

## Mediation of Organizational Commitment on the Influence of Motivation and Skills on Employee Performance

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**ABSTRACT:** *This study aims to analyze the mediating variable Organizational Commitment on the influence of motivation and skills on the employee performance of Tulung Agung marble centre, East Java. The population in this study were employees totalling 1.500 employees, and samples were taken using a random sampling method using the Slovin formula, namely 93 employees. The goal to be achieved is to see the significance of the influence of motivation and skills variables directly on employee performance and indirectly by mediating organizational commitment at the Tulungagung marble business centre, East Java. The data source in this study is primary data taken directly from employees by distributing a list of questions related to Motivation, Skills, Organizational Commitment and Employee Performance. Respondents' answer scale using a Likert scale. The analysis technique used is Smart PLS analysis. The research results show that there is a motivational influence on organizational commitment. There is no effect of skills on organizational commitment. There is no effect of motivation and skills on employee performance. There is an influence of organizational commitment on employee performance. There is an indirect effect of motivation on employee performance through organizational commitment. There is no indirect effect of skills on employee performance through organizational commitment.*

Penelitian ini bertujuan untuk menganalisa variabel mediasi Komitmen Organisasi pada pengaruh motivasi dan keterampilan terhadap kinerja karyawan sentra marmer Tulungagung, Jawa Timur. Populasi dalam penelitian ini adalah karyawan yang berjumlah 1.500 karyawan, sampel diambil dengan menggunakan metode random sampling dengan menggunakan rumus Slovin, yakni sebanyak 93 karyawan. Tujuan yang akan dicapai adalah melihat signifikansi pengaruh variabel motivasi dan keterampilan secara langsung terhadap kinerja karyawan dan secara tidak langsung dengan mediasi komitmen organisasi pada sentra usaha marmer Tulungagung, Jawa Timur. Sumber data dalam penelitian ini adalah data primer yang diambil secara langsung pada karyawan dengan menyebarkan daftar pertanyaan terkait Motivasi,

Keterampilan, Komitmen Organisasi dan Kinerja Karyawan. Skala jawaban responden menggunakan skala likert. Teknik analisis yang dipakai adalah analisis Smart PLS. Hasil Penelitian menunjukkan bahwa terdapat pengaruh motivasi terhadap komitmen organisasi. Tidak terdapat pengaruh keterampilan terhadap komitmen organisasi. Tidak terdapat pengaruh motivasi dan keterampilan terhadap kinerja karyawan. Terdapat pengaruh komitmen organisasi terhadap kinerja karyawan. Terdapat pengaruh secara tidak langsung motivasi terhadap kinerja karyawan melalui komitmen organisasi. Tidak terdapat pengaruh secara tidak langsung keterampilan terhadap kinerja karyawan melalui komitmen organisasi.

**Keywords:** *Motivation, Skill, Organizational Commitment, Employee Performance.*

## I. INTRODUCTION

Human Resources is the central resource driving a company or organization. What kind of human resources are needed by a company? The answer is of course quality human resources. There are various criteria for quality human resources, for example, skilled (able to carry out their duties because they have the necessary expertise or skills), creative, innovative, tenacious, responsible, competitive, highly moral, honest etc. In order to obtain human resources of this quality, it must be started from a truly selective selection stage so that it can be solved in the future. Every company expects efficiency and effectiveness in achieving targeted goals because management must be professional in managing its human resources. Employees are always motivated, so they are intrinsically and extrinsically motivated. With this motivation, employees feel ignored, cared for, nurtured and accompanied so that they will grow a sense of comfort and feel at home and as a result, they will love their job and place of work wholeheartedly without feeling forced. As a result, the performance will increase. If they are comfortable, then their desire to leave will not occur so turnover can be suppressed.

For a company engaged in producing marble, it requires skills. Therefore these skills are essential in determining employee performance. Employees with qualified skills will be more productive than those with limited skills. Therefore, this research will see the influence of organizational motivation, skills and commitment to employee performance. Several similar studies have been conducted. Rajagukguk found that motivation and organizational commitment have a positive and significant effect on employee performance (Rajagukguk, 2016). Research results by Mulyani & Soliha's motivation have a positive and significant effect on organizational commitment, and employee performance and organizational commitment have a positive and significant effect on employee performance (Mulyani & Soliha, 2014).

Suarjana, Putra & Susilawati found that work motivation has a positive and significant effect on organizational commitment (Suarjana, Putra, & Susilawati, 2016). Organizational commitment has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Work motivation by mediating organizational commitment has a positive and significant effect on the performance of PLN Rayon Gianyar employees in Gianyar Regency.

Mohamud, Ibrahim & Hussein found that motivation positively and significantly affects employee performance (Mohamud, Ibrahim, & Hussein, 2017). Amalia found that Social skills had a positive and significant effect on organizational commitment, and job satisfaction had a positive and significant effect on organizational commitment (Amalia, 2021). Megantoro found that the skills, experience and abilities of SME human resources affect the performance of pottery SMEs (Megantoro, 2015). Achyar & Musnadi in their research, found skills to directly have a significant effect on employee performance (Achyar & Musnadi, 2020). There is a significant indirect effect between skills on employee performance through efficacy. Silitonga Work experience is a variable that mediates the influence between work skills and employee performance (Silitonga, 2022). The research results also show that work skills positively and significantly affect work experience.

In their research, Ibrahim, Boerhannoeddin & Bakare showed that a 14.5 per cent increase in employee performance at selected companies was due to the acquisition of employee soft skills (Ibrahim, Boerhannoeddin, & Bakare, 2017). (Diamantidis & Chatzoglou, 2019), in their research entitled "Factors affecting employee performance: an empirical approach, found that the results indicate that job environment and management support have the most substantial impacts (direct and indirect) on job performance, while adaptability and intrinsic motivation directly affect job performance Febrianti & Triono found that motivation has a positive and significant effect on organizational commitment, motivation has a positive effect on employee performance but not significant, organizational commitment has a positive and significant effect on employee performance, and job satisfaction and motivation have a positive effect and significant effect on employee performance through organizational commitment (Febrianti & Triono, 2020).

These findings encouraged researchers to conduct this study, which raised the title "Mediation of Organizational Commitment on the Influence of Motivation and Skills on Employee Performance". By raising the issue: Is there an influence of Motivation and Skills on Organizational Commitment, is there an influence of Motivation and Skills as well as Organizational Commitment to Employee Performance? Can Organizational Commitment mediate the relationship between Motivation and Skills on Employee Performance?

This research is expected to contribute to the development of the Tulung Agung village marble centre, especially related to motivation, skills, and organizational commitment which will affect company performance. Companies must continue to motivate their employees to be enthusiastic, because the effect will return to these employees and the company. Employees must also continually improve their skills so that they are more proficient and more productive, which will undoubtedly have an impact on company performance. Employees must also be made to feel at home, so they do not run away and continue to dedicate themselves to the company.

### ***Motivation***

Motivation is a strong driving force that arises within a person in order to fulfil a predetermined goal. The motivation that appears in a person can be intrinsic motivation and extrinsic motivation. As (Chang, Hou, Wang, & Cui, 2020);(and Ryan & Deci, 2020)

stated in general, intrinsic and extrinsic factors affect motivation. Individual factors that are usually motivating from an intrinsic standpoint can make a person carry out an activity with full awareness, without having to be told by someone or pushed by another person if the activity is an activity according to their interests. Intrinsic motivation arises because of self-will, because of hobbies or because of self-awareness. If extrinsic motivation is motivation, it can only emerge if you get encouragement from outside, for example, parents, lecturers/teachers, superiors, colleagues, etc. The bus is an award or gift from superiors that makes employees feel that their work performance is appreciated and will encourage them to work better and more enthusiastically, impacting organizational goals.

According to McClelland in Murgijanto Ridha a person's motivation is centred on three forms of needs, namely: 1) the need for achievement (need of achievement) (Murgijanto, 2017);(Ridha, 2020). Everyone should have the drive to achieve their respective achievements. Employees with a strong need for achievement are usually results-oriented. They are motivated to complete challenging tasks. They will try to exceed the targets set to show their achievements. With the hope that they will receive a reward, it can be in the form of financial or non-financial, for example, a promotion. 2) The need for affiliation (need of affiliation). That is the desire to relate to everyone with closeness. Each individual will ideally reflect the desire to have a close, cooperative, and friendly relationship. Employees with a strong need for affiliation enjoy establishing and developing interpersonal relationships. They like a friendly work environment where colleagues have a close relationship with each other.

Moreover, they are motivated to be better, accepted and liked by everyone, preferring collaboration over competition. 3) The need for power (need of power). Employees with a high need for power are motivated to have influence and power over others. They enjoy having authority and being respected by others, prompting them to pursue status recognition. They also try to beat the competition to gain control and rise to the top. Even though it sounds negative, individuals with a strong need for power can help companies achieve success. They are well suited to fill leadership positions because they can direct the organization and the people in it toward goals more than employees with the other two needs. In fact, they dare to take high risks as long as they get the recognition and respect of others.

The two-factor theory introduced by Herzberg et al. in Alshmemri classifies needs and how to fulfil them into two categories (Alshmemri, Shahwan-Akl, & Maude, 2017). The first is hygiene factors, representing drives to eliminate employee dissatisfaction with meeting their basic needs. However, fulfilling these factors cannot immediately guarantee their motivation is higher, but at least demotivation does not occur. The second is the motivator, which plays a vital role in employees' growth psychologically. Motivators make employees satisfied and motivated, and companies can achieve higher output because employees will be more productive and will work better. Examples of motivators are recognition of achievement, career advancement, promotion, and work flexibility.

### **Skills**

Work skills are skills that help employees perform more optimally in carrying out their daily work. Work skills help the working atmosphere in the office to be more positive,

efficient and effective. The possibility of a company being successful will be higher with skilled employees.

Having skills will make it easier for employees to complete work more effectively and efficiently. More than having technical skills is required for a career because employees must combine soft and hard skills. Soft skills include imagination, communication, critical thinking, creativity, teamwork, negotiation, management, etc. Hard skills are measurable abilities required for specific jobs. Skills, according to Hoffman & Shipper, are steps or things that are mastered, obtained from practice or because they are carried out continuously (Hoffman & Shipper, 2011). An employee who has a high skill level has better performance when compared to an employee who has a low skill level.

According to Robbins, basically skills can be categorized into four main aspects, namely: Basic Literacy Skills. Basic skills are someone's expertise that is certain and must be possessed by most people, such as reading, writing, and listening (S. B. Robbins, Allen, Casillas, Peterson, & Le, 2006). Technical Skills. Technical expertise is a person's expertise in developing owned techniques, such as calculating quickly, operating computers and others—interpersonal Skills (Interpersonal Skills). Interpersonal skills are a person's ability to interact effectively with others and colleagues, such as being a good listener, expressing opinions clearly and working together in a team. Problem-solving skills (Problem Solving). Solving problems is an activation process to carry out logic, argue in solving problems and the ability to find out causes, develop alternatives and analyze and choose a good solution.

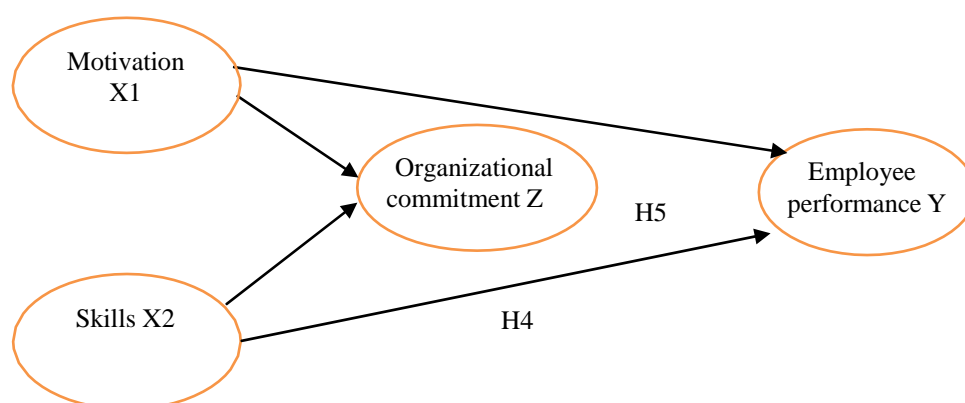
### ***Organizational Commitment***

Organizational commitment is the attitude of employees who are interested in the goals, values and goals of the organization as indicated by the individual's acceptance of the values and goals of the organization and having the desire to be affiliated with the organization and willingness to work hard for the organization to make individuals feel at home and still want to stay in the organization for the sake of achieving organizational goals and sustainability.

Robbins & Judge, defines commitment as a condition in which an individual side with the organization and its goals and desire to maintain their membership in the organization (S. P. Robbins & Judge, 2015). Allen and Mayer in Harwiki define three types of organizational commitment: affective, normative, and continuance (Harwiki, 2016).

### ***Conceptual Framework***

Sugiyono explains that a framework is a synthesis of the relationship between causal variables and results collected from various theories that have been described and then used to formulate hypotheses (Sugiyono, 2014).



**Figure 1.** *The conceptual framework of the research*

The idea of this conceptual framework comes from the theories that underlie this research, namely motivation theory, skills theory, organizational commitment and employee performance theory, also supported by empirical findings in previous research. From these theories and empirical findings, it is found that motivation and skills affect employee performance directly or indirectly through the mediation of organizational commitment.

### **Research Hypothesis**

Based on theory and empirical findings in previous studies. Then the researcher formulates the hypothesis as follows:

- H1: There is a significant influence of motivation on organizational commitment
- H2: There is a significant effect of skills on organizational commitment
- H3: There is a significant effect of motivation on employee performance
- H4: There is a significant effect of skills on employee performance
- H5: There is a significant effect of organizational commitment on employee performance
- H6: There is a significant influence of motivation on employee performance through organizational commitment
- H7: There is a significant effect of skills on employee performance through organizational commitment

## **II. METHOD**

The research method used in this research is descriptive quantitative and associative. This research begins with a research problem and then reviews the literature review related to the issues raised. Then formulate the problem, determine the sampling method, determine the instrument, analyze the data with the help of the Smart PLS analysis tool, and then interpret the results obtained (Ikhwan, 2021).

The population in this study were all employees at the Tulungagung marble centre with a total of 1,500 employees (Disperindag Data, 2021). Sampling uses the Slovin formula as follows:

$$n = 1,500 / 1 + 1,500 \times (10\%)^2$$

$n = 93.75$

Based on the calculation results above, this study's minimum number of samples was 93 respondents. The sampling technique in this study is probability sampling. The type used in this study is Simple Random Sampling, where the samples in this study were taken randomly to determine the sample for each Marble IKM in Tulungagung.

The data collection method used is to distribute questionnaires containing a series of questions from the indicators used in each variable. Respondents were given closed questions with prepared answer choices according to the facts they experienced, with alternative answers: 1) Strongly agree answers with a score of 5 with SS code; 2) Answers agree with a score of 4 with code S; 3) A questionable answer has a score of 3 with code R; 4) disagree answers are given a score of 2 with the TS code; 5) Answers strongly disagree with a score of 1 with the STS code.

**Table 1. Research instruments and techniques**

Variable	Definition	Indicator
Motivation (X1)	The encouragement that comes from within and outside a person is related to their respective goals.	1. The need for achievement 2. The need for affiliation 3. The Need for Power
Skill (X2)	The ability to operate work efficiently and accurately	1. Basic skills 2. Engineering skills 3. Interpersonal skills 4. Problem-solving skills
Organizational commitment (X3)	Organizational commitment is a condition where an individual sides with the organization and its goals and desires to maintain its membership.	1. Affective commitment 2. Sustainable Commitment 3. Normative Commitment
Employee Performance (Y)	Employee performance is the result of work done in quality and quantity of actual behaviour achieved by someone carrying out their duties according to their responsibilities and roles within the company.	1. Purpose 2. Standard 3. Feedback 4. Tools and infrastructure

### III. RESULT AND DISCUSSION

The measurement results of the outer model show that the factor loading value (convergent validity) of each indicator is  $> 0.7$ , and all indicators of the variables motivation (X1), skills (X2), organizational commitment (Z), and employee performance (Y) can be said to be valid.

**Table 2. Outer Loading**

	Skill (X2)	Employee Performance (Y)	Organizational Commitment (Z)	Motivation (X1)
X1P4				0.865
X1P5				0.818
X1P6				0.745
X2P2	0.701			
X2P3	0.785			
X2P4	0.791			
X2P5	0.792			
X2P6	0.800			
X2P7	0.793			
X2P8	0.803			
YP5		0.925		
YP6		0.849		
YP8		0.717		
ZP3			0.772	
ZP4			0.891	
ZP5			0.897	

Source: Data processed in 2022

After convergent validity, the following evaluation looks at discriminant validity with cross-loading, square root of average variance extracted (AVE) values and composite reliability.

**Table 3. Discriminant Validity Value (Cross Loading)**

	Skill (X2)	Employee Performance (Y)	Organizational Commitment (Z)	Motivation (X1)
X1P4	0.513	0.226	0.444	0.865
X1P5	0.425	0.346	0.426	0.818
X1P6	0.614	0.368	0.436	0.745
X2P2	0.701	0.212	0.336	0.583
X2P3	0.785	0.077	0.320	0.534
X2P4	0.791	0.147	0.268	0.472
X2P5	0.792	0.171	0.304	0.392
X2P6	0.800	0.101	0.261	0.428
X2P7	0.793	0.256	0.429	0.566
X2P8	0.803	0.211	0.261	0.476

YP5	0.224	0.925	0.548	0.431
YP6	0.061	0.849	0.457	0.237
YP8	0.318	0.717	0.347	0.299
ZP3	0.362	0.362	0.772	0.369
ZP4	0.329	0.532	0.891	0.494
ZP5	0.377	0.500	0.897	0.506

Source: Data processed in 2022

Each variable in this study has met discriminant validity because it has the most considerable outer loading value for the variable it forms and not for other variables. Thus all indicators in each variable in this study have fulfilled discriminant validity.

**Table 4. Fornell Larcker's discriminant validity values**

	Skill (X2)	Employee Performance (Y)	Organizational Commitment (Z)	Motivation (X1)
Skill (X2)	0.781			
Employee Performance (Y)	0.227	0.835		
Organizational Commitment (Z)	0.413	0.551	0.855	
Motivation (X1)	0.643	0.393	0.539	0.811

Source: Data processed in 2022

Based on the calculation of the Fornell-Larcker Criterion, it was found that the correlation value between variables was still below the square root value of AVE, thus all indicators in each variable in this study fulfilled discriminant validity. The AVE values for the four constructs are more significant than 0.5, so it can be concluded that the evaluation of the measurement model has good discriminant validity.

In addition to the construct validity test, a construct reliability test was also carried out, which was measured by the criteria test, namely composite reliability and Cronbach alpha from the indicator block that measures the construct.

**Table 5. Goodness of Fit**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)	R Square
X1	0.894	0.916	0.611	

Source: Data processed in 2022

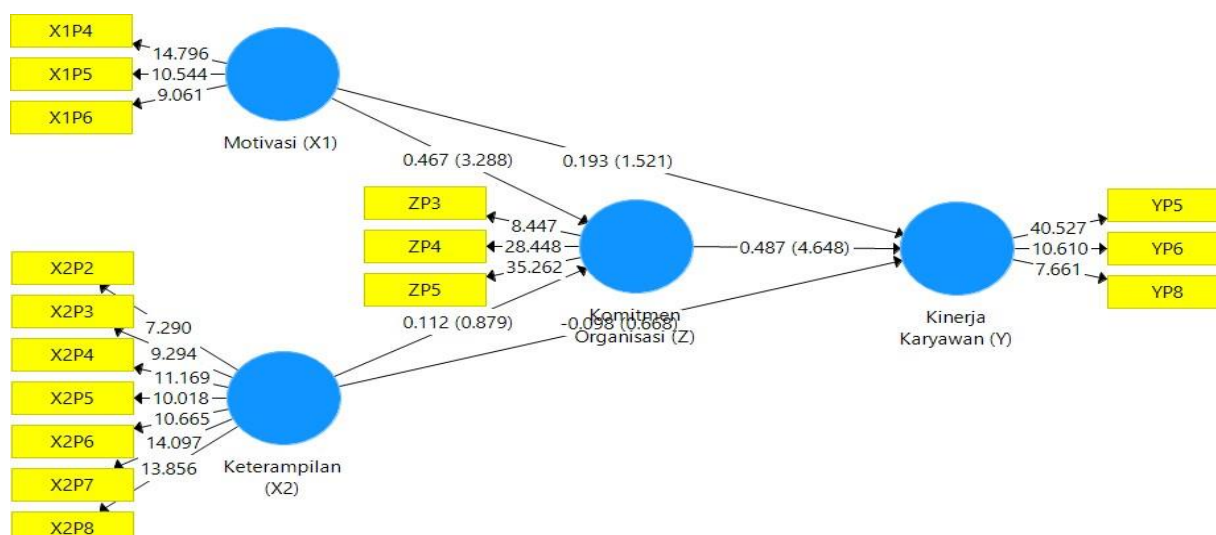


Figure 2. Inner models

Testing of the inner model or structural model is carried out to see the relationship between the significance value construct and the R-square of the research model. The structural model was evaluated using the R-square for the dependent construct, the t-test and the significance of the structural path coefficients. Testing of the structural model was carried out by looking at the R-square value on the goodness of fit table, showing that the effect of motivation (X1) and skills (X2) on organizational commitment (Z) has an R-square value of 0.298 and the influence of motivation (X1) and skills (X2) on employee performance (Y) has an R-square value of 0.322.

In the PLS model, the overall goodness of fit assessment is known from the Q2 (predictive relevance) value, where the higher the Q2, the more fit the model can be with the data. The goodness of fit table can calculate the value of  $Q^2 = 1 - (1 - R^2) (1 - R^2)$ . From the results of the Q2 calculation, a value of 0.524 is obtained, meaning that the magnitude of the diversity of the research data that the structural model can explain is 52.4%. In comparison, the remaining 47.6% is explained by other factors outside the model. Based on these results, this study's structural model has a good fit.

Testing the hypothesis in this study uses testing with bootstrapping from PLS analysis, as follows:

Table 6. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Motivation (X1) -> Organizational Commitment (Z)	0.467	0.459	0.142	3.288	0.001
Skills (X2) -> Organizational Commitment (Z)	0.112	0.135	0.127	0.879	0.380
Motivation (X1) -> Employee Performance (Y)	0.193	0.194	0.127	1.521	0.129
Skills (X2) -> Employee	-0.098	-0.083	0.146	0.668	0.504

Performance (Y)					
Organizational Commitment (Z) - > Employee Performance (Y)	0.487	0.496	0.105	4.648	0.000

Source: Data processed in 2022

Based on the table above, it can be seen that:

The effect of motivation (X1) on organizational commitment (Z) shows a sig. as big 0.001 < 0.05 with a calculated t value of 3.288 > 1.960. This means that motivation has a significant influence on organizational commitment, and the first hypothesis is accepted. The motivation of the Tulungagung Marble center employee, East Java, is not only related to the need to have a job. However, motivation is formed to achieve maximum performance as an employee. Such as good communication between employees and having the spirit to compete for a higher position. Organizational commitment as a relative strength of the individual, identifies the involvement of the employees of the Tulungagung Marble centre into the organization, which is characterized by acceptance of organizational values and goals, a willingness to work for the organization and a desire to maintain membership in the organization. Of course, it is this kind of motivation that makes the Tulungagung Marble centre employees have high organizational commitment.

The influence of skills (X2) on organizational commitment (Z) shows a sig. 0.380 > 0.05 with a t-count value of 0.879 < 1.960. This means that there is no significant effect of skills on organizational commitment and the second hypothesis is rejected. The skills possessed by employees of the Marble centre in Tulungagung have nothing to do with the company's organizational commitment. The skills possessed are in the form of their efforts to complete work in order to get paid. In this case, companies need to approach employees in order to have organizational commitment. It is undeniable that organizational commitment has a significant impact on the company. Well-executed organizational commitment can improve the skills, performance discipline, and loyalty of employees. And employees will always be responsible for the work carried out. Organizational commitment can be grown through the alignment of organizational goals, a conducive work environment, a sense of responsibility to the organization, and trust in employees. The results of this study are not in line with previous research conducted (Amalia, 2021).

The effect of motivation (X1) on employee performance (Y) shows a sig. 0.129 value > 0.05 and a t-count value of 1.521 < 1.960. That is, there is no significant effect of motivation on employee performance and the third hypothesis is rejected. In general, motivation affects employee performance, because employees who have high motivation usually have good performance. In contrast to the results of this study, where employees of the Tulungagung Marble centre have work motivation only to get wages. Because the wages paid by the owner of the Tulungagung Marble centre have a daily work calculation system. So, more or less the work that is obtained will get the same wage every day. On the other hand, employees of the Tulungagung Marble centre have a high sense of community among villagers. If one of his neighbours is having a celebration, the employee prefers to work together to help carry out his neighbour's event rather than choosing to go to work. Therefore, the Tulungagung Marble centre employees still

have low work motivation and low performance as well. The results of this study are not in line with previous research conducted by (Mulyani & Soliha, 2014);(Rajagukguk, 2016);(Suarjana et al., 2016);(Mohamud et al., 2017). But in line with the results of research (Febrianti & Triono, 2020).

The influence of skills (X2) on employee performance (Y) shows a sig.  $0.504 > 0.05$  with a t-count value of  $0.668 < 1.960$ . This means that there is no significant effect of skills on employee performance and the fourth hypothesis is rejected. Any increase or decrease in the performance of Tulungagung Marble centre employees is not influenced by work skills. Employees who have high work skills do not make their performance increase or vice versa. This is because employees who have high skill levels underestimate work, so their ability to work does not guarantee increased performance. In addition, it can be considered as having performance according to skills if it has resulted in quality, quantity and timeliness achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. The research results are not in line with previous research conducted by (Hochwarter, Witt, Treadway, & Ferris, 2006);(Megantoro, 2015);(Achyar & Musnadi, 2020);(Amalia, 2021);(Silitonga, 2022).

The effect of organizational commitment (Z) on employee performance (Y) shows a sig.  $0.000 < 0.05$  and the value of t count  $4.648 > 1.960$ . This means that there is a significant influence of organizational commitment on employee performance and the fifth hypothesis is accepted. This clearly shows the existence of good organizational commitment to the employees of the Tulungagung Marble Center with their performance. Commitment is a psychological condition that characterizes the relationship between employees and the organization and has implications for individual decisions to remain or leave the organization. Thus, employees of the Tulungagung Marble centre will still have organizational commitment if they are still working as employees at the company. The results of this study are in line with previous research conducted by (Mulyani & Soliha, 2014);(Suarjana et al., 2016);(Suarjana et al., 2016).

Then to find out the effect indirectly as follows:

**Table 7. The Indirect Effect of Motivation and Skills on Employee Performance**

	Indirect Effect	T Statistics ( $ O/STDEV $ )	P Values
X1 -> Z -> Y	0.228	2.429	0.015
X2 -> Z -> Y	0.055	0.826	0.409

Source: Data processed in 2022

Based on the indirect effect table above, it can be concluded that:

The effect of motivation (X1) on employee performance (Y) through organizational commitment has a sig.  $0.015 < 0.05$  and t-value  $2.429 > 1.960$ . That is, there is an indirect effect of motivation on employee performance through organizational commitment. Thus organizational commitment succeeds in mediating the effect of motivation on employee performance. Conclusion The sixth hypothesis is accepted. These results are inconsistent with the findings of (Suarjana et al., 2016).

The influence of skills (X2) on employee performance (Y) through organizational commitment has a sig.  $0.409 > 0.05$  and t-value  $0.826 < 1.960$ . That is, there is no indirect

effect of skills on employee performance through organizational commitment. Thus organizational commitment is not successful in mediating the influence of skills on employee performance. Unlike the findings of (Hochwarter et al., 2006).

#### IV. CONCLUSION

Based on the research results, it can be concluded that there is a motivational influence on organizational commitment. There is no effect of skills on organizational commitment. There is no effect of motivation on employee performance. There is no influence of skills on employee performance. There is an influence of organizational commitment on employee performance. There is an indirect effect of motivation on employee performance through organizational commitment. This means that organizational commitment succeeds in mediating the influence of motivation on employee performance. There is no indirect effect of skills on employee performance through organizational commitment. This means that organizational commitment is not successful in mediating the influence of skills on employee performance. The results of this study are expected to be used as material for evaluating the owners of the Marble centre in Tulungagung to increase employee motivation, improve employee skills, and foster organizational commitment so that employees have good performance. Then the results of the study are also expected to add references for further research related to the variables studied. The limitations of this study included the lack of research time, resulting in a limited number of centres visited for data collection.

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