The Influence of Work Motivation and Organizational Support on Organizational Commitment and Its Impact on Employee Performance
(Case Study of Bank Syariah Indonesia Jakarta Bintaro Branch Office)

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ABSTRACT
This research is useful to determine the relationship between motivation and organizational support to organizational commitment and employee performance at Bank Syariah Indonesia Branch Office Jakarta Bintaro. In this study, the authors determine the sample by utilizing the saturated sample technique of 32 employees. In this study the author uses data analysis techniques, namely patg analysis with the help of SPSS 25 software.The results show that 1) there is a direct influence of motivation, organizational support on organizational commitment and employee performance 2) there is an indirect effect of work motivation, organizational support on organizational commitment and employee performancs. Based on the Sobel test give the results of organizational commitment are obtained, namely the mediatinh variable of work motivation and organizational support variables on employee performance.

Keywords : *Work Motivation; Organizational Support; Organizational Commitment; EmployeePerformance*

INTRODUCTION

Research Background

The latest industrial revolution has many advantages and disadvantages that must be lived with for each equity instrument involved. There are no exceptions in the economy for a sovereign country. One of the benefits that can be obtained is by getting and obtaining new challenges as well as new opportunities. On the other hand, this situation causes increased competition with foreign companies and between individuals and domestic companies (Suwardana, 2018).

According to the Mckinsey Global Institute, industry 4.0 has a huge and widespread impact, especially in the employment sector, where the use of robots and machines in almost all industries will certainly eliminate many jobs throughout the world. Therefore, this era of industrial revolution must be responded to wisely and carefully by industrial players (Satya, 2018). However, even though many things are starting to become automated, the soft skills of one person in every human resource cannot be replaced by machines. With the aim of the human resource element being an important factor that must be considered, interactions, emotions and humans, which cannot be replaced by machines, play a role in determining the direction and progress of a company.

The superiority of human resources or what we usually know as HR is a potential that is considered good for the company. This potential can lead the organization to achieve the desired targets. Even though the organization in this case is a company that has abundant basic materials, relatively a lot of capital, complete knowledge and sophisticated technology, it will still not be optimal without good human resource management. Proper management of human resources can increase the final output in the form of higher quality goods or services. One of the principles that serves as a guide for a company that wants to progress and Developing is by improving and optimizing the performance of its employees in order to realize the company's vision efficiently and effectively.

An important criterion, such as how to understand the status of a company's resources, is to measure the performance of its employees. Employee performance is the result of the quantity and quality of work that an employee has achieved in carrying out his duties in accordance with the workload given to him (Mangkunegara, 2014). Therefore, improving and optimizing employee performance is a crucial thing that companies and employees want. Companies definitely want to see the best employee performance to increase business output and company profits, and employees are also interested in self-development and promotion. A good performance management system is needed to meet this demand (Bangun, 2012).

Islam pays great attention to performance issues (work results or achievements). As proof, Allah SWT emphasizes the urgency of delegating tasks and authority to those who have competence. Allah says: "Indeed, Allah commands you to convey authority (duties and authorities) to experts (skilled) who can carry them out" [al-Nisaa: 58]. Rasulullah (PBUH) described it as a time of poor performance and destruction because it gave tasks and power to those who had no talent. Abu Hurairah narrated that the Messenger of Allah said: (Srifariyati, 2019).

In the theory put forward by Anjur Perkasa Alam in his journal, it was found that things that influence performance are divided into three components, namely; Individual, Institutional, and Psychological. This research takes the work motivation variable as a free variable because work motivation comes from psychological components. Based on this theory, employees can clearly know what direction and goals they will take in completing work and whether they can do it afterwards provide good enthusiasm at work or vice versa.

Organizational support is another independent variable used because it comes from institutional components. Based on this theory, organizations can provide a work environment that makes all employees feel comfortable working. Apart from that, rewards are given if employees can achieve their targets. Competent leadership so that it can provide directed leadership influence to improve the performance of its employees.

Organizational commitment is a mediating or connecting variable from the independent variable to the dependent variable used because it originates from individual components. Based on this theory, all employees feel they have to stay with the company based on their own desires and without coercion or encouragement from other parties. Of course, this can happen if management pays attention to elements of work motivation and organizational support with the aim of optimizing employee performance.

February 1st 2021 was the start of Bank Syariah Indonesia's activities by merging Bank Syariah Mandiri, BNI Syariah and BRI Syariah into Bank Syariah Indonesia (BSI). This process will combine the advantages of the three Islamic banks so that they can have more complete services, greater access and better capital capacity. With good synergy with parent companies (Mandiri, BNI, BRI) and government commitment through the Ministry of BUMN, Bank Syariah Indonesia is motivated to compete globally.

Factors that support employee success in achieving business success are work motivation and organizational support. Efforts to improve employee performance must of course be balanced with work motivation (Hasibuan Malayu S.P, 2009). Motivation consists of employee attitudes regarding the company's work situation (Mangkunegara, 2014). Motivation is a condition or force that encourages employees to be guided/accepted in order to achieve the goals of the company organization. The professional and positive attitude of the employees themselves towards the work situation is what is able to increase their work motivation in order to achieve maximum performance.

Based on the results of an interview with Mrs. Ratmala as Branch Operational Manager of Bank Syariah Indonesia Branch Office Jakarta Bintaro, she said that the level of quality and quantity of employee work is still relatively standard because there are still many targets from funding, lending and pawning programs that are still not optimal for each individual employee.

Apart from that, there is a lack of work motivation in some employees which can be seen from the behavior of employees who often postpone their work so that it is not optimal. In terms of business level, it is also not optimal because Bank Syariah Indonesia employees do not have the initiative or desire to work more to achieve targets. From the level of persistence, employees also show an indifferent attitude so that they work as if they don't have a target but only work according to their working hours. It is attitudes like these that give rise to allegations from management that the level of work motivation of employees is still very minimal and must be further improved in the future. It is considered that there are still some employees who find it difficult to achieve the targets of their respective jobs.

Organizational support is an employee level assessment of the extent to which the company or organization values the contributions and cares about the prosperity of each of them. If employees feel that the organizational support they receive is relatively high, then employees will integrate their membership as members of the organization into their identity and then develop relationships and make more positive evaluations of the organization. By integrating employee identity and organizational membership, employees feel they are one of many parts of the organization and feel they have responsibility within it active contribution to the organization and showing its best performance (Rhoades & Eisenberger, 2002).

Based on the results of interviews with several employees of Bank Syariah Indonesia Branch Office Jakarta Bintaro, they said that there was special attention from management regarding the quality of performance by providing various kinds of training, counseling and motivation, but the training was quoted depending on the work achievements of each individual. Apart from that, the lack of support from superiors is enough to ignore employees' opinions and complaints so that employees feel less appreciated for their input and opinions. This happened due to readjustments due to the rotation of branch heads which is routinely carried out by Bank Syariah Indonesia every 2 years, thus requiring employees to quickly adapt to the new leadership. Lack of organizational support provided by the company to employees will cause low organizational support in the eyes of employees and employees feel less valuable in their work.

Commitment is any agreement that binds someone which leads to the whole. According to (S. P. Robbins & Jugde, 2017) defines organizational commitment as the extent to which an employee supports a particular organization and its goals, and the intention to maintain membership in that organization. However, employees who have strong organizational commitment will feel emotionally bound to their organization and will not want to leave the company and will add value to their performance to achieve their intended goals.

From the results of an interview with Mrs. Ratmala as Branch Operational Manager of Bank Syariah Indonesia Branch Office Jakarta Bintaro, it was explained that the average employee turnover rate is relatively high, namely 11% each year. Based on interviews conducted with several employees of Bank Syariah Indonesia Branch Office Jakarta Bintaro, it was also proven that there was a decrease in commitment to the company, giving rise to a desire to look for more job opportunities elsewhere. This desire is based on encouragement from employees who want to gain more opportunities in terms of income in other companies. Employees have a profit and loss calculation regarding whether they will stay or instead look for opportunities elsewhere.

RESEARCH PURPOSE

1. To analyze the influence of work motivation on organizational commitment among employees of Bank Syariah Indonesia Branch Office Jakarta Bintaro.
2. To analyze the influence of organizational support on organizational commitment among employees of Bank Syariah Indonesia Branch Office Jakarta Bintaro.
3. To analyze the influence of work motivation on the performance of Bank Syariah Indonesia Branch Office Jakarta Bintaro employees
4. To analyze the influence of organizational support on the performance of Bank Syariah Indonesia Branch Office Jakarta Bintaro employees
5. To analyze how organizational commitment influences the performance of Bank Syariah Indonesia Branch Office Jakarta Bintaro employees
6. To analyze work motivation and organizational support which simultaneously influence organizational commitment among employees of Bank Syariah Indonesia Branch Office Jakarta Bintaro
7. To analyze work motivation, organizational support, and organizational commitment simultaneously influence the performance of employees of Bank Syariah Indonesia Branch Office Jakarta Bintaro

METHODS

According to Sugiyono (Sugiyono, 2015) Population is an area filled with objects or subjects with related characteristics that are determined to be understood, then conclusions can be drawn from them. In this study, the population was all workers at Bank Syariah Indonesia Branch Office Jakarta Bintaro.

According to Sugiyono (Sugiyono, 2015) The sample is a group of characteristics and population size. In this research, saturated sampling technique was used in the sampling method. Saturated sampling or what we know as census is a sampling method in which all members of the population are sampled (Sugiyono, 2014: 156). The conclusion is that this research uses a sample of the entire population, namely the entire workforce of Bank Syariah Indonesia Branch Office Jakarta Bintaro, totaling 32 people.

Data analysis method

Data analysis is a method of processing data obtained by formulating research-related approaches that comply with the rules. Data obtained through a questionnaire which respondents will fill in and will later be processed and analyzed using data processing techniques to arrive at a research conclusion about the problem. This research uses the Path Analysis method and management with Statistical Products and Services Solutions

(SPSS) version 25.

A method with the aim of analyzing causal relationships that occur in multiple regression when the independent variable influences the dependent variable not only directly, but also indirectly can be recognized as a path analysis method. It is used to create images and test a related structure between variables in the form of effects and causes. Therefore, in the model of related variables there are independent variables, which in this case are called exogenous variables, and dependent variables, called endogenous variables (Nurhasanah, 2019)

RESULT AND DISCUSSION

1. Coefficient of Determination Test Results
a. Structure Determination Coefficient I

Table 1. Structure Test Result I

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687ᵃ	.472	.436	2.72031

a. Predictors: (Constant), X2, X1

In table 1.1, the path analysis type along with the correlation of the coefficients is obtained (R) worth 0.687. The coefficient of determination (R square) was 0.472 (47.2%). The R-square value of 47.2% shows that there is a relationship between work motivation and organizational support on organizational commitment, which is 47.2%, otherwise the remaining 0.528 or 52.8% (100% - 47.2%) may be several factors that influence organizational commitment, such as abstract variables beyond this.

b. Structure Determination Coefficient II

Table 2. Structure Test Result II

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824ᵃ	.678	.644	3.58693

a. Predictors: (Constant), Y, X1, X2

Table 1.2 shows the type of path analysis along with a correlation coefficient (R) of 0.824. The coefficient of determination (R Squared) is 0.678 (67.8%). The R square value of 67.8% shows that the combined relationship between work motivation, organizational support and organizational commitment to employee performance is 67.8%, while the remaining 32.2% (100% - 67.8%) is the probability of having an influence on the variable employee performance.

Simultaneous Significance Test Result (F Test)

Simultaneous hypothesis testing is useful for measuring how much exogenous influence there is on co-internals. The output of the hypothesis in this research is

c. Structural Equation F Test I

Table 3. Structure Results I
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	191.866	2	95.933	12.964	.000^b
	Residual	214.603	29	7.400		
	Total	406.469	31			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

Based on table 1.3, to test the relationship between Work Motivation and Perceived
Organizational Support on Organizational Commitment
Ho : ρx1y1= ρx2y1 = 0 , It is suspected that the variables of work motivation and organizational support do not simultaneously influence organizational commitment.
Ha : ρx1y1= ρx2y1 ≠ 0, It is suspected that the variables of work motivation and organizational support simultaneously influence organizational commitment.
With the following hypothesis testing criteria:
If F-hit > F-tab, then Ha is accepted and Ho is rejected. If F-hit < F-tab, then Ha is rejected and Ho is accepted.
With these steps and the ANOVA output in table 1.3, the F-hit result was 12,964 with a probability of 0.000. F-table with a significance level of 0.05, degrees of freedom (df) for df1 = 2, df2 = 29, then F-tab = 3.33. The result is F-hit (12.964) > F-tab (3.33) with this result rejecting Ho and accepting Ha. This means that the variables of work motivation and organizational support together are significantly related to organizational commitment.

Structural Equation F Test II

Table 4. Structure Result II
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	759.626	3	253.209	19.680	.000^b
	Residual	360.249	28	12.866		
	Total	1119.875	31			

a. Dependent Variable: Z

b. Predictors: (Constant), Y, X1, X2

Based on table 1.4, to test the influence of Work Motivation, Organizational Support

and Organizational Commitment on Performance simultaneously.

Ho : $\rho x1z = \rho x2z = \rho y1z = 0$, It is suspected that work motivation, organizational support and organizational commitment do not have a simultaneous influence on employee performance.

Ha : $\rho x1z = \rho x2z = \rho y1z \neq 0$, suspected variables of work motivation, organizational support and Organizational commitment simultaneously influences employee performance.

   Based on the following hypothesis testing criteria:

If F-hit > F-tab, then Ha is accepted and Ho is rejected. If F-hit < F-tab, then Ha is rejected and Ho is accepted.

With these steps and the ANOVA output in table 1.4, the F-hit result was 19,680 with a probability of 0.000. F-table with a significance level of 0.05, degrees of freedom (df) for df1=3, F-tab = 2.95 if df2=28. The result is F-hit (19.680) > F-tab (2.95), with this result rejecting Ho and accepting Ha. This means that the variables of work motivation, organizational support and organizational commitment simultaneously have a significant influence on employee performance.

2. **Partial Significance Test Result (T Test)**
   a. **Structural Equation T Test I**

Table 5 Structure Result I
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.942	6.556		-.601	.552
	X1	.471	.145	.437	3.237	.003
	X2	.533	.134	.536	3.969	.000

a. Dependent Variable: Y

The Relationship Between Work Motivation and Organizational Commitment

The hypothesis is:

Ho : $\rho x1y = 0$, It is suspected that there is no significant influence between work motivation variables on organizational commitment.

Ha : $\rho x1y \neq 0$, It is suspected that there is a significant influence between work motivation variables on organizational commitment.

   Based on Table 1.5, the t-hit value is 3.237 with a probability of 0.003. For df=n-2 or 32-2=30, the significance level is 0.05 and the t-table with degrees of freedom (df) is 0.68276. T-count results (3.237) > t-table (0.68276). Therefore, it can be concluded that Ho is rejected and Ha is accepted. This means that there is a significant influence of organizational commitment between work motivation variables and the direct influence of work motivation is 43.7%.

The Relationship Between Organizational Support and Organizational Commitment

The hypothesis is:

Ho : ρx2y = 0, It is suspected that there is no significant influence between work motivation variables on organizational commitment.

Ha : ρx2y ≠ 0, It is suspected that there is a significant influence between work motivation variables on organizational commitment.

Based on Table 1.5, the t-hit value is 3.969 with a probability of 0.000. For df=n 2 or 32-2=30, the significance level is 0.05 and t-tab with degrees of freedom (df) 0.68276. The result is t-hit (3.699) > t-tab (0.68276). It can be stated that Ha is accepted and Ho is rejected. This means that there is a high influence between organizational support variables on organizational commitment.

b. Structural Equation T Test I

Table 6. Structure Results II
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-19.440	8.699		-2.235	.034
	X1	.722	.224	.404	3.229	.003
	X2	.707	.220	.428	3.214	.003
	Y	.505	.245	.304	2.062	.049

a.Dependent Variable: Z

The Relationship Between Work Motivation and Employee Performance

The hypothesis is:

Ho : ρx1z = 0, It is suspected that there is no significant influence between work motivation variables on employee performance.

Ha : ρx1z ≠ 0, It is suspected that there is a significant influence between work motivation variables on employee performance.

Based on Table 4.48, the t-hit value is 3.229 with probability 0.003. For df=n-2 or 32-2=30, the significance level is 0.05 and t-tab with degrees of freedom (df) is 0.68276. Results t hit (3.229) > t tab (0.68276). By Therefore, it can be concluded that Ha is accepted and Ho is rejected. That means there is high influence on employee performance between work motivation variables.

The Relationship Between Organizational Support and Employee Performance

The hypothesis is:

Ho : ρx2z = 0, , It is suspected that there is no significant influence between work motivation variables on employee performance.

Ha : ρx2z ≠ 0, It is suspected that there is a significant influence between work motivation variables on employee performance

The t-hit value is 3.214 with a probability of 0.003. For df=n-2 or 32-2= 30, the significance level is 0.05 and t-tab with degrees of freedom (df) is 0.68276. The result is t-hit (3.214) > t-tab (0.68276). It can be concluded that Ha is accepted and Ho is rejected. This means that there is a high influence on employee performance between organizational support variables.

The Relationship Between Organizational Commitment and Employee Performance

Path Analysis Diagram

Picture 7. Path Analysis
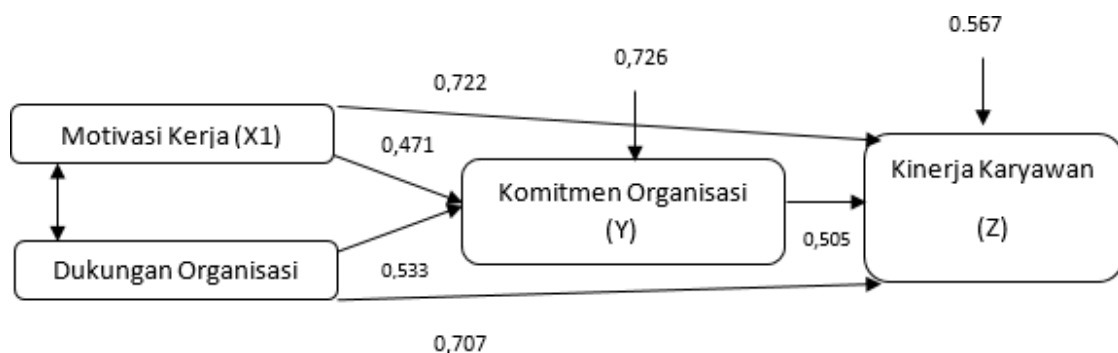
Y = 0,471 X1 + 0,533X2 + 0,726
Z= 0,722 X1 + 0,707 X2 + 0,505 Y1+ 0,567
Test Results

b. **Work Motivation on Employee Performance Through Organizational Commitment**
  The strip test output shows that work motivation has a direct influence on performance and organizational commitment has a direct influence on performance. To understand the influence of work motivation on performance through organizational commitment, the Sobel test can be carried out as follows:
Calculate the standard error of the indirect effect coefficient (Sx1y)

Syx1 = √ y2sx12 + x12sy2 + sx12sy2

Dik:
  x1   = 0,471
  Sx1   = 0,145
  y   = 0,505
  Sy   = 0,245

Syx1= √ (0,505) 2 (0,145) 2 + (0,505) 2 (0,245) 2 + (0,145) 2 (0,245) 2
Syx1= 0,1478
  Based on the Syx1 data processing, it is possible to calculate the statistical t value of the mediation effect or indirect effect with the following formula:
Multiplication coefficient (yx1) = (0.505)(0.471) is 0.2378 t = yx1/Syx1 = 0.2378/0.1478 = 1.60893099
  The computational results show that the t-number or indirect effect is 1.60893099 which is greater than 0.68276 with a significance level of 0.05 from the t-table. Therefore, it can be concluded that work motivation through organizational

commitment has a mediating influence on employee performance.

Organizational Support for Employee Performance through Organizational Commitment

The strip test output shows that training has a direct impact on work efficiency and also has a direct impact on process performance. In order to understand the impact of training on work efficiency through the performance process, it can be tested using the Sobel test as follows:

Calculate the standard error of the indirect effect coefficient (Sx2y)

Syx2 = $\sqrt{}$ y2sx22 + x 2sy2 + sx 2sy2

Dik: x2 = 0,
  sx2 = 0,117
  y = 0,589
  sy = 0,169

Syx2 = $\sqrt{}$ (0,505) 2 (0,134) 2 + (0,505) 2 (0,245) 2 + (0,134) 2 (0,245) 2

Syx2 = 0,1444

Based on this Syx2 data processing, it is possible to calculate the statistical t value of the mediation effect or indirect effect with the following formula:

Multiplication coefficient (yx2) = (0.505)(0.533) is 0.2691 t = yx2/Syx2 = 0.2691/0.1444 = 1.86357341

The calculation results show that the t-hit or indirect effect value is 0.186357341 which is greater than 0.68276 with a significance level of 0.05 from the t-tab. Therefore, it can be concluded that organizational support has a mediating influence on employee performance through organizational commitment.

CONCLUSIONS

This research has shown empirical evidence regarding the influence of work motivation and organizational support on organizational commitment and its impact on employee performance with a case study conducted at Bank Syariah Indonesia Branch Office Jakarta Bintaro. This research was conducted on the population of all employees of Bank Syariah Indonesia Branch Office Jakarta Bintaro, totaling 32 people. The results of this research indicate that increasing work motivation and organizational support have a significant influence on employee performance. Organizational commitment, which is a mediating variable between the independent variable and the dependent variable, has also been proven to be able to mediate. Using the path analysis method and Sobel test, the results obtained are direct and indirect links between work motivation and organizational support on organizational commitment and its impact on employee performance.

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