framework, and also the research hypothesis can be seen as follows.

![Figure 1 Theoretical Framework Model](image)

**Research Hypothesis**

H1: Work Motivation has impact on job performance  
H2: Work Motivation has impact on job involvement  
H3: Work Motivation has impact on organizational commitment  
H4: Job involvement has impact on job performance  
H5: Organizational commitment has impact on job performance  
H6: Job involvement mediates the effect of work motivation on job performance  
H7: Organizational Commitment mediates the effect of work motivation on job Performance.

### 3. Research Method

To obtain accurate and relevant data and information needed in this research, we conducted a series of research directly at PT. Bank Aceh Syariah Sigli Branch. The sample in this study amounted to 126 employees and was taken systematically. Data was collected through a series of question items which were circulated to employees using the Likert scale technique. The data then was analyzed through Structural Equation Modeling (SEM).
4. Research Result

Data Reliability Test

Reliability test using the Cronbach Alpha measure. In statistics, Cronbach α (alpha) is used as a (lowerbound) estimate of the reliability of psychometric tests (Cronbach, 1970). Data is said to be reliable if it has an Alpha value > 0.60 or more. The results of the reliability testing of this study are as follows:

Table 1: Data Reliability Test

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Cut Of Value</th>
<th>Acquisition value</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>X1</td>
<td>Work Motivation</td>
<td>0.60</td>
<td>0.819</td>
<td>Realibel</td>
</tr>
<tr>
<td>Y1</td>
<td>Job Involvement</td>
<td>0.60</td>
<td>0.773</td>
<td>Realibel</td>
</tr>
<tr>
<td>Y2</td>
<td>Organizational Commitment</td>
<td>0.60</td>
<td>0.839</td>
<td>Realibel</td>
</tr>
<tr>
<td>Z</td>
<td>Job Performance</td>
<td>0.60</td>
<td>0.776</td>
<td>Realibel</td>
</tr>
</tbody>
</table>

Source: Primary Data Processed (2020)

From the acquisition of the Cronbach Alpha value above, it shows that all data measured for each variable in this study is reliable or reliable, because the alpha value of acquisition is greater than 0.60.

Confirmatory Factor Analysis (CFA) Test

![Figure 2. CFA Test](image)

Based on SEM model test results shown in the figure above, it is known that the Chi Square value is 108.729, the probability value is 0.127 and the RMSEA value is 0.037, then the CFI is 0.906, CMINDF is 1.169, TLI is 0.792 and the CFI is 0.978.
Hypothesis Testing

The SEM test result for the research model is figured as follow.

![Figure 3. SEM Test Result](image)

**Direct Effect**

**H1. The Effect of Motivation on Job Performance**

The result test of the effect of work motivation on job performance obtains Critical Ratio (C.R) of 2.341 > 1.96 and significant at the level of 0.019 < 0.05. Thus it defines that motivation has a significant effect on employee work performance. The result of this study is supported by the research conducted by (Zameer et al., 2014); (Trang et al., 2013); (Salleh et al., 2011) and (Darwin, 2017) that motivation is a positive effect on employee performance.

**H2. The Effect of Work Motivation on Job Involvement**

The result test of the effect of work motivation on job involvement obtains Critical Ratio (C.R) of 2.145 > 1.96 and significant at the level of 0.032 < 0.05. Thus it describes that motivation has a significant effect on employee job involvement. These result is supported by the research conducted by (Darwin, 2017) showed that work motivation variable has a significant and positive effect on job involvement. The findings of this study are also supported by (Srivastava, Chandra and Shirish, 2015); (Darwin, 2017) that explained when someone has a strong motivation to work, then they will always want to involve themselves in every job, otherwise if there is no motivation in themselves, then employees will not want to get involved in any work.

**H3. The Effect of Work Motivation on Organizational Commitment**
The result test of the effect of work motivation on organizational commitment obtains Critical Ratio (C.R) of 2.333> 1.96 and significant at the level of 0.020 <0.05. Thus it figures that motivation has a significant effect on employee organizational commitment. These result is supported by the research conducted by (Trang et al., 2013) explained that work motivation has a positive impact on employee commitment. While the research by (Amdan et al., 2016) also revealed that motivational elements are very important for employee organizational commitment. Therefore, organizations must work to increase employee commitment and motivation if they want their organization to excel. Motivation can be developed by assigning tasks that are aligned according to ability. Employee participation in every job encourages them to work harder. Then this needs to be considered for the progress of the organization.

H4. The Effect of Job Involvement on Job Performance
The result test of the effect of the job involvement on job performance obtains Critical Ratio (C.R) of 2.219> 1.96 and significant at the level of 0.027 <0.05. Therefore, it reveals that work involvement has a significant effect on employee performance. The result of this study is supported by the research conducted by (Islam et al., 2012) (Septiadi, Sintaasih and Wibawa, 2017), found that job involvement has a positive impact on employee motivation and efforts leading to high levels of work performance. (Sethi and Mittal, 2016) stated if employees are not involved in organizational events and other important activities, then employees will feel themselves unimportant to the organization and this will reduce their work motivation so that it leads to decreased performance. (Fu, 2015), (Hackett and Lavery, 2010), (Perera, Jayarathna and Gunarathna, 2011), (Khan and Akbar, 2014), (Rizwan, Khan and Saboor, 2011); (Islam et al., 2012) studied about the work involvement, where in the conclusion stated that work involvement has a positive and significant effect on performance.

H5. The Effect of Organizational Commitment on Job Performance
The result test of the effect of the organizational commitment on job performance obtains Critical Ratio (C.R) of 2.419> 1.96 and significant at the level of 0.016 <0.05. Thus, it concludes that organizational commitment has a significant effect on employee work performance at PT. Bank Aceh Syariah Sigli Branch. The results of this study is supported what (Brown and Leigh, 1996) said that one reason for the weak and significant relationship between the two variables (ie job involvement and job performance) might be that job involvement is more likely to affect job performance in the presence of certain other variables (indirectly). Thus, keeping this argument in mind, this research is an attempt to find this relationship in the presence of organizational commitment because a positive and significant relationship is identified by the literature between job involvement and organizational commitment (Brown and Leigh, 1996). This positive relationship shows that all employees involved with their work are also committed to their organization. Likewise, researchers have found a positive relationship between organizational commitment and work performance (Septiadi, Sintaasih and Wibawa, 2017). The finding revealed that employees who are more committed to the organizations that employ them make great efforts to achieve their organizational goals by carrying out their tasks. Better.

Mediation Effect

H6. The Effect of Work Motivation on Job Performance through Job involvement
Sobel Test for the influence of work motivation on job performance through work involvement provides the t-test value of 1.53 and the t-table at the significance level of 0.10 is 1.66 (1.53
<1.66), while a significant value of 0.124> 0.10 is obtained. Based on the results of significant calculations for the C 'path by using the sobel test, the significant values for all the paths (A, B, C and C') can be seen in the following figure:

**Figure 4. The Mediation Path of Motivation - Job Involvement – Job Performance**

Figure above explains that the coefficients of the path A, B and C, are significant and the significant value of path c' is insignificant. The results of this study stated that the variable of work involvement is not have a role as a mediator in the model. This means that the effect of motivation on employee work performance is not mediated by the job involvement of employees. These result rejects the research conducted by (Darwin, 2017); (Diefendorff et al., 2002); (Rotenberry and Moberg, 2007) that said motivation will result the more employee job involvement and commitment to make the company more productive and satisfied with its performance. While (Zagenczyk and Murrell, 2009) that was the relationship between motivation on job performance mediated by the level of work involvement, found that job involvement is based on the existence of strong motivation and positive job involvement on job performance. So the relationship between the two variables above are interrelated and have a significant positive impact on job performance.

H7. The Effect of Work Motivation on Job Performance through Organizational Commitment

Sobel Test Results the influence of work motivation on job performance through organizational commitment provides the t-test value of 1.68, and the t-table at the level of significance of 0.10 is 1.66 (1.68> 1.66), while significant is obtained at 0.09 <0, 10 Based on the results of significant calculations for the C 'path by using the sobel test, the significant values for all the paths (A, B, C and C') can be seen in the following figure:
The Figure above concludes that the coefficients of path A, path B and C, are significant and the significant value of path c' is significant. The result of this study stated that the variable organizational commitment is expressed as a partial mediator variable. This means that the effect of motivation on employee job performance is significantly mediated by employee organizational commitment. This result is supported by the research conducted by (Trang et al., 2013) and (Darwin, 2017) that stated with a strong motivation to work, employees will make every effort to defend themselves at work so as to accelerate their job performance that continues to increase, and this becomes a value added for the organization for its purpose of achieving its vision and mission by paying attention and increasing employee work motivation.

5. Conclusion

The result of this study proves that motivation variable has a significant and positive effect on job performance. This means that employees who have a stimulus to themselves for a goal that he wants will encourage him to achieve it. In terms of work, the employees that have motivation in working, will be serious their work and trying to achieve the best. So that this will lead to the job performance that continues to increase. So in this case to encourage employees in their work, the organization needs to pay attention to the basic needs of workers. Because motivation is born from the necessities of life such as the need for shelter, food, health, family and others.

Furthermore, the results of the study found that motivation had a significant positive effect on job involvement. This means that when employees have the motivation to work they tend to involve themselves in every job, and when they are involved in a job it will also have an impact on their job performance which is getting better. On the other hand, when employees are not involved in work, their work motivation tends to decrease and have an impact on their job performance as well.

The result also found that motivation has a positive impact on employee organizational commitment. This means that employees who are motivated to work will be more loyal or committed to their organization and less likely to switch to another organization. Furthermore, organizational commitment of employees will also have an impact on their job performance because of their love for the organization so that the job performance of employees will also increase.

For the mediation test, the work involvement does not mediate the effect of motivation on job performance, thus it can be implied that job performance will directly increase along with the increase of employee motivation. Also, the organizational commitment does not mediate the effect of work motivation on job performance. The organizational commitment roles as a partial mediator in this model. Thus it can be implied that the work motivation will increase the job performance both directly or indirectly through organizational commitment.

References


