

# The Influence of Work Motivation, Job Satisfaction, and Organizational Commitment on Employee Performance at PT. Gasing Group in Makassar City

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## ABSTRACT

*This study aims to analyze the effects of motivation, job satisfaction, and organizational commitment on employee performance at PT. Gasing Group in Makassar City. Primary data were gathered through interviews, observations, and questionnaire responses from employees at the PT. Gasing Group in Makassar City and secondary data were gathered from a variety of sources, including documentation and writing (books, reports, scientific works, and research results) and information from parties involved in the study (job descriptions, work procedures, and other references). sample in this study amounted to 55 respondents according to the number of employees of PT. Gasing Group Makassar City. This type of quantitative descriptive research uses the approach of Simple Correlation Analysis and Multiple Linear Regression to measure the relationship between variables using the SPSS 22.0 program. The results showed that work motivation, job satisfaction, and organizational commitment had a positive and significant effect on the performance of PT. Gasing Group Makassar City. The most dominant variable, job satisfaction, has the greatest effect on employee performance compared to the other 3 variables.*

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## INTRODUCTION

The role of humans in the company is a major capital where employee performance will determine the progress of an organization. So, coaching and development are needed to encourage the improvement of employee performance effectively for the smooth process of activities in a company. It should be realized that the human role is so important as described above, so every employee's behavior in a company must be directed. For this reason, employee performance should be considered properly and fairly, so that they can carry out their duties seriously and with full responsibility. (Mangkunegara, 2005). The business world is now required to create high employee performance for company development. Companies must be able to build and improve performance in their environment. The success of a company is influenced by several factors. One of the most important factors in human resources because human resources are actors from all levels of planning to evaluate who can utilize other resources owned by the organization or company.

The existence of human resources in a company plays a very important role. The workforce has great potential to carry out company activities. The potential of every human resource in the company must be utilized as well as possible so that it is able to provide optimal output. The achievement of the company's goals does not only depend on modern equipment, complete facilities, and infrastructure, but rather on the people who carry out the work. The success of an organization is strongly influenced by the

individual performance of its employees. Every organization or company will always try to improve employee performance, with the hope that the company's goals will be achieved. An organization, both a company and an agency, in carrying out its activities, of course, requires human resources to support efforts to achieve the goals set by the organization. However complete and sophisticated the non-human resources owned by a company are, it is not a guarantee for the company to achieve success. Employee motivation is one of the factors that can determine the success of a company in achieving its goals, which is why it is a concern of the management.

One of the theories of motivation proposed and discussed is the hierarchy of needs model proposed by Abraham Maslow (Gibson et al., 2001). The lowest level is physiological needs, and the highest level is self-actualization. Maslow divides human needs into

1. Physiological: food, drink, shelter, and recovery from pain.
2. Security and safety: the need for independence from threats, i.e., security from a threatening event or environment.
3. Needs for friendship, group, interaction, and affection: a sense of belonging, social, and affection.
4. Esteem is the need for self-esteem and respect from others.
5. Self-actualization: The need to fulfill oneself through maximizing the use of one's abilities, skills, and potential.

Maslow's theory assumes that people try to satisfy more basic needs before directing behavior toward satisfying higher needs (self-actualization). According to Reksohadiprojo (Narmodo & Wadji, 2007), "motivation is a condition in a person's personality that encourages the desire of individuals to carry out certain activities to achieve organizational goals." So, motivation is a driving factor in a person that will direct that person's behavior and work performance, and this motivation is influenced by factors such as needs and unachieved goals. Work motivation, according to (Munandar, 2008), is a process in which needs encourage a person to carry out a series of activities that lead to the achievement of certain goals. Meanwhile, (Nawawi, 2005) explains that the basic word motivation is "motivation," which means encouragement, cause, or reason for someone to do something. As a result, it is possible to conclude that motivation is always related to needs, desires, and encouragement of efforts to achieve specific goals.

According to the opinion (Robbins, 2003), the term "job satisfaction" refers to the general attitude of an individual towards the work he does. A person with a high level of job satisfaction shows a positive attitude towards the work itself, while someone who is dissatisfied with his job shows a negative attitude towards the job. A person's success and performance in a field of work are largely determined by their level of competence, professionalism, and commitment to the field they are engaged in. An organizational commitment shows a person's power in identifying involvement in an organization. Therefore, organizational commitment will create a sense of belonging (a sense of belonging) for workers in the organization.

Besides organizational commitment, the existence of a professional orientation that underlies professional commitment also seems to influence job satisfaction, which means that employees will only have a commitment to the organization if they feel satisfied with their salary, promotions, leadership, co-workers, and working conditions. So, it can be said that organizational commitment is a combination of attitude and behavior. Organizational commitment involves three attitudes, namely identifying with organizational goals, involvement with organizational tasks, and loyalty to the organization (Panggabean, 2004). Human Resources is one of the Company's main growth pillars and its success in increasing its revenue is mainly contributed by revenues from various sectors.

PT. GASING GROUP is a private company, which is engaged in the mining and service industries. In improving the performance of its employees PT. This GASING GROUP conducts training and improves company management. PT. GASING GROUP is fully aware that Human Resources is an important asset for the Company to improve the Company's performance. Human Resource Development

at PT. GASING GROUP is directed at the formation of a value culture through a team spirit (Teamwork, Excellence, Achieving, and Moving Forward) which is the basis of the mindset and work activities carried out by PT. GASING GROUP. The company also sees that each employee has a unique and distinctive role and competence, so we continue to strive to develop employees according to the characteristics of their respective competencies optimally. In addition to the development program, the Company also continues to motivate all employees of PT. GASING GROUP at work. The Company believes that, with the right competency development scheme and accompanied by the growth of motivation and awareness of their respective roles for the Company, all employees will be able to contribute to the Company's optimal growth.

Human Resources development scheme of PT. GASING GROUP is also based on the aspect of creativity where every individual at PT. GASING GROUP is required to have creativity starting from their respective teams and work units to then develop that creativity in various programs and work strategies that can bring PT. GASING GROUP to survive during competition with other companies in the financing industry. In addition to creativity, the company also emphasizes the importance of a commitment to be present in all FIF GROUP people where commitment is an aspect that is closely related to the system, to synergize with dealers, customers, employees as well as with Management and Shareholders. Through motivation and job satisfaction as well as organizational commitment, the company expects a range of products and services from PT. GASING GROUP can be provided widely with added value for all stakeholders of the company.

Basically, PT. GASING GROUP not only expects the ability to have competent and capable skills, but most importantly, they are willing to work hard and are willing to achieve optimal work results. The abilities, competence, and capabilities of employees are meaningless to the company if they do not want to work hard by using their abilities, competence, and capabilities. Work motivation, job satisfaction, and organizational commitment are important because, with adequate work motivation, job satisfaction, and organizational commitment, it is expected that every employee will work hard and enthusiastically to achieve high work productivity supported by qualified and qualified abilities. To create optimal employee performance at PT. GASING GROUP Makassar City, there are still many obstacles that make it difficult to achieve organizational goals. Many phenomena were encountered related to low employee motivation, including the lack of employee work initiative in carrying out tasks, such as working with full diligence if only supervised by the leadership, some employees at work still use old ways of working, and there is no employee desire to work, do a new work system.

Companies that are ready to compete must have effective management. In addition to work motivation factors, employee job satisfaction is no less important in improving employee performance. Employee job satisfaction is basically very individualistic and is very dependent on the personality of each employee. Employee dissatisfaction can occur if the work done is not in accordance with what is obtained from the company. The dissatisfaction of these employees causes things that are not desirable and can be detrimental to the company concerned. For example, there are strikes, employee absenteeism increases, employee performance decreases, and so on, which in turn will reduce the performance of the company itself. So, leaders should understand what employees need and know what desires make employees satisfied and improve their performance, including what and how much bonus they will receive if their work targets or goals are achieved. so that employees do not do things that are not appropriate to do. In addition to work motivation and job satisfaction, phenomena that occur within the company are the desire of employees to move to other companies, decreased organizational commitment to employees, and the number of employees with contract status even though they have been working in the company for a long time. In addition, employees feel that they are not fully part of the company, so the employee's sense of hard work in achieving company goals is not achieved, resulting in low quality of work, increasing work delays, and a lack of loyalty to the company. Besides, sometimes employees feel tired with the work they

receive because most of the employees are still of productive age, so employees often think of looking for other alternative jobs.

To improve the performance of employees, PT. GASING GROUP Makassar City must also be able to increase work motivation, job satisfaction, and organizational commitment because these can affect employee performance (Candika, 2016). Factors that can increase employee motivation can be individuals, such as needs, attitudes, and abilities. Job satisfaction includes responses and expectations, while organizational commitment includes things like payment of salaries, supervision, praise, and the work itself. Research conducted by (Suwardi and Joko Utomo, 2011) entitled "The Effect of Work Motivation, Job Satisfaction, and Organizational Commitment on Employee Performance (Study on employees of the Pati Regency Regional Secretariat).

(Eduard Y. Tamela and Herman Surijadi, 2014) conducted a study entitled "The Effect of Job Satisfaction, Work Motivation, and Organizational Commitment on Employee Performance at SKPD in Jayapura district. The test results using multiple regression analysis showed that the variables of satisfaction, motivation, and organizational commitment proved positive and had a significant effect on the performance of government department employees in the Jayapura district. This can be proven by showing the regression coefficient that if job satisfaction, motivation, and organizational commitment increase, the increase will be followed by an increase in the performance of government department employees in Jayapura. Thus, it can be said that the increase in job satisfaction, motivation, and organizational commitment will increase the level of employee performance of education officials in Jayapura.

## RESEARCH METHOD

This research is a type of quantitative descriptive research with a simple correlation analysis approach and multiple linear regression to measure the relationship between variables. The selection of this method is based on the formulation of the problem, where the researcher wants to know the effect of work motivation, job satisfaction, and organizational commitment on employee performance. The research location is at the PT. GASING GROUP in Makassar City. The study was conducted over a two-month period, and sources of data from primary data were obtained through direct research on the object under study. The data was obtained through interviews, observations, and questionnaire results from employee respondents at the PT. GASING GROUP in Makassar City. Secondary data is obtained from various sources, including documentation and writing (books, reports, scientific works, and research results) and information from parties related to the study being studied (job descriptions, work procedures, and other references), collecting data through observation, interviews, questionnaires, and documentation. The population is the total number of research objects, namely all employees of PT. GASING GROUP in Makassar City, totaling 55 people. Seeing that the number of people in the company that will be studied is limited, the sampling is carried out by using the census method. Thus, the sample size in this study amounted to 55 respondents.

Based on the objectives to be achieved in this research, the data were analyzed descriptively and quantitatively. The analytical method used is as follows:

1. Descriptive analysis regarding the effect of work motivation, job satisfaction, and organizational commitment on employee performance at PT. GASING GROUP in Makassar City.
2. Validity and Reliability Test.
3. Multiple linear regression analysis methods according to (Hasan, 2008) with the formula:

$$Y = b_0 + b_1 X_1 + b_2 X_2 + b_3 X_3 + e_i$$

Where:

Y	= Performance
X1	= Work motivation
X2	= Job satisfaction
X3	= Organizational Commitment
B1-b3	= Regression Coefficient (Parameter)
b0	= Constant (Intercept)
ei	= Error Factor

Furthermore, to determine the effect and the level of significance used = 0.05 or 5% can be tested using the F-test and t-test through the SPSS 22.0 program

#### 4. Classic assumption test

## RESULTS AND DISCUSSION

The description of the research variables explains the development of human resources based on motivation, satisfaction, and organizational commitment to employee performance at PT. GASING GROUP In Makassar City. Variable assessment is based on employee responses that provide information according to the questions asked in the questionnaire. More details are described as follows:

### *Work motivation*

Motivation is an encouragement to a series of processes of human behaviour in achieving goals (Wibowo, 2010: 379). Work motivation is determined by achievement, recognition, interest in work, and progress. The following shows the results of the computer output of respondents' responses to the questionnaire based on item 5 questions in Table 1. Based on Table 1 the total average of respondents' responses to work motivation is 4.08 on a scale of 1 to 5. The frequency of the percentage of answers to each question regarding work motivation variable 86.6 answered agree (S) and 13.5 who chose the answer strongly agree (SS). This shows that the work motivation variable chooses the answer agree (S), which means the performance of employees at PT. GASING GROUP in Makassar City still needs to be improved.

**Table 1. Frequency and Percentage of Respondents' Responses Regarding Work Motivation**

Indicator	Scale										Score	Average
	STS		KS (2)		R(3)		S(4)		SS (5)			
	F	%	F	%	F	%	F	%	F	%		
1	0	0.0	0	0.0	0	0.0	53	96.4	2	3.6	222	4.03
	0		0		0		212		10			
2	0	0.0	0	0.0	0	0.0	42	76.4	13	23.6	233	4.24
	0		0		0		168		65			
3	0	0.0	0	0.0	0	0.0	48	87.3	7	12.7	227	4.12
	0		0		0		192		35			
4	0	0.0	0	0.0	0	0.0	46	83.6	9	16.4	229	4.16
	0		0		0		184		45			
5	0	0.0	0	0.0	0	0.0	49	89.1	6	10.9	214	3.89
	0		0		0		184		30			
Total	0	0.0	0	0.0	0	0.0	238	86.6	37	13.5	1125	4.08

Source: Primary data after processing, 2021

*Job satisfaction*

Job satisfaction is a happy emotional state or positive emotion that comes from evaluating one's job or work experience (Luthans, 2006: 243). Job satisfaction is determined by the work itself, salary, supervision, and co-workers. The following shows the results of the computer output of respondents' responses to the questionnaire based on item 5 questions in Table 2, Based on Table 2 the total average respondent's response to the job satisfaction variable is 4.14 on a scale of 1 to 5. Frequency of the percentage of answers to each question regarding the job satisfaction variable (X2), 3.6 answered hesitantly (R), answered agreed (S) 82.6 and strongly agreed (SS) of 15.9 This shows that for the job satisfaction variable, more employees choose to agree (S),

**Table 2. Frequency and Percentage of Respondents' Responses on Job Satisfaction**

Indicator	Scale										Score	Average
	STS (1)		KS (2)		R (3)		S (4)		SS (5)			
	F	%	F	%	F	%	F	%	F	%		
1	0	0.0	0	0.0	0	0	44	80.0	11	20.0	231	4.2
	0		0		0		176		55			
2	0	0.0	0	0.0	0	0	48	87.3	7	12.7	227	4.12
	0		0		0		192		35			
3	0	0.0	0.	0.0	2	3.6	46	83.6	7	12.7	225	4.09
	0		0		6		184		35			
4	0	0.0	0	0.0	0	0	47	85.5	8	14.5	228	4.14
	0		0		0		188		40			
5	0	0.0	0.	0.0	2	3.6	42	76.4	11	20.0	229	4.16
	0		0		6		168		55			
Total	0	0.0	0	0.00	4	3.6	227	82.6	44	15.9	1140	4.14

Source: Primary data after processing, 2021

*Organizational Commitment*

Organizational commitment is a psychological state that characterizes the degree of employee relationship with the organization, which can determine how employees identify with the organization, the willingness, and level of employee involvement in accordance with their role in trying to achieve organizational goals, as well as a strong desire to be loyal and continue to maintain membership in the organization. (Meyer and Allen, 1991). Organizational commitment is determined by affective commitment, continuance commitment, and normative commitment.



**Table 3. Frequency and Percentage of Respondents' Responses regarding Organizational Commitment**

Indicator	Scale										Score	Average
	STS (1)		KS (2)		R (3)		S (4)		SS (5)			
	F	%	F	%	F	%	F	%	F	%		
1	0	0.0	0	0.0	18	32.7	37	67.3	0	0.0	202	3.67
	0		0		54		148		0			
2	0	0.0	0	0.0	13	23.6	37	67.3	5	9.1	187	3.4
	0		0		39		148					
3	0	0.0	0	0.0	13	23.6	39	70.9	3	5.5	195	3.54
	0		0		39		156					
4	0	0.0	0	0.0	19	34.5	30	54.5	6	10.9	234	4.25
	0		0		57		120		30			
5	0	0.0	0	0.0	0	0.0	47	85.5	8	14.5	228	4.14
	0		0		0		188		40			
6	0	0.0	1	1.8	3	5.5	45	81.8	6	10.9	221	4.01
	0		2		9		180		30			
Total	0	0.0	1	1.8	66	23.9	235	71.2	28	10.2	1267	4.16

Source: Primary data after processing, 2021

Based on Table 3, the total average respondent's response to the organizational commitment variable is 4.16 on a scale of 1 to 6. The frequency of the percentage of answers to each question regarding the organizational commitment variable (X3), 1.8 answered disagree (KS), 23.9 answered doubtful - undecided (R), 71.2 answered agree (S) and 10.2 answered strongly agree (SS). This shows that for the organizational commitment variable, respondents prefer to agree (S). This means that not all employees at PT. GASING GROUP in Makassar City is fully committed to improving employee performance.

#### *Employee performance*

Employee performance is the outcome resulting from the function of a particular job or activity during a certain period. (Gomes, 2003: 133). Employee performance is determined by the quantity of work, quality of work, work creativity, and responsibility. The following shows the results of computer output and respondents' responses to the questionnaire based on item 5 questions in Table 4 below:

**Table 4. Frequency and Percentage of Respondents' Responses on Employee Performance**

Indicator	Scale										Score	Average
	STS (1)		KS (2)		R (3)		S (4)		SS (5)			
	F	%	F	%	F	%	F	%	F	%		
1	0	0.0	0	0.0	0	0.0	53	96.4	2	3.6	222	4.03
	0		0		0		212		10			
2	0	0.0	0	0.0	0	0.0	40	72.7	15	27.3	235	4.27
	0		0		0		160		75			
3	0	0.0	0	0.0	0	0.0	47	85.5	8	14.5	228	4.14
					0		188		40			
4	0	0.0	0	0.0	0	0.0	48	87.3	7	12.7	227	4.12
	0		0		0		192		35			
5	0	0.0	0	0.0	0	0.0	51	92.7	4	7.3	224	4.07
	0		0		0		204		20			
Total	0	0.0	0	0.0	0	0.0	239	86.9	36	13.1	1136	4.12

Source: Primary data after processing, 2021

Based on Table 4, the average total response of respondents to employee performance variables is 4.12 on a scale of 1 to 5. The frequency of the percentage of answers to each question regarding employee performance variables (Y), 86.9 who answered agree (S) and 13.1 which answered strongly agree (SS). This shows that the respondent's employee performance variable prefers the answer agree (S), which means the performance of employees at PT. GASING GROUP in Makassar City still needs to be improved.

- Validity test results for the variables of work motivation, job satisfaction, organizational commitment, and employee performance have a corrected item-total correlation value greater than the r table. Thus, the indicator or questionnaire used for each variable is declared valid to be used as a variable measuring instrument.
- The results of the reliability test showed that the value of Cronbach's alpha ( $\alpha$ ) for all variables was greater than 0.60. So, it can be concluded that the indicators or questionnaires used on all research variables can be declared reliable or trustworthy as a measuring tool for assessment.
- The results of the Normality Test show that on the normal plot graph, the points spread around the normal line. This shows that the regression model of this study has met the normality assumptions of the research data.
- Multicollinearity test results show the tolerance value of the three independent variables is above 0.10. The VIF value for all variables is also not more than 10. Thus, it can be concluded that in the regression model in this study there is no multicollinearity problem, then the existing regression model is feasible to use.
- The results of the Heteroscedasticity Test show that the data (dots) are spread evenly above and below the number 0 on the Y-axis and do not form a certain or random pattern so that it can be concluded that in this regression test there is no heteroscedasticity problem.
- The results of the autocorrelation test show that the DW value is 1.488, which means that there is no autocorrelation in the regression model in this study.

Multiple Linear Regression Equation Model, as follows:

$$Y = 0.798 + 0.339X_1 + 0.398X_2 + 0.070X_3 \quad (3)$$



The interpretation of the multiple linear regression equation is described as follows:

1. Constants (bo) = obtained a value of 0.798 which states the magnitude of employee performance at PT. GASING GROUP in Makassar City where work motivation, job satisfaction, and organizational commitment are constant.
2. The coefficient  $b_1 = 0.339$  has a positive meaning which indicates that work motivation has a positive and significant effect on employee performance at PT GASING GROUP in Makassar City, the coefficient  $b_1$  is because the value of  $t = 0.008$  is smaller than  $t = 0.05$ . It can be explained that if there is an increase in work motivation and other variables are constant, it will increase employee performance at PT. GASING GROUP in Makassar City. The effect of the work motivation variable (X1) on employee performance (Y) is 0.339.
3. The coefficient  $b_2 = 0.398$  has a positive meaning which indicates that job satisfaction has a positive and significant effect on employee performance at PT. GASING GROUP In Makassar City, the coefficient of  $b_2$  is because the value of  $t = 0.003$  is smaller than  $t = 0.05$ . This means that employees with a high level of job satisfaction will show their best performance at PT. GASING GROUP in Makassar City. The effect of the job satisfaction variable (X2) on employee performance (Y) is 0.398.
4. The coefficient  $b_3 = 0.070$  has a positive meaning which indicates that organizational commitment has a positive and insignificant effect on employee performance at PT. Federal International Finance Maros Branch, the coefficient  $b_3$  is because the value of  $t = 0.430$  is greater than  $t = 0.05$ . This shows that the lower the organizational commitment of employees, the lower the performance of employees at PT. GASING GROUP in Makassar City. The effect of the organizational commitment variable (X3) on employee performance is 0.070.

The results of the  $R^2$  test show that the magnitude of  $R^2 = 0.355$ , this figure states that the magnitude of the influence of work motivation, job satisfaction, and organizational commitment on employee performance is 35.5%. While the rest are variables that were not included in this study. By looking at the value of  $R^2$  from the assessment variable, it is necessary to include other variables that have a major influence on improving employee performance.

## DISCUSSION

### *The Effect of Work Motivation on Employee Performance*

Wibowo (2010) defines motivation as "an encouragement to a series of processes of human behavior in achieving goals. "Motivation in management is shown in human resources in general and subordinates. Motivation questions how to direct the power and potential of subordinates so that they are willing to work together productively and successfully achieve and realize the goals that have been determined. The importance of motivation is that it causes, distributes, and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results. Results Frequency and percentage of respondents' responses from employees of PT. GASING GROUP in Makassar City regarding work motivation shows that respondents give an effective value as seen from the total average value of 4.08%. This means that work motivation is very important to encourage employees to work even better, the dominant indicator forming the work motivation variable is the achievement indicator with an average value of 4.29%, namely, to become an employee who excels, it requires hard work. This means that achievement is expected by both employees and organizations. If an employee has more abilities than the organization's expectations, the company or organization must provide something to achieve these achievements, for example in the form of promotions. While the supporting indicators of work motivation

for employees are interested in work with an average value of 4.16% which states that employees enjoy every job given by the leadership. This shows that these indicators are the main needs, therefore, if fulfilled, they can be a strong motivator for employees of PT. GASING GROUP in Makassar City to work better and maximally.

From the results of the study, it is known that there is a positive and significant effect of work motivation on the performance of employees of PT. GASING GROUP in Makassar City, indicators used to measure motivation are achievement, recognition, interest in work, progress, and responsibility. This is evidenced by the t-count value of 2.765 with a significance value of 0.008 which is smaller than  $\alpha = 0.05$ . The coefficient value is 0.339. This means that the better the motivation that employees have, the better the performance of PT. GASING GROUP in Makassar City is increasing. In work activities employees also motivate themselves by showing achievement motivation by developing or maintaining work dedication to carry out work activities as a form of a work dedication, namely employees have solidarity to carry out the tasks given by the leadership seriously to realize performance achievement. It is undeniable that everyone in the face of work dynamics wants to be said to be an achiever. The existence of a motivation to excel in carrying out the work will have an influence on the performance of employees of PT. GASING GROUP in Makassar City.

This shows that efforts to provide work motivation to each employee both individually and collectively determine the work results achieved. The increase in motivation can also be done through giving awards which are the highest form of assessment of work attitudes and behavior that are liked by an employee. Recognition becomes a motivation in him to always carry out his main duties and functions optimally to get an appreciation of recognition, both recognition from the leadership, recognition from friends as motivation that influences the performance of employees of PT. GASING GROUP in Makassar City. From these results, it is also known that there is a positive relationship between work motivation and employee performance at PT. GASING GROUP in Makassar City in the sense of the word if work motivation increases, the performance of PT. GASING GROUP in Makassar City is also increasing. This is in accordance with the opinion of (Munandar, 2008) which states that there is a positive relationship between motivation and performance with achievement, meaning that managers who have high achievement motivation tend to have high performance, whereas those who have low performance are possible because their motivation is low.

Theory support from Victor Vroom (Robbins, 2006:238) provides a question about the existence of a relationship between work motivation and employee performance, the questions are as follows; "That an employee puts in greater effort what if he believes that effort results in a good job appraisal, and that a good job appraisal results in a salary increase and promotion enabling him to achieve his personal goals". Employees of PT. GASING GROUP in Makassar City who are motivated are energetic and enthusiastic in doing the tasks assigned to them. On the other hand, the employees of PT. GASING GROUP in Makassar City which has low motivation often displays a sense of discomfort and displeasure with their work because of the performance of PT. GASING GROUP in Makassar City went bad and the company's goals were not achieved. Employees of PT. GASING GROUP in Makassar City who have high motivation, strive to do as much as possible the goals set by the company.

#### *The Effect of Job Satisfaction on Employee Performance*

Job satisfaction is one of the most important factors to get optimal work results. When someone feels satisfied at work, of course, he will try his best with all his abilities to complete his task. Thus, productivity will increase optimally. Satisfaction refers to the general attitude of an individual towards his work. Results Frequency and percentage of respondents' responses from employees of PT. GASING GROUP in Makassar City regarding job satisfaction shows that the respondents gave a very effective value as seen from the total average of 4.14%. This means that job satisfaction is important to increase employees in completing the company's work, the dominant indicator forming the job satisfaction variable

and the supporting indicators of job satisfaction for employees are the indicators of co-workers with an average value of 4.16% and 4.14% which state employees always maintain good relations with employees. all co-workers and every employee have a pleasant co-worker. This means that the basic human need for social relations will be met with co-workers who support employees.

From the results of the study, it is known that there is a positive and significant influence on job satisfaction on the performance of employees of PT. GASING GROUP in Makassar City. The indicators used to measure job satisfaction are the work itself, salary, supervision, and co-workers. This is evidenced by the t-count value of 3.161 with a significance value of 0.003 which is smaller than  $\alpha = 0.05$ . This means that employees with a high level of job satisfaction show an attitude towards the job and the higher the employee's performance satisfaction, the employees show their best performance. This situation shows that the job satisfaction felt by employees is based on success in carrying out the tasks given on time and according to the expectations of the leadership and getting appreciation from the leadership.

From the results of this study, it is also known that there is a positive relationship between employee job satisfaction and employee performance at PT. Federal International Finance Maros Branch, in the sense that if job satisfaction increases, employee performance increases. This is in accordance with the theory put forward by (Winardi, 2001:137) Job satisfaction is a positive attitude that involves a healthy self-adjustment from within employees to work conditions and situations, including wages, social conditions, physical conditions, and psychological conditions. If the company always implements the career and compensation system properly, there is a good relationship between co-workers, the attitude of the superior who is always motivating, and a conducive physical work environment makes employees feel safe and comfortable at work. The impact is that employees work as well as possible and always provide the best service to customers, in this case, customers of PT. GASING GROUP in Makassar City. This shows that the employee's performance is high.

#### *The Effect of Organizational Commitment on Employee Performance*

The level of commitment of both the company's commitment to employees and employees to the company is very necessary because through these commitments a professional work climate is created. Individuals who are satisfied with their work tend to fulfill commitments to the organization, resulting in the emergence of employee loyalty to the organization, which ultimately causes the employee to have a sense of dependence and responsibility on the organization. Individuals who have low organizational commitment tend to do things that can disrupt organizational performance such as high turnover, delays in work, complaints, and even strikes. Results Frequency and percentage of respondents' responses from employees of PT. GASING GROUP in Makassar City regarding organizational commitment shows that respondents gave a less effective score as seen from the total average score of 4.16%. This shows that organizational commitment is very low which has an impact on the decline in employee performance.

From the results of the study, it is known that there is a positive and insignificant effect of organizational commitment on the performance of employees of PT. GASING GROUP in Makassar City. Indicators used to measure organizational commitment include 1. Affective commitment consists of: employees feeling happy working in the organization; employees showing a sense of belonging. Continuing commitment consists of: employees feeling they have no alternative work elsewhere that is more attractive; employees feeling what they will lose if they leave the company. 3. Normative commitments consist of: employees feeling they have an obligation to be loyal to the company; employees having a work contract with the company, so they must complete the contract. This is evidenced by the t-count value of 0.795 with a significance value of 0.430 greater than 0.05. This means that the lower the commitment of employees, the lower the employee's performance towards the company PT. GASING GROUP in Makassar City.

### *Dominant Variables Affect Employee Performance*

Based on the results of statistical tests on the three independent variables, namely work motivation, job satisfaction, and organizational commitment to employee performance, the job satisfaction variable (X2) has an Unstandardized Coefficients number of 0.398 compared to the Work Motivation variable (X1) of 0.339 and the organizational commitment variable (X3). of 0.070. This shows that job satisfaction has a dominant influence on employee performance at PT. GASING GROUP in Makassar City. It is proven from the results of statistical tests on the variables of work motivation (X1), job satisfaction (X2), and organizational commitment (X3), the results show that the variables that have a positive and significant effect on employee performance are the work motivation variable, job satisfaction variable and organizational commitment variable. The variable of work motivation on employee performance obtained an at-count value of 2.765 with a significant level of 0.008 which is smaller than a significant level ( $\alpha$ ) of 0.05. Meanwhile, organizational commitment to employee performance obtained an at-count value of 0.795 with a significant level of 0.430 which is greater than the significant level ( $\alpha$ ) 0.05, and job satisfaction on employee performance obtained an at-count value of 3.161 with a significant level of 0.003 which is smaller than the significant level. ( $\alpha$ ) 0.05. This shows that the job satisfaction variable has an at-count value of 3.161 which is greater than the work motivation variable with an at-count of 2.765, meaning that the most dominant influence on employee performance at PT. GASING GROUP in Makassar City is variable job satisfaction.

Employees of PT. GASING GROUP in Makassar City who are satisfied are more involved in organizations that can increase productivity. With job satisfaction obtained, it is expected that high employee performance can be achieved by employees. Without the job satisfaction of employees of PT. GASING GROUP in Makassar City at work, the result is that employee performance is low so that the company's goals are not maximally achieved. The description above shows that the variable job satisfaction has a dominant role in improving employee performance at PT. Federal International Finance Maros Branch. This causes employees to be able to carry out activities properly so that maximum results are achieved if they have good job satisfaction from within and from outside the employees themselves.

### **CONCLUSION**

Based on the results of the study, the following conclusions were drawn:

1. Work motivation has a positive and significant effect on employee performance at PT. Gasing Group in Makassar City. This indicates that work motivation becomes very useful to help improve employee performance at PT. GASING GROUP in Makassar City.
2. Job satisfaction has a positive and significant effect on the performance of employees of PT. Gasing Group in Makassar City. This indicates that the increase in employee performance is influenced by job satisfaction.
3. Organizational commitment has a positive and insignificant effect on the performance of PT. Gasing Group in Makassar City. This shows that if organizational commitment decreases, employee performance will also decrease.
4. The variable of job satisfaction has a more dominant influence when compared to the variables of work motivation and organizational commitment in improving the performance of employees of PT. Gasing Group in Makassar City. This indicates that the job satisfaction variable plays a more important role in determining the increase in employee performance at PT. GASING GROUP in Makassar City.

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