



The Effect of Organizational Commitment and Work Motivation on Teacher Performance with Job Satisfaction As an Intervening Variable (In Case Study of Sandikta Vocational School, Bekasi City)

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ABSTRACT: Thesis This made For do testing on the population of SMK Sandikta Bekasi teachers regarding commitment in organization as well as motivation they in Work use satisfaction Work as factor or intervening variable. The method used is descriptive quantitative with a sampling technique that provides equal opportunity for each member of the population to be selected as a sample or often called as *non-probability sampling*. As much 56 teachers working at Sandikta Vocational School, Bekasi City is population used For primary data source. Primary data was collected through observation, distribution of questionnaires, and literature study. The survey results obtained through deployment questionnaire done testing use SmartPLS 3.0; Tested thing includes model measurements, structural measurements, as well hypothesis test. Based on the results of data processing, it can be variables organizational commitment and job satisfaction, work motivation and job satisfaction, organizational commitment and teacher performance, work motivation and teacher performance, and job satisfaction and teacher performance respectively there is connection positive and significant. In addition, the variable job satisfaction is known can play a significant mediating role between organizational commitment on teacher performance and work motivation on teacher performance. Based on findings it is known that teacher at Sandikta Vocational School, Bekasi City think that commitment organization and motivation Work own influence important for satisfaction work.

Keywords: Commitment Organization, Motivation Work, Satisfaction Work, Teacher Performance

INTRODUCTION

Development rapidly in the world of education in Indonesia has bring up very tight global competition. For face challenge this, every student need Keep going increase capability

yourself so you can respond with fast and responsive to various challenges faced. Because that's a legal entity like foundation or institution founding education expected can make an effort For focus in increase competence graduates who can compete globally, can adapt demands in the world of work nor business or industry, as well own outlook knowledge broad knowledge and technology (IPTEK). In the era of globalization moment this, upgrade quality source Power human resources (HR) through enhancement quality education become something necessity. this caused by existence demands in face intense competition as well as dynamics moving global environment with fast. Situation This push institutions education For Keep going do repair To use ensure that graduate of they own relevant and capable competencies adapt with change.

In effort repair competence source Power human resources (HR) in the sector education, attention main must focused on the teaching profession . Optimal and productive teacher performance is very important in create conditions in which the students Can reach results quality and potential learning. So from That various institutions and foundations education make an effort For Keep going increase teacher competence in order for them can give performance best. one steps taken is he gave chance to the teacher for take education high. With require at least education bachelor for teachers, it is hoped that teachers will own more understanding deep in field educated and capable implement method effective learning. Besides that, training additions, seminars, and allowances Certification is also provided to the teacher for expand knowledge and skills them.

Sandikta Vocational School, which is part from Yayasan Pendidikan Kita, played a role as institution education in industry education. As agent education, school This provide guidance, teaching, training programs development, as well knowledge, skills, creativity, and skills for student. main goal from implementation of this program is increase ability think students and optimize potential, so education can role as important capital in enhancement source Power human. Our Education Foundation (Sandikta) has build something entity responsible education answer in provide service education to student. Sandikta Vocational High School is one exists from commitment foundation This in provide guidance, teaching, training, and development programs that focus on mastery knowledge, skills, and potential student. Through implementation of these programs, is expected student can increase ability think them and optimize the potential. Sandikta Vocational High School own role important in help student reach potency maximum them. Through the programs provided, the school This aim For develop skills, knowledge, and creativity student with students ' expectations Can get stock important in the process of upgrading source Power human in Indonesia.

LITERATURE REVIEW

Commitment Organization

Conceptual approach to commitment organizational submitted by Dessler (2019), who stated that commitment organizational involve feeling belief individual to mission organization, participation in various task organization, as well growth loyalty and love to organization as place For ongoing live and work. Temporary that, Priansa (2018:234) suggests that commitment organization covers form identification self in reach missions of units or organization in a manner whole. With thus, commitment organizational reflect attitude and sincerity a employee For contribute in a manner dedicated in something organization, with goals for employees still loyal and not leave organization the.

Yusuf & Syarif (2017:27) argued that commitment organization is something form reflecting expression attitude loyalty and loyalty every employees on the job or place work. This reflected in behavior those who continue dedicated inside organization, support achievement objective organization, as well No own intention whatever For leave organization.

Motivation Work

Motivation Work hold role crucial in organization, fine in reach objective individual nor objective together. as submitted by Umeozor (2018), motivation become factor important push somebody For do all effort to achieve series set goals. When individual feel motivated, they pushed For overcome obstacles and trying maximum maybe. Afandi (2018:23) explains that motivation is encouragement growing mind from in self someone who appeared consequence exists inspiration, passion, and desire For carry out activity with sincerity, earnestness, and strong determination. Motivation This bring individual For behave with an open heart, sincere, and committed. Result of activities performed by motivated individuals tend more good and quality.

Motivation hold role important in move behavior individual. As expressed by Farida (2016:24), motivation own ability For arouse, direct, and support behavior someone. Motivation Can become influencing factors how far someone Want to Work with diligent and enthusiastic To use reach optimal results.

Teacher Performance

According to Colquitt et al. (2015:33), which is intended with performance is gathering actions and behaviors carried out by the teacher and can categorized as as form contribution, either That in form positive Want to negative in reach goals organization.

Teacher performance is one priority main in the world of education. As explained by Supardi (2016: 54), teacher performance includes internal teacher capabilities carry out task teaching and learning at school as well as responsible answer to progress and achievements Study students below his guidance. Arifin (2017:14) also provides definition similar, where teacher performance is gauge measuring from teacher success in operate duties and responsibilities answer education that has customized with applicable standards. For evaluate teacher performance, is required Measurements are based on specifications mandatory competence owned by a teacher.

Satisfaction Work

Sutrisno (2019:74) states that satisfaction Work covers various aspect, like condition work, work The same between colleague work, rewards salary, awards, and recognition received in operate his duties. In addition, the factors physical and psychological as well role in satisfaction Work someone. McShane and Glinow (2018:102) also provide perspective about satisfaction Work as results evaluation individual to his job. Evaluation This involve evaluation to characteristics work perceived by the individual, the environment their worknface , and experience emotional they are experience in place work . In case this, various factors that include aspect task, environment work and interaction social on the spot work, got influenced by satisfaction work.

Hasibuan (2017:202) reveals that satisfaction Work involve aspect attitude pleasurable emotions, including love to work, morality, discipline, and achievement wor. Satisfaction high work too felt Good in work, outside work, as well combination both. Based on title, background behind research, and review library that has outlined before, got generated framework research to be guide and flow thinking in study this. In its implementation, correlation between variable in study This can visualized through A framework thought. Framework thinking the help For visualize connection between the variables studied. Framework thinking from study This can served as following :

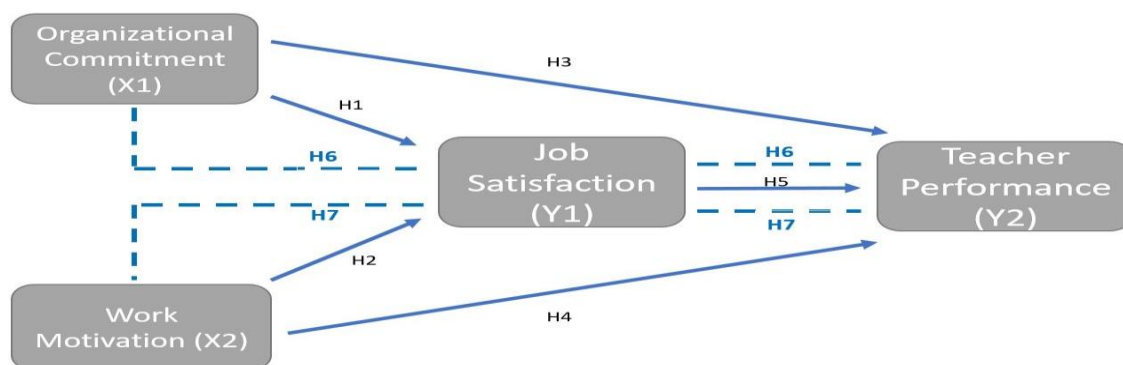


Figure 1. Analytical Framework Theory

In the hypothesis on research this, then researcher give description description temporary under This as following:

H1: Satisfaction Work influenced in a manner positive and significant by commitment organization.

H2: Satisfaction Work influenced in a manner positive and significant by motivation work.

H3: Teacher performance is affected in a manner positive and significant by commitment organization.

H4: Teacher performance is affected in a manner positive and significant by motivation work.

H5: Teacher performance is affected in a manner positive and significant by satisfaction work.

H6: Satisfaction Work mediate influence commitment organization to teacher performance.

H7: Satisfaction Work mediate influence motivation Work to teacher performance.

RESEARCH METHODS

Study This manifold descriptive quantitative use technique *non-probability sampling* for choose source respondent. this technique form taking sample with give equal opportunities for every respondent in population For chosen become member sample. Population study This consists from teachers who work at Sandikta Vocational High School, Bekasi City, with a total of respondents as many as 56 teachers. In collecting data, the method used is method involving survey observation, deployment questionnaire, and study library. Questionnaire this has been spread This will become primary data source. In addition, secondary data is also used from studies literature related with the variables studied. Smart PLS version 3.0 is used For do data analysis. Process analysis covers model measurement, measurement structural, and testing hypothesis. Through analysis this is expected can increase more insight specific about connection between the variables studied in satisfaction teacher work at Sandikta Vocational High School, Bekasi City.

FINDINGS AND DISCUSSION

Evaluation of the Measurement Model (*Outer Model*)

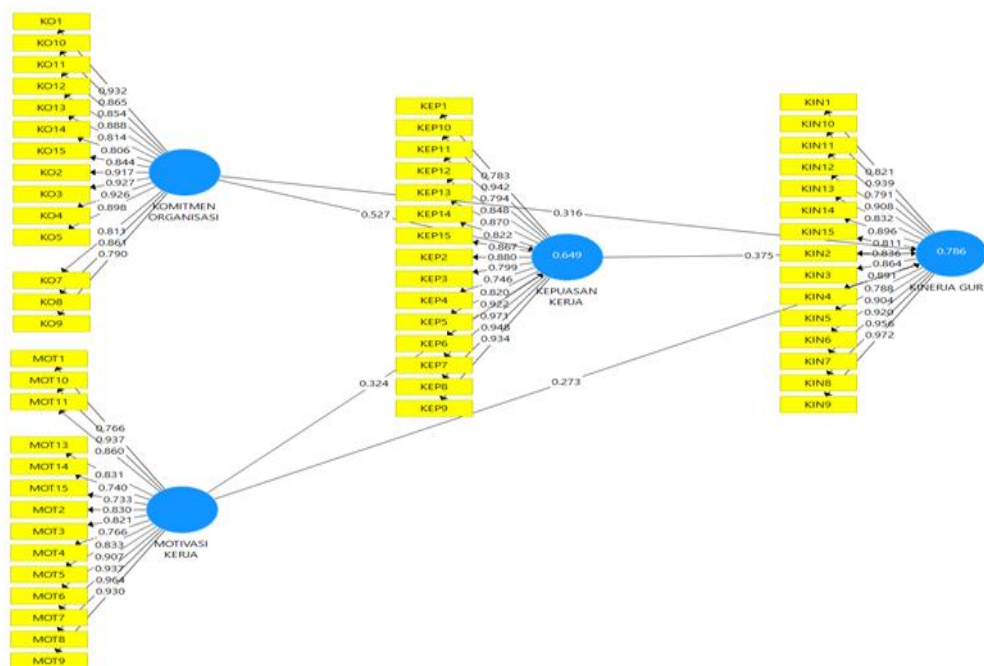


Figure 2. Final Outer Model Test Results

The results of the above analysis show that the output image shows loading which is quite reliable for every indicator. Numbers shown indicator value 0.70: matter This can interpreted that all indicator been valid because No There is indicator with value below 0.70.

Validity Test Discriminant

Table 1. Discriminant Validity Results (Cross Loading)

	Organizational commitment	Work motivation	Work satisfaction	Employee, teacher
KO1	0,932	0,602	0,631	0,682
KO2	0,917	0,731	0,731	0,748
KO3	0,927	0,733	0,750	0,780
KO4	0,926	0,755	0,808	0,818
KO5	0,898	0,728	0,621	0,714
KO7	0,811	0,681	0,670	0,701
KO8	0,861	0,688	0,677	0,701
KO9	0,790	0,688	0,689	0,714
KO10	0,865	0,730	0,623	0,719
KO11	0,654	0,573	0,572	0,635
KO12	0,888	0,659	0,734	0,736
KO13	0,814	0,671	0,663	0,669
KO14	0,806	0,564	0,665	0,622
KO15	0,844	0,666	0,591	0,709
MOT1	0,557	0,766	0,524	0,582
MOT2	0,631	0,830	0,585	0,598
MOT3	0,724	0,821	0,714	0,704
MOT4	0,593	0,766	0,511	0,565
MOT5	0,674	0,833	0,599	0,724
MOT6	0,691	0,907	0,658	0,723
MOT7	0,738	0,937	0,702	0,727
MOT8	0,753	0,964	0,732	0,772
MOT9	0,775	0,930	0,679	0,742
MOT10	0,790	0,937	0,719	0,824
MOT11	0,611	0,860	0,572	0,592

MOT13	0,580	0,831	0,652	0,661
MOT14	0,546	0,740	0,497	0,547
MOT15	0,569	0,733	0,527	0,630
KEP1	0,548	0,564	0,783	0,627
KEP2	0,718	0,678	0,880	0,780
KEP3	0,612	0,619	0,799	0,571
KEP4	0,570	0,631	0,746	0,718
KEP5	0,582	0,630	0,820	0,613
KEP6	0,666	0,634	0,922	0,734
KEP7	0,774	0,718	0,971	0,814
KEP8	0,741	0,671	0,948	0,765
KEP9	0,736	0,756	0,934	0,794
KEP10	0,746	0,640	0,942	0,742
KEP11	0,668	0,605	0,794	0,687
KEP12	0,710	0,584	0,848	0,731
KEP13	0,697	0,591	0,870	0,695
KEP14	0,613	0,651	0,822	0,682
KEP15	0,697	0,559	0,867	0,672
KIN1	0,627	0,533	0,669	0,821
KIN2	0,766	0,627	0,700	0,836
KIN3	0,644	0,653	0,693	0,864
KIN4	0,695	0,695	0,669	0,891
KIN5	0,719	0,705	0,651	0,788
KIN6	0,731	0,647	0,736	0,904
KIN7	0,827	0,803	0,779	0,920
KIN8	0,711	0,695	0,787	0,956
KIN9	0,785	0,796	0,783	0,972
KIN10	0,818	0,838	0,792	0,939
KIN11	0,602	0,605	0,627	0,791
KIN12	0,804	0,774	0,760	0,908
KIN13	0,654	0,561	0,679	0,832
KIN14	0,717	0,714	0,730	0,896
KIN15	0,661	0,708	0,702	0,811

Source: Processed data, Smart PLS (2023)

Furthermore done calculation mark *cross loading* and *Average Variance Extracted (AVE)* for every statement instrument on related indicators with variable commitment organization, motivation work, satisfaction work, and teacher performance. Results table AVE processing on each variable is as following:

Table.2 Average Variant Extracted (AVE) Value

Variable	Average Value Variances Extracted (AVE)	Value Standard Ave
Commitment Organization	0.753	0.5
Motivation Work	0.723	0.5
Satisfaction Work	0.749	0.5
Performance Guru	0.769	0.5

Source : Processed data , Smart PLS (2023)

Calculation results show that all instrument on indicator is valid, because minimum requirement of AVE value on each variable been above standards set, ie more from 0.50.

Reliability Test

Table. 3 Composite reliability And Cronbach's Alpha

Variable	Cronbach's Alpha	Composite reliability
Komitmen Organization	0.975	0.977
Motivation Work	0.970	0.973
Satisfaction Work	0.976	0.978
Performance Teacher	0.978	0.980

Source: Processed data , Smart PLS (2023)

Continuing on stage next, done procedure calculation of Cronbach's Alpha and Composite Reliability on the variables that become object study this. After done analysis of the data collected, found that all variable produce exceeded Cronbach's Alpha minimum threshold of 0.70 and Composite Reliability which is also significant clear pass minimum limit of 0.70. Numbers the give strong indication that reliability from every variable in a manner thorough can considered very high, appropriate with stipulated requirements.

Evaluation of the Structural Model (Inner Model)

a) Stage mark *R-Square*

Table 4. Mark R²

Variable	R ²	R ² adjusted	Model predictions
Performance Guru	0.786	0.773	Strong
Satisfaction Work	0.649	0.636	Strong

Source : Processed data , Smart PLS (2023)

Variable teacher performance in study This get R-Square value of 0.786; can interpreted that 78.6% variance in teacher performance can explained by variables teacher commitment, motivation work and satisfaction work. Likewise variables satisfaction Work obtain the R-Square value of 0.649, indicates that 64.9% variance in satisfaction Work can explained by variables teacher commitment, motivation work and satisfaction Work That alone.

b) Stage mark *Q-Square*

Table 5. Q Square Model

	SSO (Sum Square original)	SSE (Sum Square Error)	Q ² (=1-SSE/SSO)
Kom itmen Organization	784,000	784,000	
Motivation Work	784,000	784,000	
Satisfaction Work	840,000	441,347	0.475
Performance Teacher	840,000	350,833	0.582

In the Q-Square analysis, the values obtained For variable satisfaction teacher work and performance is > 0.35, which indicates that the model has relevance significant predictive value. See the table above, is known that variable construct commitment organization and motivation. Work influential more big on teacher performance, with Q-Square value of 0.582. Temporary it's influence to satisfaction Work only own Q-Square value of 0.475.

c) Stage *Goodness of Fit*

Table 6. Goodness of Fit

SRMR	Saturated Model	Estimated Model
	0.069	0.069

Source : Processed data , Smart PLS (2023)

Goodness of Fit calculation results obtained the model's SRMR value was 0.069, which indicates perfect fit category. this signify that model used in study This own very good match. In other words, the model capable explain and describe the data with high precision.

Hypothesis Test Results Influence Direct (*Direct Effect*) and Indirect Influence *Specific (Indirect Effect)*

Table 7. Path Coefficient (*Direct Effect*)

	Original sample (O)	sample Means (M)	standard Deviation (STDEV)	T Statistics	P Values
Satisfaction Work -> Teacher Performance	0.375	0.382	0.123	3,052	0.002
Kom itmen Organization ->Satisfaction Work	0.527	0.533	0.117	4,495	0.000
Kom itmen Organization ->Performance Teacher	0.316	0.311	0.146	2,168	0.031
Motivation Work -> Satisfaction Work	0.324	0.319	0.122	2,658	0.008
Motivation Work -> Performance Teacher	0.273	0.275	0.122	2,242	0.025

Source : Processed data , Smart PLS (2023)

Table 8. Specific (*Indirect Effect*)

	Original sample (O)	sample Means (M)	standard Deviation (STDEV)	T Statistics	P Values
Kom itmen Organization -> Satisfaction Work -> Performance Teacher	0.198	0.209	0.098	2,021	0.044
Motivation Work -> Satisfaction Work -> Performance Teacher	0.121	0.115	0.051	2,389	0.017

FINDINGS AND DISCUSSION

H1 is accepted Because satisfaction Work in a manner positive and significant influenced by commitment organization. those results can evidenced by the value of the t- statistic of 4.495 which exceeds mark critical t- table of 1.96, and a p-value of 0.000; more small from level errors 0.05. Similar with study Imas Komariyah (2019) which also shows influence positive and significant.

H2 is accepted Because satisfaction Work in a manner positive and significant influenced by motivation the results work can evidenced by the value of the t- statistic of 2.658 which exceeds mark critical t- table of 1.96, and a p-value of 0.008; more small from level errors 0.05. No different with Megawati's research (2021), which also produced similar findings in influence positive and significant to satisfaction work.

H3 is accepted Because teacher performance positive and significant influenced by commitment organization. those results can evidenced by the value of the t- statistic of 2.168

which exceeds mark critical t- table of 1.96, and a p-value of 0.031; more small from level *errors* 0.05. this result similar with findings of Eko Wahyudi, Masydzulhak Djamil, & Ahmad Badawi Saluy (2022), who also found influence positive and significant on the same variable to teacher performance.

H4 is accepted Because teacher performance positive and significant influenced by motivation the results work can evidenced by the value of the t- statistic of 3.052 which exceeds mark critical t- table of 1.96, and a p-value of 0.002: more small from level *errors* 0.05. this result The same with Hanafi Suyukoh's research, Masydzulhak Djamil Mz , & Ahmad Badawi Saluy (2021), who also found influence positive and significant on the same variable to teacher performance .

H5 accepted Because teacher performance positive and significant influenced by satisfaction work. thiscan confirmed through t- statistical value of 3.052 which exceeds mark critical t- table of 1.96, and a p-value of 0.002 which is more small from set error rate of 0.05. this result consistent with study Syukri Hidayat & Hendra Lukito (2020), who also found influence positive and significant on the variable satisfaction Work to teacher performance.

H6 is accepted because satisfaction Work can mediate variable commitment to performance. those results can evidenced by the value of the t- statistic of 2.021 which exceeds mark critical t- table of 1.96, and a p-value of 0.044; more small from level *errors* 0.05. In line with research by Lie Lianna, Suhana, & Romadi (2017), which also indicates that commitment organization role as an internal mediator connection between satisfaction teacher work and performance.

H7 accepted, because satisfaction Work can mediate motivation on performance. those results can evidenced by the value of the t- statistic of 2.389 which exceeds mark critical t- table of 1.96, and a p-value of 0.017; more small from level *errors* 0.05. Similar with research by Lie Lianna, Suhana, & Romadi (2017), which states that motivation Work own role mediation to satisfaction work.

CONCLUSIONON

Research results This give reassuring support for connect variable commitment organization with satisfaction work. Found that commitment the organization shown by the teacher has strong and positive influence to level satisfaction their work feel.The more tall commitment organizations owned by teachers, increasingly also high level satisfaction their work natural . If commitment organization down, got impact negative on satisfaction Work them.

Deep data analysis study This disclose strong and significant relationship between variable motivation work and satisfaction work. those results show that level motivation high employment on teachers contributed in a manner positive to level satisfaction Work them. On the other hand, decline motivation Work potentially reduce level satisfaction perceived work.

In research this, findings from data analysis shows positive and significant correlation _between commitment teacher organization and performance. this indicate that the more tall level commitment organization a teacher, increasingly the teacher's performance is also good. On the other hand, low level commitment organization potentially give impact negative to teacher performance.

Results of data analysis on research This support significant and positive relationship between motivation teacher work and performance. Findings the show that motivation high work play role important in increase teacher performance. Instead, motivation low work potentially impact negative to teacher performance.

Findings from deep data analysis study This disclose connection positive and significant between satisfaction teacher work and performance. With so, can concluded that level satisfaction teacher work has significant influence to performance them. Study This show

that the more tall level satisfaction teacher work, increasingly good performance too them. On the other hand, low level satisfaction Work potentially reduce teacher performance.

Deep data analysis study This indicate that satisfaction teacher work has role potential as an intermediate mediator commitment teacher organization and performance. In other words, satisfaction teacher work can become mediating factor influence commitment organization to performance them. Can concluded that level satisfaction high work own potency For increase commitment organization on the teacher, which in turn will impact positive for improvement performance them. On the other hand, low level satisfaction Work potentially reduce commitment organization and implications negatively on teacher performance.

Findings from deep data analysis study This show potency exists influence mediation from satisfaction Work to connection between motivation teacher work and performance. In other words, satisfaction teacher work can role as mediating factor influence motivation Work to performance them. Can concluded that level satisfaction high work own potency For increase motivation the work of the teachers, the end can impact positive to enhancement performance them. On the other hand, low level satisfaction Work potentially reduce motivation work and impact negatively on teacher performance.

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