

Global Scientific and Academic Research Journal of Economics, Business and Management

ISSN: 2583-5645 (Online) Frequency: Monthly

Published By GSAR Publishers

Journal Homepage Link- https://gsarpublishers.com/journals-gsarjebm-home/



The Influence of Motivation and Organizational Commitment on the Performance of North Jakarta Advocates through Job Satisfaction

BY

Muhenri Sihotang¹, Eddy Sanusi Silitonga², Iwan Kurniawan Subagja³

^{1,2,3}Universitas Krisnadwipayana Jakarta



Article History

Received: 20/01/2024 Accepted: 04/02/2024 Published: 06/02/2024

Vol - 3 Issue -2

PP: -16-31

Abstract

This research aims to determine the effect of 1) motivation and organizational commitment on job satisfaction, 2) motivation and organizational commitment on performance, 3) job satisfaction on performance, and 4) motivation and organizational commitment on performance through job satisfaction. The research was conducted on members of the North Jakarta Advocates with a research sample of 87 res pondents. The sampling technique uses a simple random sampling technique. The data analysis method uses descriptive analysis and path analysis.

The results of the research show that 1) there is an influence of motivation and organizational commitment on job satisfaction, 2) there is an influence of motivation and organizational commitment on performance, 3) there is an influence of job satisfaction on performance, 4) there is no influence of motivation and organizational commitment on performance through job satisfaction. The job satisfaction variable cannot mediate between motivation and leadership on the performance of North Jakarta advocates.

Keywords: Motivation, Organizational Commitment, Job Satisfaction and Advocate Performance

INTRODUCTION

Employees are the main asset of every organization, this is because they will provide results in the form of services and products that are desired by every organization. Quality products and services will be largely determined by the professional attitude of each individual who works in an organization. The professionalism of an employee is the lifeblood that supports business and organizational activities.

This is because good performance and professionalism will coexist with each other. A true professional has characteristics that differentiate him from fake professionals, ordinary workers, technicians, and amateur workers. Hall (1968) further revealed that professionalism is related to two important aspects, namely structural aspects and attitudinal aspects. Structural aspects are part of the formation of training, professional associations, and codes of ethics. Meanwhile, the attitude aspect is related to the formation of professional aspects. Furthermore, Dali et al. (1987) revealed that professionalism is a concept to measure how a professional views his profession which is reflected in attitudes and behavior. Professional attitudes professionalism can be defined as qualifications that grow from certain knowledge and are accompanied by a code of ethics (Gibbs, 1987). Apart from knowledge and codes of ethics, professionalism also refers to attitudes that represent the level of identification with commitment to a particular profession (Wynd, 2003). Apart from the opinions expressed by Gibbs (1994) and Wynd (2003), the attribute of professionalism was also expressed by Adams and Miller (2001); and Miller et al (1993) which includes education and training, knowledge-based theory, skills, codes of ethics, professional organizations and services.

Based on this understanding, it can be concluded that a professional is characterized as someone who has qualified knowledge and skills, has a strong commitment to his profession, carries out his work based on his professional code of ethics, has a professional organization that oversees his profession, and provides services to his place of work or who require the services of a professional. A professional will always be reliable and trusted because they are expert, skilled, have moral commitment, are responsible, diligent, full of discipline, and are serious in carrying out their obligations.

Therefore, a professional can be identified with quality, commitment, responsibility, and high pay (Uno and Lamatenggo, 2012), this is what differentiates him from an amateur in doing a job. An amateur, in carrying out his obligations, is based on mere pleasure, shallow knowledge,



and also a lack of morals and responsibility for what he does (Harefa, 2004).

One law enforcer who often gets attention is a lawyer, because of his special position in law enforcement. This specialty can be seen from the scope of work which stretches from upstream to downstream (from investigation to execution of punishment), in contrast to other law enforcers which are only partial. The profession of advocate is an honorable profession that in carrying out its profession is protected by law and must follow the code of conduct. This is stated in the preamble to the code of ethics for Indonesian Advocates (Indonesian Advocates Working Committee, 2002). The position of advocates as an honorable profession requires them to have abilities and intelligence, both intellectual, emotional, and spiritual. This combination of intellectual, emotional, and spiritual intelligence is needed for professionalism and work ethic in handling cases that vary and require a high commitment to solving them. An advocate's field of work is providing legal services or legal assistance to people who need it. Of course, providing legal assistance by advocates within a larger framework is aimed at fulfilling legal objectives, maintaining order, and balancing various interests, welfare, and happiness (Rahardjo, 2010; Pekuwali, 2008).

The provision of legal services and legal aid is expected to prevent unfair and inhumane treatment of suspects or defendants, which is called due process of law or a fair legal process. Suspects or defendants have their rights protected as people who face legal charges and are pressed for trial (Winarta, 2000; Nasution, 1988). The scope of legal aid activities includes defense, representation, both outside and inside the court, education, research, and dissemination of ideas (Sunggono and Harianto, 2001) As law enforcers, advocates have almost the same position as judges, namely independent, independent, and free (Wisnubroto, 2005; Savitri, 2007; Monteiro, 2007; and Riyanto, 2008).

However, one thing that differentiates them from judges is that advocates do not have the right to make a final decision on a criminal case. However, the position of an advocate can be likened to oil in a big machine called the Criminal Justice System. Advocates in carrying out their duties (especially in the litigation process) consciously face ethical dilemmas that may arise in representing their clients to adhere to a code of ethics and not bribe other law enforcers (Winarta, 1996).

However, the advocates realized that if they didn't give, the case would be lost. There are quite a lot of reports in the newspapers about police, prosecutors, and judges asking for compensation for the cases they handle. A strong advocate will avoid such disgraceful actions (Rajagukguk, 2008).

The way lawyers work in this way cannot be analyzed using mere normative analysis because things like this have entered the realm of behavior and at a broader level the law is also manifested as the behavior of the community, especially law enforcement officers. Negative advocate behavior cannot be separated from internal and external factors. Internal factors are related to the realization of the advocate's professional

code of ethics which should have been internalized within oneself and manifested in behavior, while external factors are related to the demand to win every case faced and supervision of the performance carried out by advocates in resolving every case they handle.

In this case, quality and professional human resources for advocates will make a good contribution in providing legal services and legal assistance, by competing or racing to keep up with current developments to achieve success so that law enforcement can be maintained following the law, Advocate Organizations are required to have quality human resources for advocates.

The profession of an advocate in providing legal services and being tasked with resolving clients' legal problems is carried out in the form of litigation and non-litigation. An advocate must dedicate himself to society. Professional advocates in carrying out their work are required to have a good work attitude. Having a good work attitude will, in turn, influence a person's performance. The performance shown by a person is an important parameter in every work profession.

Regarding the work attitudes of lawyers who are members of the professional organization KAI (Congress of Indonesian Advocates) in Solo Raya, the results of observations show that the work attitudes of the majority of lawyers are good. This is indicated by their persistence in carrying out work even though the work is unpaid or pro bono work. Talking about attitudes towards work (job attitudes), several factors are considered to be predictors of individual work attitudes.

Professionalism is considered one of several factors that influence work attitudes among professional workers, such as lawyers. Several studies show that professional norms and values have a significant influence on work attitudes in professional workers (Boyt, Lusch, & Naylor, 2001; Bunderson, 2001).

Human Resources (HR) have an important role in an organization. Therefore, HR advocates need to receive special attention to find out what HR variables influence the quality and professional performance of advocates. The variables from HR are work, performance, internship training, education, job satisfaction, motivation, compensation, and organizational commitment.

Apart from that, the level of knowledge and skills can influence advocates in increasing their productivity. Knowledge and skills are values that need to be communicated to all advocates so that advocates realize that they are skilled professionals who are needed for the advancement of services providing legal assistance to the community.

Organizations must be able to create situations and conditions that encourage advocates to develop their abilities and skills optimally. Thus, researchers want to know whether or not there is an influence of motivation variables and organizational commitment on job satisfaction in increasing the performance of advocates throughout Indonesia.

The researcher took the motivation and organizational commitment variables as independent variables (exogenous) and job satisfaction as the mediating (intervening) variable and advocate performance as the dependent variable (endogenous), namely where the variables of motivation and organizational commitment and job satisfaction and performance are more suitable for research in the world of advocacy, and organizations because these variables still have internal problems within advocates and organizations such as; Advocates and organizations seem to be more concerned with the results of achieving work targets in getting clients than the process carried out by advocates in meeting their work targets.

The implementation of the internship training program has not reached every Advocate, especially prospective Advocates, where so far training and internship programs have not been applied to new prospective advocates by the Organization, low work motivation, advocates' love for their field of work and advocate performance tends to decline, this is closely related to organizational motivation and commitment and job satisfaction as a professional advocate. Increasing the performance of advocates will bring progress to the advocates themselves and the organization to be able to survive in an unstable and global business environment.

Performance is a comparison of the work results achieved by an advocate with predetermined standards. Therefore, efforts to improve the performance capabilities of advocates are the most serious management challenge because success in achieving the vision and mission of the organization depends on the quality of the performance of the human resources within it.

Based on data on the number of advocates throughout Indonesia in the past five years, namely in 2018-2022, it shows that the performance results over the last few years are that many advocates' performance is in the fair category, some are even in the poor category. If this continues, it will have a bad impact on employees and the company itself. This condition can be concluded that the level of increase in the number of advocates which influences the performance of advocates from year to year (2018 - 2022) has increased in number and experienced a fluctuating decline in performance achievement with the highest level of increase in the number of advocates in 2019 and the lowest level of decline in performance achievement in 2021 with the "Very good" criteria category being 20 people and with the "good" criteria category being 36 people while the "fair" criteria being 37 people people and "bad" 5 people. The tendency for the performance of advocates to decline is of course closely related to motivation and compensation, job satisfaction, and the lack of attention from the organization.

One of the things that must be the main concern of an agency or organization is the compensation and job satisfaction of its members, because members who provide their performance do not feel comfortable, are less appreciated, cannot develop all the potential they have, then automatically members cannot focus and concentrate fully on the field of work or in carrying out the tasks given, including implementing the programs given.

Job satisfaction is an assessment, feeling, or attitude of a person or employee towards their work and is related to motivation, relationships between co-workers, social relationships at work, and so on. Needs are an important factor in motivating employees because as humans we have various primary and secondary needs. Performance leadership is the most important role in an organization or company because it influences the success of the organization or company in achieving its goals. The success of an organization as a whole or part of an organization depends on the quality of leadership itself because a leader has the power to direct his employees to do something to achieve company goals. Thus, companies need motivational leaders who can inspire and mobilize members of their organization effectively and efficiently for company goals.

Based on the results of observations, several factors are indicated to be a problem so far, namely the problem of performance not being optimal in carrying out tasks and achieving work results, low job satisfaction as seen from rewards or appreciation for work performance obtained by training members or advocates for their abilities and successes. , the implementation of the program has not reached every member, the leadership seems more concerned with the results of achieving work targets than the process carried out by its members, the implementation of motivation in the organization is still low, the compensation provided has not had an impact on increasing the job satisfaction of advocates, the desire of advocates to improve their education is still low. higher level, there is still low love of advocates for their field of work, and there is still weak supervision in this agency or organization so it has not been able to improve the performance of its members and the discipline of members or advocates regarding compliance with work guidelines, codes of ethics and applicable regulations is still low.

Literature Review

Motivation

Motivation is formed from the employee's attitude in facing work situations in the company (situation). Motivation is a condition or energy that moves employees who are directed or focused on achieving the company's organizational goals. An employee's positive and positive mental attitude towards the work situation is what strengthens their work motivation to achieve maximum performance (Mangkunegara, 2017). This is following the opinion of Keith Davis in Mangkunegara (2017) that the factors that influence performance achievement are ability factors and motivation factors.

Increasing motivation also has the potential to increase job satisfaction. In this case, there is a significant relationship between work motivation and job satisfaction (Sinambela, 2012). Motivation comes from the Latin word movere which means encouragement, driving force, or force that causes an action or deed. The word movie in English is often equated with motivation, which means giving motives, generating motives, or things that give rise to encouragement, or

awareness that gives rise to encouragement. According to Robbins (2006), the indicators used to measure work motivation are as follows:

- 1. Awards
- 2. Social relationships
- 3. Living necessities
- 4. Success at work

Organizational Commitment

According to Meyer & Allen, organizational commitment is defined as "a psychological state that describes an employee's relationship with their organization and a propensity to continue the relationship with the organization" (Scandura, 2016).

Based on this definition, organizational commitment is seen as a psychological condition that describes an employee's relationship with their organization and a tendency to continue to have a relationship with their organization. According to Kreitner and Kinicki (2014), organizational commitment is a reflection of how an employee recognizes the organization and is bound to its goals. This is an important work attitude because committed people are expected to show their availability to work harder to achieve organizational goals and have a greater desire to remain working at a company (Kreitner & Kinicki, 2014).

Organizational commitment has the development of support for the three components proposed by Allen and Meyer in Luthans (2012). These three dimensions are:

- Effective commitment is an employee's emotional attachment, identification, and involvement in the organization.
- Continuance commitment is a commitment based on losses associated with the employee's departure from the organization. This may be due to loss of seniority for promotions or benefits.
- 3. Normative commitment is mandatory to remain in the organization because it must be so; This action is the right thing and must be done.

Job Satisfaction

Job satisfaction according to Locke (2005) is defined as "a result of employees' perception of how well their job provides those things that are viewed as important" (Luthans, 2010). Based on this definition, job satisfaction is interpreted as the result of employees' perceptions of how well their work provides something that is considered important to them.

Another opinion about job satisfaction was put forward by Robbins (2016) who stated that job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience" (Scandura, 2016). Based on this opinion, it can be concluded that job satisfaction is a pleasant or positive emotional condition resulting from a person's assessment of their work or their work experience.

According to Widodo (2015), there are five dimensions of factors determining job satisfaction, including:

- The work itself. Each job requires certain skills according to its respective field. Whether a job is difficult or not a person's feeling that his skills are needed to do the job or the competence he has is appropriate to the job, will increase or decrease satisfaction.
- Salary or Wages. It is a factor in fulfilling the living needs of employees who are considered worthy or not
- Promotion. Promotion is a factor related to whether there is an opportunity to gain career advancement while working.
- 4. Relationship with superiors. Leadership that is consistently related to job satisfaction is tolerance. Functional relationships reflect the extent to which superiors help workers satisfy work values that are important to workers and appreciate the work results of their workers. The overall relationship, for example, both have the same outlook on life. The greatest level of job satisfaction with a superior is if both types of relationships are positive. Bosses who have the characteristics of a transformational leader will increase their motivation and at the same time feel satisfied with their work.
- Co-workers. Factors that relate between employees and their superiors and with other employees, both with the same and different types of work

Employee Performance

Employee performance is the result of individual work in an organization. Achievement Sutrisno (2009), stated that work performance is the result of work that a person has achieved from their work behavior in carrying out work activities.

Soeprihanto (2001), stated that determining work performance standards requires several aspects, such as work distribution, research, and determining time standards for work with or without machines. From the combination and analysis of these aspects, work performance standards are obtained.

Wexley and Yukl in As'ad (2001), stated that proficiency has a broader meaning because it simultaneously includes aspects of effort, job performance, initiative, loyalty, leadership potential, and work morale. Meanwhile, Maier, quoted by As'ad (2001), stated that merit is more of a general aspect than perfection, while work productivity is a comparison between input and output.

Fahmi (2017) said that there are 5 (five) criteria used to measure the extent of individual performance.

- Quality. The level at which the results of the activity carried out are close to perfect in the sense of completing several ideal methods and performance of the activity or fulfilling the expected goals of an activity.
- Quantity. The resulting quantity, expressed in terms of several units, is the number of activity cycles completed.



- Punctuality. The degree to which an activity is completed at the desired initial time is seen from the point of coordination with the output results and maximizing the time available for other activities.
- Effectiveness. The level of use of organizational resources is maximized to generate profits and reduce losses for each use of resources.
- Independence. The level at which an employee can carry out his work functions without asking for help, guidance, and supervision or asking for the intervention of a supervisor or asking for the intervention of supervisor.

Research Methods

Research Objects and Time

This research was carried out from September 2023 to November 2023. This research was carried out in stages: observation or interviews, making a research proposal, distributing questionnaires, and analyzing research data. Researchers categorize them into two stages, namely field research and data management and analysis. Research location DPC PERADI Secretariat Office, address: Jl. Grand Orchard Blok B. 18. Kelapa Gading.

Population and Sample

According to Sugiyono (2018), Population is a generalization area consisting of subjects who have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this research, the population taken was 650 North Jakarta Advocate Members.

Based on Slovin's formulation according to Gay and Dehl (2006), the number of samples determined as the object of

observation from the total number is considered representative or representative of the population. Sampling in this study was based on the Yamane formulation.

The technique used in this research is stratified random sampling, which is a sampling method in which the population is stratified into several layers based on certain criteria. The criteria in question can be research variables or variables that are close to the research variables. Based on this formula in this research, the population (N) is 650 Advocate members in North Jakarta, so the sample required is 87 Advocate members in North Jakarta.

Analysis Model

Descriptive analysis is an analysis method that aims to describe or explain something as it is Baroroh (2008). In this research, data presentation uses a data analysis table of average values (mean) and frequency distribution.

Path analysis is a technique for analyzing cause and effect relationships that occur in multiple regression if the independent variable influences the dependent variable not only directly but also indirectly. Retherford, (1993). In this study, to test the influence of mediating variables using path analysis.

Research Results and Discussion

Analysis of Research Variable Descriptions 1). Motivation Variable (X1)

The motivation variable is measured using four indicators, namely rewards, social relations, living needs, and success at work. The following are the results of the descriptive analysis of the motivation variable indicators.

Table 1. Description of Motivational Variables

| Statement | Statement 1 | | | 2 | | 3 | | 4 | | 5 | |
|--|-------------|---|---|-----|----|-----|----|------|----|------|------|
| Statement | F | % | F | % | F | % | F | % | F | % | Mean |
| North Jakarta Advocate members are always enthusiastic about their work | 0 | 0 | 2 | 2.3 | 3 | 3.4 | 40 | 46.0 | 42 | 48.3 | 4.40 |
| North Jakarta Advocate members are always committed to their duties | 0 | 0 | 1 | 1.1 | 4 | 4.6 | 48 | 55.2 | 34 | 39.1 | 4.32 |
| | | | | Awa | rd | | | | | | 4.36 |
| North Jakarta Advocate members want to get an assessment from colleagues | 0 | 0 | 0 | 0 | 1 | 1.1 | 47 | 54.0 | 39 | 44.8 | 4.44 |

| Statement | | 1 | | 2 | | 3 | | 4 | | 5 | |
|--|---|---|---|------------|----------|------|----|------|----|------|------|
| Statement | F | % | F | % | F | % | F | % | F | % | Mean |
| North Jakarta Advocate members want to get the leadership's assessment | 0 | 0 | 0 | 0 | 2 | 2.3 | 44 | 50.6 | 41 | 47.1 | 4.45 |
| | | | S | ocial rela | tionship | os | | | | | 4.45 |
| North Jakarta Advocate members work according to the employee's workload | 0 | 0 | 0 | 0 | 2 | 2.3 | 47 | 54.0 | 38 | 43.7 | 4.41 |
| North Jakarta Advocate members work following established standards | 0 | 0 | 0 | 0 | 2 | 2.3 | 43 | 49.4 | 42 | 48.3 | 4.46 |
| | | | l | Life nece | essities | | • | | l | • | 4.44 |
| North Jakarta Advocate members are consistent in their work | 0 | 0 | 0 | 0 | 3 | 3.4 | 44 | 50.6 | 40 | 46.0 | 4.43 |
| North Jakarta Advocate members have a hardworking nature | 0 | 0 | 9 | 10.3 | 39 | 44.8 | 25 | 28.7 | 14 | 16.1 | 3.51 |
| | | | | Success a | t work | | | | | | 3.97 |
| | | | | Motiva | ation | | | | | | 4.30 |

The average value of the motivation variable is 4.30, indicating that members of the North Jakarta Advocates tend to strongly agree that indicators of appreciation, social relationships, life needs and success at work can form motivation variables. The most dominant indicator in forming motivation variables is social relations, namely North Jakarta Advocate Members want to get an assessment from colleagues and want to get an assessment from the leadership.

2) Organizational Commitment Variable (X2)

The organizational commitment variable is measured using three indicators, namely affective commitment, sustainable commitment, and normative commitment. The following are the results of the descriptive analysis of the variable indicators of organizational commitment.

Table 2. Description of Organizational Commitment Variables

| | | | | -F | 0 | | | | | | |
|---|-------------|---|---|----|---|-----|----|------|----|------|------|
| Statement | Statement 1 | | 2 | | 3 | | 4 | | 5 | | |
| Statement | F | % | F | % | F | % | F | % | F | % | Mean |
| Members of the North Jakarta Advocates have | 0 | 0 | 0 | 0 | 8 | 9.2 | 34 | 39.1 | 45 | 51.7 | 4.43 |

| Statamont | | 1 | | 2 | | 3 | | 4 | | 5 | |
|--|---|---|---|--------------|---------|------|----|------|----|------|------|
| Statement | F | % | F | % | F | % | F | % | F | % | Mean |
| the desire to progress in their organization | | | | | | | | | | | |
| North Jakarta Advocate members encourage maintaining the integrity of the organization | 0 | 0 | 0 | 0 | 1 | 1.1 | 41 | 47.1 | 45 | 51.7 | 4.51 |
| | | | | Affective of | ommitm | ent | | | | | 4.47 |
| North Jakarta Advocate members are proud to be part of their organization | 0 | 0 | 2 | 2.3 | 4 | 4.6 | 40 | 46.0 | 41 | 47.1 | 4.38 |
| North Jakarta Advocate members enjoy doing their work | 0 | 0 | 0 | 0 | 0 | 0 | 41 | 47.1 | 46 | 52.9 | 4.53 |
| | | | C | Continuous | commit | ment | | | | | 4.45 |
| North Jakarta Advocate members are loyal to their organization | 0 | 0 | 0 | 0 | 5 | 5.7 | 54 | 62.1 | 28 | 32.2 | 4.26 |
| North Jakarta Advocate members are loyal to their work | 0 | 0 | 5 | 5.7 | 28 | 32.2 | 38 | 43.7 | 16 | 18.4 | 3.75 |
| | | | 1 | Normative | commitr | nent | | | | | 4.01 |
| Organizational Commitment | | | | | | | | | | 4.31 | |

The average value of the organizational commitment variable is 4.31, this shows that North Jakarta Advocate members tend to strongly agree that the indicators of affective commitment, continuous commitment, and normative commitment form the organizational commitment variable. The affective commitment indicator provides the greatest value in forming the organizational commitment variable, namely that North Jakarta Advocate Members have the will to progress in their organization and encourage them to maintain the integrity of the organization.

3). Job Satisfaction Variable (X3)

The job satisfaction variable is measured using five indicators, namely the job itself, salary received, promotion, superior, and coworkers. The following are the results of the descriptive analysis of the variable indicators of job satisfaction.

Table 3. Description of Job Satisfaction Variables

| Statement | | 1 | | 2 | | 3 | 4 | 4 | | 5 | Mean |
|-----------|---|---|---|---|---|---|---|---|---|---|------|
| Statement | F | % | F | % | F | % | F | % | F | % | Mean |

| G | | 1 | | 2 | | 3 | | 4 | | 5 | 3.5 |
|--|---|---|----|--------|----------|------|----|------|----|------|------|
| Statement | F | % | F | % | F | % | F | % | F | % | Mean |
| Members of the North Jakarta Advocates according to the work assigned. | 0 | 0 | 2 | 2.3 | 14 | 16.1 | 50 | 57.5 | 21 | 24.1 | 4.03 |
| North Jakarta Advocate members according to education | 0 | 0 | 12 | 13.8 | 22 | 25.3 | 38 | 43.7 | 15 | 17.2 | 3.64 |
| The job itself | | | | | | | | | | | 3.84 |
| Members of the North Jakarta Advocates are satisfied with the workload. | 0 | 0 | 0 | 0 | 1 | 1.1 | 42 | 48.3 | 44 | 50.6 | 4.49 |
| North Jakarta Advocate members according to the cost of living | 0 | 0 | 0 | 0 | 0 | 0 | 52 | 59.8 | 35 | 40.2 | 4.40 |
| | | | I | Salary | received | | l | | I | I | 4.45 |
| North Jakarta Advocate members have the opportunity to be promoted for every job they achieve | 0 | 0 | 0 | 0 | 0 | 0 | 47 | 54.0 | 40 | 46.0 | 4.46 |
| North Jakarta Advocate members are enthusiastic about achieving the best | 0 | 0 | 0 | 0 | 2 | 2.3 | 40 | 46.0 | 45 | 51.7 | 4.49 |
| | | | | Pron | notion | | | | | | 4.48 |
| North Jakarta Advocate members can understand the responsibilities given by the leadership | 0 | 0 | 0 | 0 | 1 | 1.1 | 40 | 46.0 | 46 | 52.9 | 4.52 |
| Members of the North Jakarta Advocates can be responsible for every task given by the leadership | 0 | 0 | 0 | 0 | 0 | 0 | 40 | 46.0 | 46 | 52.9 | 4.99 |
| | | | | Sup | erior | | | | | | 4.75 |
| North Jakarta Advocate members can work together | 0 | 0 | 0 | 0 | 6 | 6.9 | 40 | 46.0 | 41 | 47.1 | 4.40 |

| Statement | 1 | | 2 | | 3 | | 4 | | 5 | | Mean |
|---|---|---|---|---|---|---|----|------|------|------|-------|
| Statement | F | % | F | % | F | % | F | % | F | % | Wiean |
| with superiors | | | | | | | | | | | |
| North Jakarta Advocate members can work together with colleagues | 0 | 0 | 0 | 0 | 0 | 0 | 45 | 51.7 | 42 | 48.3 | 4.48 |
| Work colleague | | | | | | | | | | 4.44 | |
| Job Satisfaction | | | | | | | | | 4.39 | | |

The average value of the job satisfaction variable is 4.39, this shows that North Jakarta Advocate members tend to strongly agree that the indicators of work itself, salary received, promotions, superiors, and colleagues form the job satisfaction variable. The indicator that contributes most to the formation of the job satisfaction variable is the superior indicator, namely North Jakarta Advocate Members who can understand the responsibilities given by the leadership and can be accountable for every task given by the leadership.

4) Advocate Performance Variable (Y)

Advocate performance variables are measured using five indicators, namely work quantity, work quality, timeliness, effectiveness, and independence. The following are the results of the descriptive analysis of the variable indicators of advocate performance.

Table 4. Description of Advocate Performance Variables

| Statement | | 1 | | 2 | | 3 | | 4 | | 5 | Mean | |
|--|---|---|---|--------|--------|-----|----|------|----|------|------|--|
| Statement | F | % | F | % | F | % | F | % | F | % | | |
| The volume of work produced by North Jakarta Advocate Members in a certain period. | 0 | 0 | 0 | 0 | 2 | 2.3 | 40 | 46.0 | 45 | 51.7 | 4.49 | |
| The number of procedures/stages of work for North Jakarta Advocate Members can be completed | 0 | 0 | 0 | 0 | 0 | 0 | 51 | 58.6 | 36 | 41.4 | 4.41 | |
| Working quantity | | | | | | | | | | | | |
| Members of the North Jakarta Advocates work fully with precision and thoroughness in their work | 0 | 0 | 0 | 0 | 3 | 3.4 | 34 | 39.1 | 50 | 57.5 | 4.44 | |
| Responsible for the North Jakarta Advocate Member job description | 0 | 0 | 0 | 0 | 3 | 3.4 | 34 | 39.1 | 50 | 57.5 | 4.54 | |
| | | | | Work Q | uality | | | | | | 4.49 | |
| North Jakarta Advocate Members can complete every job on time | 0 | 0 | 0 | 0 | 2 | 2.3 | 43 | 49.4 | 42 | 48.3 | 4.46 | |

| Statement | | 1 | | 2 | 3 | | 4 | | 5 | | Mean |
|---|---|---|----|-----------|--------|------|----|------|----|------|------|
| Statement | F | % | F | % | F | % | F | % | F | % | |
| Members of the North Jakarta Advocates have carried out their work effectively. | 0 | 0 | 5 | 5.7 | 24 | 27.6 | 38 | 43.7 | 20 | 23.0 | 3.84 |
| Punctuality | | | | | | | | | | 4.15 | |
| North Jakarta Advocate Members can complete office tasks as specified | 0 | 0 | 0 | 0 | 3 | 3.4 | 43 | 49.4 | 41 | 47.1 | 4.44 |
| Members of the North Jakarta Advocates can complete their tasks according to their skills | 0 | 0 | 0 | 0 | 3 | 3.4 | 34 | 39.1 | 50 | 57.5 | 4.54 |
| | | | | Effectiv | eness | • | | | • | | 4.48 |
| Members of the North Jakarta Advocates work with great patience | 0 | 0 | 0 | 0 | 2 | 2.3 | 43 | 49.4 | 42 | 48.3 | 4.46 |
| North Jakarta Advocate members collaborate with fellow members and leaders | 0 | 0 | 5 | 5.7 | 24 | 27.6 | 38 | 43.7 | 20 | 23.0 | 3.84 |
| | | | | Indepen | dence | I. | | 1 | ı | 1 | 4.13 |
| · Deimary data progassa | | | Ad | vocate Pe | rforma | nce | | | | | 4.35 |

The average value of advocate performance variables, amounting to 4.35, shows that members of the North Jakarta Advocates tend to strongly agree that the indicators: Quantity of work, quality of work, punctuality, effectiveness, and independence form the advocate performance variable. The indicator that contributes most to the formation of advocate performance variables is the work quality indicator, namely that North Jakarta Advocate Members work fully with accuracy and thoroughness in their work and are responsible in their job descriptions.

b. Path Analysis

To test the influence of mediating variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate causal relationships (causal models) between variables that have been previously determined based on theory (Ghozali, 2006: 210). The path analysis in this research can be described as follows:

Table 5. Path Coefficients of Direct Influence, Indirect Influence, and Total Influence of Motivation, Organizational Commitment, Job Satisfaction, and Advocate Performance

| Variable | Path | | Effect | |
|---|-------------|--------|----------|-------|
| variable | Coefficient | Direct | Indirect | Total |
| Motivation (X1) \rightarrow Advocate Performance (Y) | 0,233 | 0,233 | 0,034 | 0,267 |
| Organizational Commitment (X2) \rightarrow Advocate Performance (Y) | 0,337 | 0,337 | 0,032 | 0,369 |

| Job Satisfaction (X3) →Advocate Performance (Y) | 0,303 | 0,303 | - | - |
|---|-------|-------|---|---|
| Coefficient e1 | 0,604 | - | - | - |
| Coefficient e2 | 0,579 | - | - | - |

Hypothesis Test

1. The Influence of Motivation and Organizational Commitment on Job Satisfaction

To find out this, it is necessary to use the F test. The following is a test of each variable:

Table 6. F Test Results of the Influence of Motivation and Organizational Commitment Towards Job Satisfaction ${\bf ANOVA}^a$

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-------------------|----|-------------|--------|-------------------|
| 1 Regression | 83.086 | 2 | 41.543 | 11.703 | .008 ^b |
| Residual | 2049.351 | 84 | 24.397 | | |
| Total | 2132.437 | 86 | | | |

a. Dependent Variable: X3

b. Predictors: (Constant), X2, X1

Source: Primary data processed, 2023

From Table 6, it is found that the F-calculated value of the motivation and organizational commitment variables is 11,703, while the F-table is 3.95. Thus F-count > F-Table. Thus, H0 is rejected and H1 is accepted at this real level. This provides the conclusion that motivation and organizational commitment influence job satisfaction. Thus the first hypothesis is tested and proven.

2. The Influence of Motivation and Organizational Commitment on Advocate Performance

To test the influence of motivation and organizational commitment on advocate performance, the F test was carried out. The following are the results of the F test:

Table 7. F Test Results of the Influence of Motivation and Organizational Commitment on Advocate Performance ANOVA^a

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|-------------------|----|----------------|--------|-------------------|
| 1 Regression | 318.952 | 2 | 159.476 | 15.143 | .000 ^b |
| Residual | 884.657 | 84 | 10.532 | | |
| Total | 1203.609 | 86 | | | |

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Primary data processed, 2023

The F-test results for the motivation and organizational commitment variables were 15,143 and the F-table was 3.95. F-count > F-table which means H0 is rejected and H1 is accepted. This concludes that motivation and organizational commitment influence the performance of advocates. Thus the second hypothesis is tested and proven.

3. The Influence of Job Satisfaction on Advocate Performance

To test the effect of job satisfaction on advocate performance, a t-test was carried out. The following are the results of the t-test:

Table 8. Results of the T-test on the Influence of Job Satisfaction on Advocate Performance

Coefficients

| | Unstandardized Coefficients | | Standardized Coefficients | | |
|-------|--------------------------------|------------|------------------------------|---|------|
| Model | В | Std. Error | Beta | t | Sig. |

| 1 | (Constant) | 33.466 | 3.432 | | 9.750 | .000 |
|---|------------|--------|-------|------|-------|------|
| | X3 | .228 | .078 | .303 | 2.930 | .004 |

a. Dependent Variable: Y

The results of the t-test for the motivation variable obtained a calculated t value = 2.930 and a t-table of 1.664. This means t-count > t-table (2.930 > 1.664), which means H0 is rejected and H1 is accepted. This gives the conclusion that job satisfaction influences the performance of advocates. Thus the third hypothesis is tested and proven.

4. The Influence of Motivation and Organizational Commitment on Advocate Performance Through Job Satisfaction

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho x_3 x_1) x (\rho y x_3) = 0.113 x 0.303 = 0.034$$

$$X_2 \rightarrow X_3 \rightarrow Y = (\rho x_3 x_2) x (\rho y x_3) = 0.107 x 0.303 = 0.032$$

For the motivation variable, the indirect influence value is obtained from the path coefficient value $\rho x3x1$ multiplied by the path coefficient value $\rho yx3$. The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value. For the organizational commitment variable, the indirect influence value is obtained from the path coefficient value $\rho x3x2$ multiplied by the path coefficient value $\rho yx3$. The multiplication results show that the indirect influence coefficient value is smaller than the direct influence coefficient value. This shows that job satisfaction cannot mediate motivation and organizational commitment in influencing advocate performance. Thus the fourth hypothesis is unproven and untested.

Discussion

1. The Influence of Motivation and Organizational Commitment on Job Satisfaction of North Jakarta Advocate Members

Based on the analysis of descriptions of motivation variables, it shows that North Jakarta Advocate members tend to strongly agree that indicators of appreciation, social relationships, life needs and success at work can form motivation variables. The most dominant indicator in forming motivation variables is social relations, namely North Jakarta Advocate Members want to get an assessment from colleagues and want to get an assessment from the leadership.

Based on the analysis of the description of the organizational commitment variable, it shows that North Jakarta Advocate members tend to strongly agree that the indicators of affective commitment, continuous commitment, and normative commitment form the organizational commitment variable. The affective commitment indicator provides the greatest value in forming the organizational commitment variable, namely that North Jakarta Advocate Members have the will to progress in their organization and encourage them to maintain the integrity of the organization.

The job satisfaction variable is measured using five indicators, namely the job itself, salary received, promotion, superior, and co-workers. The indicator that contributes most to the formation of the job satisfaction variable is the superior indicator, namely that North Jakarta Advocate Members can

understand the responsibilities given by the leadership and can be accountable for every task given by the leadership.

Based on path analysis, it shows that motivation and organizational commitment have an increasing impact on the job satisfaction of North Jakarta Advocates. The results of this research are in line with research conducted by S u w a r d I and Joko Utomo (2011), Afni Can and Yasri (2020), Giri Dwinanda (2022), Anak Agung Gde Mantra Suarjana et al (2016), Lidia Lusri and Hotlan Siagian (2017), Hariyanto et al (2021), Hariyanto et al (2021), Evi Citrawati and Khuzaini (2019) and Tamaina, G. P., & Suharto, I. K. Subagja. (2018).

2. The Influence of Motivation and Organizational Commitment on the Performance of North Jakarta Advocates

Based on the analysis of descriptions of motivation variables, it shows that North Jakarta Advocate members tend to strongly agree that indicators of appreciation, social relationships, life needs and success at work can form motivation variables. The most dominant indicator in forming motivation variables is social relations, namely North Jakarta Advocate Members want to get an assessment from colleagues and want to get an assessment from the leadership.

Based on the analysis of the description of the organizational commitment variable, it shows that North Jakarta Advocate members tend to strongly agree that the indicators of affective commitment, continuous commitment, and normative commitment form the organizational commitment variable. The affective commitment indicator provides the greatest value in forming the organizational commitment variable, namely that North Jakarta Advocate Members have the will to progress in their organization and encourage them to maintain the integrity of the organization.

Advocate performance variables are measured using five indicators, namely work quantity, work quality, timeliness, effectiveness, and independence. The indicator that contributes most to the formation of advocate performance variables is the work quality indicator, namely that North Jakarta Advocate Members work fully with accuracy and thoroughness in their work and are responsible in their job descriptions.

Based on path analysis, it shows that motivation and

© Copyright 2024 GSAR Publishers All Rights Reserved

organizational commitment have an increasing impact on the performance of North Jakarta Advocate members. The results of this research are in line with research conducted by Siti Maya Sari Munthe (2021), Suwardi and Joko Utomo (2011), Afni Can and Yasri (2020), Giri Dwinanda (2022), Anak Agung Gde Mantra Suarjana et al (2016), Lidia Lusri and Hotlan Siagian (2017), Hariyanto et al (2021), Hariyanto et al (2021), Evi Citrawati and Khuzaini (2019) and Tamaina, G. P., & Suharto, I. K. Subagja. (2018).

3. The Influence of Job Satisfaction on the Performance of North Jakarta Advocates

The job satisfaction variable is measured using five indicators, namely the job itself, salary received, promotion, superior, and co-workers. The indicator that contributes most to the formation of the job satisfaction variable is the superior indicator, namely North Jakarta Advocate Members who can understand the responsibilities given by the leadership and can be accountable for every task given by the leadership.

Advocate performance variables are measured using five indicators, namely work quantity, work quality, timeliness, effectiveness, and independence. The indicator that contributes most to the formation of advocate performance variables is the work quality indicator, namely that North Jakarta Advocate Members work fully with accuracy and thoroughness in their work and are responsible in their job descriptions.

Based on path analysis, it shows that job satisfaction has an increasing impact on the performance of North Jakarta Advocate members. The results of this research are in line with research conducted by S u w a r d I and Joko Utomo (2011), Afni Can and Yasri (2020), Giri Dwinanda (2022), Anak Agung Gde Mantra Suarjana et al (2016), Lidia Lusri and Hotlan Siagian (2017), Hariyanto et al (2021), Hariyanto et al (2021), Evi Citrawati and Khuzaini (2019) and Tamaina, G. P., & Suharto, I. K. Subagja. (2018).

4. The Influence of Motivation and Organizational Commitment on the Performance of North Jakarta Advocates Through Job Satisfaction

Based on the analysis of descriptions of motivation variables, it shows that North Jakarta Advocate members tend to strongly agree that indicators of appreciation, social relationships, life needs and success at work can form motivation variables. The most dominant indicator in forming motivation variables is social relations, namely North Jakarta Advocate Members want to get an assessment from colleagues and want to get an assessment from the leadership.

Based on the analysis of the description of the organizational commitment variable, it shows that North Jakarta Advocate members tend to strongly agree that the indicators of affective commitment, continuous commitment, and normative commitment form the organizational commitment variable. The affective commitment indicator provides the greatest value in forming the organizational commitment variable,

namely that North Jakarta Advocate Members have the will to progress in their organization and encourage them to maintain the integrity of the organization.

The job satisfaction variable is measured using five indicators, namely the job itself, salary received, promotion, superior, and co-workers. The indicator that contributes most to the formation of the job satisfaction variable is the superior indicator, namely North Jakarta Advocate Members who can understand the responsibilities given by the leadership and can be accountable for every task given by the leadership.

Advocate performance variables are measured using five indicators, namely work quantity, work quality, timeliness, effectiveness, and independence. The indicator that contributes most to the formation of advocate performance variables is the work quality indicator, namely that North Jakarta Advocate Members work fully with accuracy and thoroughness in their work and are responsible in their job descriptions.

Based on path analysis, it shows that motivation and organizational commitment do not have an impact on increasing the performance of North Jakarta Advocate members through job satisfaction. The results of this research are not in line with research conducted by Winda Kusuma Wardhani et al (2015), S u w a r d I and Joko Utomo (2011), Giri Dwinanda (2022), Anak Agung Gde Mantra Suarjana et al (2016), Lidia Lusri and Hotlan Siagian (2017), Hariyanto et al (2021), Hariyanto et al (2021), Evi Citrawati and Khuzaini (2019), and Tamaina, G. P., & Suharto, I. K. Subagja. (2018).

Conclusions and Recommendations

Conclusion

Based on the results of research regarding the influence of motivation and organizational commitment on advocate performance through job satisfaction of North Jakarta Advocates, the following conclusions can be drawn: Based on the results of description analysis, regression analysis, and path analysis, it was found that:

1. Motivation

Based on the analysis of descriptions of motivation variables, it shows that North Jakarta Advocate members tend to strongly agree that indicators of appreciation, social relationships, life needs and success at work can form motivation variables. The most dominant indicator in forming motivation variables is social relations, namely North Jakarta Advocate Members want to get an assessment from colleagues and want to get an assessment from the leadership.

2. Organizational Commitment

Based on the analysis of the description of the organizational commitment variable, it shows that North Jakarta Advocate members tend to strongly agree that the indicators of affective commitment, continuous commitment, and normative

commitment form the organizational commitment variable. The affective commitment indicator provides the greatest value in forming the organizational commitment variable, namely that North Jakarta Advocate Members have the will to progress in their organization and encourage them to maintain the integrity of the organization.

3. Job Satisfaction

The job satisfaction variable is measured using five indicators, namely the job itself, salary received, promotion, superior, and co-workers. The indicator that contributes most to the formation of the job satisfaction variable is the superior indicator, namely that North Jakarta Advocate Members can understand the responsibilities given by the leadership and can be accountable for every task given by the leadership.

4. Advocate Performance

Advocate performance variables are measured using five indicators, namely work quantity, work quality, timeliness, effectiveness, and independence. The indicator that contributes most to the formation of advocate performance variables is the work quality indicator, namely that North Jakarta Advocate Members work fully with accuracy and thoroughness in their work and are responsible in their job descriptions.

Suggestion

Based on the results of research regarding the influence of motivation and organizational commitment on advocate performance through job satisfaction of North Jakarta Advocates, several suggestions can be made as follows:

- 1. The results of this research are expected to contribute to the knowledge, insight, and experience of researchers in the field of human resource management, especially regarding motivation, organizational commitment, job satisfaction, and advocate performance, and this research is expected to increase motivation, organizational commitment, job satisfaction, and performance advocate through constructive efforts towards organizational improvement.
- 2. It is hoped that the results of this research can be used as input and reference for organizations to make policies or decisions that are deemed necessary to increase organizational motivation and commitment through efforts to improve job satisfaction and advocate performance by paying attention to the following:

a. Motivation

To be a concern for the North Jakarta Advocate organization to pay attention to indicators of success in work that give the lowest value to the formation of motivation variables, namely using North Jakarta Advocate Leaders, they must provide direction to North Jakarta Advocate Members so that they are

consistent in their work and must have a hardworking nature.

b. Organizational Commitment

To be a concern for the North Jakarta Advocate organization to pay attention to the normative commitment indicators which give the lowest value to the formation of the organizational commitment variable, that is, the North Jakarta Advocate leadership must be loyal to their organization and faithful to their work.

c. Job satisfaction

To be a concern for the North Jakarta Advocates organization, to pay attention to the Job indicator itself which gives the lowest value to the formation of the job satisfaction variable, namely using North Jakarta Advocates members must be by the work assigned and must be by education.

d. Advocate Performance

For the North Jakarta Advocates organization to pay attention to the independence indicator which gives the lowest value for the formation of the advocate performance variable, the North Jakarta Advocates leadership must work patiently and collaborate with fellow members and leaders.

References

- Adam, S. (2000). "Ethnomathematics in the Maldivian Curriculum". In M. de Monteiro (Ed.), Proceedings of the 2nd International Congress on Ethnomathematics (ICEM2), CD Rom, Ouro Preto, Brazil: Lyrium Comunacacao.
- Adnyani dan Putra. (2016). Pengaruh Kepemimpinan Transformasional dan OCB Terhadap Kinerja Pegawai dengan Mediasi Komitmen Organisasi. PT BPR JAYA KERTI. Fakultas Ekonomi dan Bisnis. Universitas Udayana. Bali
- Afni Can dan Yasri (2020). Pengaruh Motivasi Kerja, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Pegawai Pada Bank Nagari.
- 4. Anak Agung Gde Mantra Suarjana et al (2016).
 Pengaruh Motivasi Kerja Dan Kepuasan Kerja
 Terhadap Komitmen Organisasi Serta Dampaknya
 Terhadap Kinerja Pegawai Pln Rayon Gianyar Di
 Kabupaten Gianyar. *Jurnal Bisnis dan*Kewirausahaan. Vol 12 No. 1 Maret 2016
- Anwar Prabu Mangkunegara. (2006). Evaluasi Kinerja Sumber Daya Manusia. Jakarta: Refika Aditama.
- Bambang Sunggono dan Aries Harianto (2001).
 Bantuan Hukum dan Hak Asasi Manusia, Mandar Maju, Bandung.
- Bambang, Riyanto. (2008). Dasar-dasar Pembelanjaan Perusahaan. Edisi Keempat. Cetakan Kedelapan. Yayasan Penerbit Gajah Mada. Yogyakarta.

- Baroroh. 2008. Trik Trik Analisis Statistik dengan SPSS 15. Jakarta: PT. Elex Media Komputindo.
- Boyt, T. E., Lusch, R. F., & Naylor, G. (2001). The Role of Professionalism in Determining Job Satisfaction in Professional Services; a Study of Marketing Researchers. Journal of Service Research, 321-330.
- 10. Bunderson, J.S dan K.M Sutcliffe (2002), Management Team Learning Orientation and Business Unit Performance, Journal of Applied Psychology, 88 (3), 552-560.
- 11. Creswell, John, (1994), Research Design: Qualitative and Quantitative Approaches, London: SAGE Publications.
- 12. Dali S. Naga. (1987). Pengantar Teori Sekor pada Pengukuran Pendidikan. Jakarta: Gunadarma.
- Widodo, Suparno. 2015." 13. Eko Manajemen Pengembangan Sumber Daya Manusia". Yogyakarta: Pustaka Pelajar.
- 14. Erman Rajagukguk, dkk, (2008).Hukum Perlindungan Konsumen, CV. Mandar Maju, Bandung.
- 15. Evi Citrawati dan Khuzaini (2019). Pengaruh Kepuasan Kerja, Motivasi Kerja Dan Komitmen Organisasi Terhadap Kinerja Pegawai. Jurnal Ilmu dan Riset Manajemen: Volume 10, Nomor 3, Maret 2021.
- (2006).Aplikasi 16. Ghozali, Imam. Multivariate dengan Program SPSS (Edisi Ke 4). Semarang: Badan Penerbit Universitas Diponegoro.
- 17. Gibbs, W.J. (1987). Defining Climate. WMO Bulletin, Vol. 36.4.
- 18. Giri Dwinanda (2022). Peran Kepuasan Kerja dalam Memediasi Motivasi dan Komitmen Organisasi dalam Mempengaruhi Capaian Kinerja Pegawai Kontrak Pada PT Tuju Wali-Wali Makassar. SEIKO : Journal of Management & Business, 4(3), 2022
- 19. Hall, Richard. (1968). Professionalism and Bureaucratization. American Sociological Review, 33: 87-104. New Jersey.
- 20. Harefa, Andrias. (2004). Membangkitkan Etos Profesionalisme. Jakarta: Gramedia Pustaka Utama.
- 21. Hariyanto et al (2021). Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Motivasi Kerja Terhadap Kepuasan Kerja Dan Kinerja Pegawai Rs Aisyiyah Bojonegoro. JMM Online Vol. 5 No. 4 April (2021) 277-289.
- 22. Hendra Winarta, Frans, (2000), Bantuan Hukum: Suatu Hak Asasi Manusia Bukan Belas Kasihan, Jakarta: PT Elex Media Komputindo, hal.50
- 23. Kreitner, Robert dan Angelo Kinicki. (2014). Perilaku Organisasi. Edisi 9. Buku 1. Jakarta: Salemba Empat
- 24. Lidia Lusri dan Hotlan Siagian (2017). Pengaruh motivasi kerja terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel mediasi pada pegawai pt. Borwita citra prima Surabaya. AGORA Vol. 5, No. 1, (2017)

- 25. Luthans, Fred. (2011). Perilaku organisasi. Yogyakarta: Andi.
- 26. Miller, FW; Fruehling, JA & Lewis, GJ. (1993). Guidance Principles and Services. 3rd Edition. Columbus: Charles E. Merrill Publishing Co.
- 27. Nasution S, (1988) Metode Penelitian Naturalistik Kualitatif. Tarsiti Bandung.
- 28. Pekuwali, Umbu Lilv. (2009), "Revitalisasi Supremasi Hukum dalam Mengatasi Krisis Hukum". Jurnal Hukum Pro Justisia. April 2009 Volume 27 Nomor 1.
- 29. Rahardjo, Satjipto. (2010). Penegakan Hukum Progresif. Jakarta: PT. Kompas Media Nusantara.
- 30. Retherford, Robert D. (1993). Statistical Models For Causal Analysis. Program on Population East-West Center, Honolulu, Hawaii.
- 31. Robbins, Stephen P., and Mary Coulter. (2012). Management, Eleventh Edition, (United States of America: Pearson Education Limited).
- 32. Savitri, E., Ignatius, M., Budihardjo, A., Anwar, I., & Rahwidyasa, V. (2007). Indonesian Apartment: Design Concept Lifestyle. Jakarta: PT Griya Asri Prima.
- 33. Scandura, A. Terri. (1987). Mentorship and Career Mobility: An Empirical Investigation. Journal of Organizational Behavior. 13(2). 169-174.
- 34. Sinambela, Lijan Poltak. (2012). Kinerja Pegawai. Graha Ilmu: Yogyakarta.
- 35. Siti Maya Sari Munthe (2021). Pengaruh Motivasi Kerja, Komitmen Organisasi Dan Kompensasi Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Variabel Moderating (Studi Kasus Pada Dinas Perpustakaan dan Arsip Kab. Labuhan Batu). Jurnal Manajemen Akuntansi (JUMSI). Vol. 1. No. 3 Juli 2021 Page 397-409.
- 36. Slamet, Riyanto, and Hatmawan Aglis Andhita. (2020). Metode Riset Penelitian Kuantitatif Penelitian Di Bidang Manajemen, Teknik, Pendidikan Dan Eksperimen. Yogyakarta: Deepublish.
- 37. Sugiyono. (2018). Metode Penelitian Kombinasi (Mixed Methods). Bandung: CV Alfabeta.
- 38. Suhendra dan Mardiyah Hayati. (2006). Manajemen Sumber Daya Manusia. Jakarta: UIN Jakarta press.
- 39. Sutrisno, Edv. (2016). Manajemen Sumber Daya Manusia. Cetakan Kedelapan. Jakarta: Prenadamedia Group.
- 40. Suwardi dan Joko Utomo (2011). Pengaruh Motivasi Kerja, Kepuasan Kerja, Dan Komitmen Organisasional Terhadap Kinerja Pegawai (Studi Pada Pegawai Setda Kabupaten Pati). Analisis Manajemen. Vol. 5 No. 1 Juli 2011
- 41. Tamaina, G. P., & Suharto, I. K. S. (2018). The Effect of Motivation and Leadership on Employee Performance through Job Satisfaction at The Directorate General of Rural Area Development Indonesia. Journal of Economics, Finance, and Management Studies. ISSN (print): 2644-0490,



- ISSN (online): 2644-0504. Volume 4 Issue 07 July 2021
- 42. Uno, Hamzah.B, dan Nina Lamatenggo. (2012). Teori Kinerja Dan Pengukurannya. Jakarta: PT. Bumi Aksara.
- 43. Winda Kusuma Wardhani et al (2015). Pengaruh Motivasi Kerja Pegawai Terhadap Komitmen Organisasional Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Jurnal Administrasi Bisnis* (JAB). Vol. 2 No. 1 Februari 2015.