

**THE INFLUENCE OF WORK MOTIVATION AND EMPOWERMENT ON  
PERFORMANCE WITH THE MEDIATION OF ORGANIZATIONAL  
COMMITMENT (STUDY AT PT. CORIN MULIA GEMILANG CENTRAL JAVA)**

**PENGARUH MOTIVASI KERJA DAN PEMBERDAYAAN TERHADAP  
KINERJA DENGAN MEDIASI KOMITMEN ORGANISASI (STUDI DI PT.  
CORIN MULIA GEMILANG JAWA TENGAH)**

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**ABSTRACT**

*PT. Corin Mulia Gemilang is a national-scale company specializing in the assembly and production of agricultural tools and machinery, with a branch in Central Java. As a growing entity, it focuses on enhancing human resource quality to achieve optimal performance. This study examines the influence of work motivation and empowerment on employee performance at the Central Java branch, with organizational commitment as a mediating variable. The method used in this study was a quantitative descriptive method with primary and secondary data collection techniques through questionnaires and literature reviews. Data analysis included validity and reliability tests, coefficient of determination, F-tests, hypothesis tests, mediation tests, and Sobel tests. Findings reveal that work motivation does not significantly impact organizational commitment, whereas empowerment positively and significantly does, with stronger empowerment leading to higher commitment. Work motivation, empowerment, and organizational commitment all positively and significantly affect performance; higher levels of these factors elevate employee performance. Organizational commitment mediates the effects of both work motivation and empowerment on performance, with empowerment proving more effective through this mediation.*

**Keywords:** Empowerment, Mediation, Organizational Commitment, Performance, Work Motivation

**ABSTRAK**

PT. Corin Mulia Gemilang adalah perusahaan berskala nasional yang bergerak di bidang perakitan dan produksi alat dan mesin pertanian, dengan cabang di Jawa Tengah. Sebagai entitas yang berkembang, perusahaan ini berfokus pada peningkatan kualitas sumber daya manusia untuk mencapai kinerja optimal. Studi ini meneliti pengaruh motivasi kerja dan pemberdayaan terhadap kinerja karyawan di cabang Jawa Tengah, dengan komitmen organisasi sebagai variabel mediasi. Metode yang digunakan dalam penelitian ini adalah metode deskriptif kuantitatif dengan teknik pengumpulan data primer dan sekunder melalui kuesioner dan tinjauan pustaka. Analisis data meliputi uji validitas dan reliabilitas, koefisien determinasi, uji F, uji hipotesis, uji mediasi, dan uji Sobel. Hasil penelitian menunjukkan bahwa motivasi kerja tidak berpengaruh signifikan terhadap komitmen organisasi, sedangkan pemberdayaan berpengaruh positif dan signifikan, dengan pemberdayaan yang lebih kuat mengarah pada komitmen yang lebih tinggi. Motivasi kerja, pemberdayaan, dan komitmen organisasi semuanya berpengaruh positif dan signifikan terhadap kinerja; tingkat faktor-faktor ini yang lebih tinggi meningkatkan kinerja karyawan. Komitmen organisasi memediasi pengaruh motivasi kerja dan pemberdayaan terhadap kinerja, dengan pemberdayaan terbukti lebih efektif melalui mediasi ini.

**Kata Kunci:** Pemberdayaan, Mediasi, Komitmen Organisasi, Kinerja, Motivasi Kerja

**INTRODUCTION**

The rapid development of technology and communication in the era of globalization has brought about significant changes, including shifts in thinking, human resources, goods, services, and more. Currently, agriculture in Indonesia is also

developing rapidly and has become a special focus in increasing production effectively and efficiently through the use of technology and agricultural mechanization to strengthen national food security and increase global food exports. Based on the Regulation of the Minister of Agriculture of the Republic

of Indonesia Number 12/Permentan/OT.010/4/2016 regarding the organization and operational procedures of the National Agricultural Mechanization Development Center, where agricultural mechanization is a priority in optimizing farming performance and efficiency. Mechanization is carried out by providing agricultural machinery and equipment that have been tested for quality and meet standards.

Agricultural tools and machinery play a very important role in driving efforts to meet agricultural production demands, which are increasing in line with a growing population, declining land carrying capacity, low planting intensity, and unfavorable individual ownership of agricultural tools and machinery. Therefore, the development of agricultural tools and machinery is an essential choice to drive improvements in production, productivity, efficiency, and competitiveness. Currently, agricultural tools and machinery production is supplied by domestic production and imports from countries such as Korea, Taiwan, and China. According to the Indonesian Agricultural Tools and Machinery Association, there are 21 agricultural tools and machinery industries in Indonesia. Products that can be produced by the domestic agricultural machinery industry include two-wheeled tractors, four-wheeled tractors, water pumps, transplanters, dryers, RMUs, power threshers, and combine harvesters (Hermanto et al., 2018)

PT. Corin Mulia Gemilang is a national-scale company specializing in the assembly and production of agricultural tools and machinery with the Maxxi brand. The company began operations in 2011, at a time when agriculture in Indonesia was not yet widely mechanized. This resulted in

suboptimal productivity and efficiency in terms of output and time. The company was established on December 15, 2008, based on the Articles of Association pursuant to the Decision of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-96796.AH.01.01. In 2008, the company was supported by a Business License issued by the Minister of Investment/BKPM with NIB 8120000851608 dated August 10, 2018, the 14th amendment. PT. Corin Mulia Gemilang started with 10 employees and has grown rapidly, now employing over 400 people. In Central Java, the company has 146 employees and 5 branch offices, including the Kudus Showroom, Sragen Showroom, Pemalang Showroom, Grobogan Showroom, and Cilacap Showroom, which are spread across the former residency area in Central Java, making them easily accessible from anywhere by farmers and owners of agricultural equipment and machinery.

The development of agricultural tools and machinery is one of the strategic programs for increasing production in support of the rice, corn, and soybean self-sufficiency program. The population of agricultural tools and machinery distributed across Central Java from 2018 to 2022 includes pre-harvest agricultural tools and machinery such as 2-wheel tractors (5,993 units), 4-wheel tractors (431 units), and rice transplanters (467 units). For post-harvest agricultural machinery, the most numerous are power threshers with 1,448 units and combine harvesters with 611 units (Direktorat Jenderal Prasarana dan Sarana Pertanian, 2023). This number is still far from sufficient to meet the needs of farmers and agricultural businesses for agricultural machinery and equipment, presenting PT. Corin Mulia Gemilang with

opportunities and potential to continue growing and sustaining its operations in supplying and selling agricultural

machinery and equipment to farmers and other agricultural businesses.

**Table 1. Sales Data of PT. Corin Mulia Gemilang Central Java**

Units	Sales in 2020	Sales in 2021	Sales in 2022	Sales in 2023	Sales in 2024
Combiner Harvester	225	185	155	135	219
4-Wheel Tractor	2	3	3	8	8
Rotavator	2	2	3	5	3
Transplanter	0	1	0	0	2
Total	229	191	162	148	232

Source: Maxxi Central Java

The growth in sales experienced by PT. Corin Mulia Gemilang is due to its ability to win the competition in the agricultural equipment and machinery business. In winning this competition, the company must have human resources with optimal performance. Romy & Ardansyah (2022) state that performance is the primary measure of an organization's success and its responsibility. This view underscores that performance serves as the organizational standard for achieving success, which is its responsibility. Companies require employees who can work more effectively and efficiently, thereby necessitating staff with high job performance.

Companies that want high effectiveness and efficiency need human resources with optimal performance. Therefore, companies need to improve the quality of their human resources, which will have an impact on improving employee performance. According to Aditiya et al. (2022) the factors that influence performance are employee abilities, work motivation, support received (empowerment), the existence of work being done, and relationships with the organization (organizational commitment). According to Jemmy Eka Putra, the CEO of PT. Corin Mulia Gemilang, the concrete factors to drive employee performance improvement include enhancing organizational commitment, implementing employee

empowerment, and providing work motivation.

Employees who are highly committed to the company tend to perform well because they are fully dedicated to their work and have a low turnover rate. Nimran & Amirullah (2015) define organizational commitment as the desire of organization members to remain in the organization and be willing to improve their performance to achieve the organization's goals. Suma & Karim (2024) conceptually explain that organizational commitment is characterized by three things, including a strong sense of trust and acceptance of the organization's goals and values; a willingness to work sincerely for the organization; and a strong desire to remain a member of the organization. Research by Banu & Umma (2022) found a significant and positive relationship between organizational commitment and employee performance. Meanwhile, research by Pailang et al. (2021) showed that there was no significant relationship between organizational commitment and organizational performance. This means that organizational commitment does not have a significant effect on employee performance.

In addition to organizational commitment, the company will also focus on empowering employees to enhance their performance. Alshemmari (2023) states that employee

empowerment is carried out to provide opportunities and encouragement for employees to develop their potential and abilities to the maximum so that employees become independent and improve their performance, which ultimately provides benefits for employees and the organization. Empowerment helps employees gain greater control over their performance and better manage stress. Research on the relationship between empowerment and performance conducted by Andika & Darmanto (2020) shows that empowerment significantly influences employee performance. Employee empowerment through enhanced knowledge and work skills impacts the improvement of employee performance quality and outcomes. In other words, employee performance can be enhanced through the implementation of empowerment processes. However, research by Agustina et al. (2024) found that employee empowerment does not significantly impact employee performance in SMEs in Madura.

Another factor that can affect employee performance is work motivation. According to Prasetyo (2024), motivation is the key to an organization's success in maintaining work continuity and organizational sustainability through strong methods and strategies as well as support from various parties so that employees remain loyal. Work motivation involves providing appropriate guidance and direction, as well as rewards to employees so that they are interested and inspired to work as you want them to. Previous research on the relationship between motivation and performance was conducted by Rachman (2022), which showed that work motivation has a positive and significant impact on employee performance. Employees with high work motivation can make a

positive contribution to the company so that it can achieve its goals effectively with satisfactory results. However, in contrast, Asi et al. (2021) in their research stated that work motivation has no significant effect on employee performance.

The factors that can affect employee performance at PT. Corin Mulia Gemilang Central Java need to be analyzed further. Therefore, the author is interested in conducting research on organizational commitment, employee empowerment, and work motivation on employee performance at PT. Corin Mulia Gemilang Central Java with the hope that this research can be a source of data for decision making at the management level of PT. Corin Mulia Gemilang Central Java.

## **THEORETICAL STUDY**

### **Performance**

According to Dessler (2019), performance is the comparison between actual work results and established work standards, while performance management is an effort to obtain the best work results from organizations, groups, and individuals through understanding and explaining performance in line with agreed standards, attributes, and goal frameworks. Mathis & Jackson (2010) state that performance is influenced by objectives. In this regard, performance is the willingness of an individual or group of individuals to undertake an activity and refine it in accordance with their responsibilities, achieving results as expected.

An employee's performance depends heavily on the employee themselves. Internal factors such as knowledge, skills, work experience, and strong motivation play a significant role. External factors, on the other hand, are greatly influenced by the environment,

including coworkers, work atmosphere, and the facilities and infrastructure available at the workplace. According to Aditiya et al. (2022), performance can be influenced by several factors, including ability, motivation, support, the nature of the work performed, and the relationship with the organization. Robbins & Judge (2013) mention that there are five indicators for measuring individual employee performance: work quality, quantity, timeliness, effectiveness, and independence. Factors influencing performance according to Gibson (2012) include quality, quantity, timelines, cost effectiveness, need for supervision, and interpersonal impact.

### **Work Motivation**

Motivation has its roots in the Latin word *movere*, which means movement or the urge to move. Thus, motivation can be defined as providing the driving force so that the motivated entity can move. Sosialisman et al. (2023). Meanwhile, work motivation is a driving force that motivates someone to participate in achieving the goals set by the company (Asteria & Nurkholis, 2021). Mathis & Jackson (2010) mention that work motivation is influenced by several factors, namely internal factors originating from psychological processes within a person, and external factors originating from outside the person (environmental factors). Internal factors consist of education level, personal maturity, needs, desires and expectations, fatigue and boredom, and job satisfaction. External factors consist of appropriate compensation, work environment, good supervision, career security (recognition for achievements), flexible regulations and status and responsibility.

### **Empowerment**

According to Sedarmayanti (2001), the purpose of empowerment is to create quality human resources who have the ability to master, utilize, and develop knowledge and technology as well as management skills properly. Empowerment aims to improve the quality of human resources by giving them authority and responsibility in the hope that their performance will improve. Furqon (2023) states that the empowerment model consists of desire, trust, confidence, credibility, accountability, and communication. From this model, it can be explained that empowerment is a series of processes carried out gradually within an organization to achieve optimal results and build awareness among organizational members of the importance of the empowerment process, which requires a commitment to the organization from each member. Thus, employees will have high work motivation and commitment to the company if they are given responsibility and authority.

### **Organizational Commitment**

Organizational commitment is a psychological state that reflects the relationship between employees and the organization or its implications, which are identified in three components, namely affective commitment, continuance commitment, and normative commitment, where this commitment will influence employees' decisions to remain in the organization or not (Triastuti et al., 2022). According to Luthans (2011), organizational commitment is a strong desire to remain a member of the organization, a desire to work hard in accordance with the organization's wishes, certain beliefs, and acceptance of the organization's values and goals. Organizational

commitment can also be defined as an attitude that reflects employee loyalty to the company and a process of continuity whereby employees show their attention and concern for the company for the sake of the success and progress of the company where they work. Mathis & Jackson (2010) mention that there are three factors influencing employee commitment to an organization: personal performance characteristics, job characteristics, and work experience. According to Sopiah (2008), organizational commitment is divided into three components: strong belief and acceptance of the organization's goals and values, willingness to work hard as part of the organization, and a strong desire to remember the organization.

### **Hypothesis Development**

#### **The Influence of Work Motivation on Organizational Commitment**

Motivation comes from motives, which are the driving forces behind our actions. The reasons or impulses within us are what cause us to do something. Human motives are the drives, desires, and other motivating forces that originate from within an individual, prompting them to act. It is these internal drives that enhance commitment within an organization, as motivation provides purpose and direction to behavior aimed at achieving the organization's shared goals (Sosialisman et al., 2023). This aligns with the findings of Bytyqi, (2020); Faisal N. Al-Madi et al., (2019); Kara & Acar, (2023); and Supiati, (2021) which indicate that work motivation has a positive and significant impact on organizational commitment. The hypothesis that can be formulated from the above description:

H1: Work motivation has a positive effect on organizational commitment.

#### **The Influence of Empowerment on Organizational Commitment**

Robbins & Judge (2013) define empowerment as placing workers in charge of what they do. Empowerment allows people to make bigger and more decisions. By being given responsibility, a person will feel valued, thereby increasing their commitment to the company. This is similar to the research conducted by Alkahtani et al. (2020) in the hospitality industry, which shows that employee empowerment can influence organizational commitment. Employee empowerment is carried out by management to improve the abilities of its employees so that they can contribute to the company. Employees will feel valued if they are given the opportunity to participate in decision-making for the organization, thereby fostering a commitment to remain in the organization. This research is supported by a study conducted by Imam et al. (2024), which shows that employee empowerment can yield desired outcomes such as increased emotional attachment and loyalty of employees toward the organization. Karim & Rehman (2012) also conducted research related to employee empowerment and organizational commitment, but the results of the study showed that employee empowerment had an influence on organizational commitment but not significantly. The hypothesis that can be formulated from the above description:

H2: Empowerment has a positive effect on organizational commitment.

#### **The Influence of Work Motivation on Performance**

According to Hasibuan (2017), motivation is an effort to encourage and create enthusiasm in a person to work together productively to achieve organizational goals. This factor is

always present when someone wants to work because without motivation, no employee would be willing to carry out their duties. Motivation itself has two aspects: rewards and punishments. This is commonly practiced in every institution or company. Motivation as a factor influencing performance is supported by research conducted by Fahriana & Sopiah (2022); Niroula & Updhaya (2023); Noorzad (2024); and Rachman (2022). The hypothesis that can be formulated from the above description:

H3: Work motivation has a positive effect on performance.

### **The Influence of Empowerment on Performance**

The purpose of employee empowerment is to empower or elevate employees within an organization by giving them the opportunity to make their own decisions, which essentially leads to various positive outcomes that improve organizational performance. Employees within an organization will be motivated and their performance will improve if they are empowered and given the opportunity to be involved in decision-making so that personal and organizational goals can be achieved. Research on the relationship between empowerment and performance conducted by Andika & Darmanto (2020) shows that empowerment has a significant effect on employee performance. Employee empowerment can improve the quality and results of employees' work by increasing their knowledge and job skills. In other words, implementing an employee empowerment process can improve employee performance. Minh Hieu (2020) research also shows a positive and significant influence between employee empowerment and employee

performance. The hypothesis that can be formulated from the above description:

H4: Empowerment has a positive effect on performance.

### **The Influence of Organizational Commitment on Performance**

Organizational commitment is a psychological state that reflects the relationship between employees and the organization or its implications, which are identified in three components, namely affective commitment, continuance commitment, and normative commitment, where this commitment will influence employees' decisions to remain in the organization or not (Robbins & Judge, 2013). High organizational commitment automatically leads an individual to act independently to work diligently without needing supervision from superiors, as they feel they are an integral part of the organization. This is why organizational commitment significantly influences an individual's performance at work, as committed individuals will maximize their performance. Research on the relationship between organizational commitment and employee performance in government and private banks conducted by Banu & Umma (2022) found a significant and positive relationship between organizational commitment and employee performance. The hypothesis that can be formulated from the above description:

H5: Organizational commitment has a positive effect on performance.

### **RESEARCH METHODS**

This study is a quantitative study using primary and secondary data. This study used a saturated sample sampling technique, where the sample consisted of all 146 employees of PT. Corin Mulia Gemilang in Central Java. Data

collection techniques include questionnaires and secondary data. The variable instrument testing was conducted using validity and reliability tests. Data analysis involved the determination coefficient test, F-test, hypothesis testing (t-test), mediation test, multiple linear regression, and Sobel test.

Validity tests were conducted on the variables of work motivation, empowerment, organizational commitment, and performance. The results of the data analysis for each variable showed that the KMO values for each research variable were greater than 0.5, thus fulfilling the sample adequacy requirement. Each question in the variables of work motivation, empowerment, organizational commitment, and performance produced a factor loading value  $\geq 0.5$ , so that each question element from the four variables was valid.

Reliability testing is used to determine the reliability of a variable, so Cronbach's Alpha will show whether there is consistency between the questions and sub-groups of questions. Internal consistency is used to determine the consistency of the questions used to measure the construct.

A construct or variable is said to be reliable if it gives a Cronbach's Alpha value  $> 0.70$  (Ghozali, 2018). Based on the reliability test results, the Cronbach's alpha value for the work motivation variable is higher than the r table value, i.e.,  $0.944 > 0.7$ , thus proving that all statements in the work motivation variable questionnaire (X1) are reliable and suitable for use in this study. The Cronbach's alpha value for the empowerment variable is higher than the r table, namely  $0.934 > 0.7$ , thus proving that all statements in the empowerment variable questionnaire (X2) are reliable and suitable for use in this study. The Cronbach's alpha value for the organizational commitment variable is higher than the table value, i.e.,  $0.943 > 0.7$ , thus proving that all statements in the employee performance variable questionnaire (Y1) are reliable and suitable for use in this study. The Cronbach's alpha value for the performance variable is higher than the table value, i.e.,  $0.941 > 0.7$ , thus proving that all statements in the performance variable questionnaire (Y2) are reliable and suitable for use in this study.

## RESULTS AND DISCUSSIONS

### Descriptive Statistics

#### Work Motivation

**Table 2. Descriptive Statistics of Work Motivation Variables at PT. Corin Mulia Gemilang Central Java**

Variable	Mean	Median	Mode	Standard Deviaton	Minimum	Maximum
X1.1	5,45	5,00	5,00	1,22	1,00	7,00
X1.2	5,11	5,00	5,00	1,28	1,00	7,00
X1.3	5,59	6,00	6,00	1,08	1,00	7,00
X1.4	5,34	5,00	5,00	1,07	1,00	7,00
X1.5	5,37	5,00	5,00	1,29	1,00	7,00
X1.6	5,27	5,00	5,00	1,15	1,00	7,00
X1.7	5,71	6,00	6,00	1,16	1,00	7,00
X1.8	5,66	6,00	5,00	1,14	1,00	7,00
X1.9	5,63	6,00	7,00	1,25	1,00	7,00

Variable	Mean	Median	Mode	Standard Deviaton	Minimum	Maximum
X1.10	5,45	6,00	6,00	1,10	1,00	7,00
Work Motivation	5,45	5,50	5,00	0,96	1,00	7,00

Source: Processed Primary Data, 2025

The results in Table 2 show that the average employees answered “somewhat agree” to the 10 (ten) statements provided. This can be seen from the mean value of the work motivation variable of 5.45 in the high category. Meanwhile, the responses for the work motivation variable were dominated by the “somewhat agree” response, as seen from the mode value of 5, meaning that most respondents stated that the work motivation of employees at PT. Corin Mulia

Gemilang Central Java is already good (meeting expectations). The statement regarding “Good cooperation with colleagues can create a pleasant atmosphere, thereby motivating me in my work” received the highest average score of 5.71, while the statement regarding “The company recognizes and rewards me when I successfully perform my work well” received the lowest average score of 5.11.

### Empowerment

**Table 3. Descriptive Statistics of Empowerment Variables at PT. Corin Mulia Gemilang Central Java**

Variable	Mean	Median	Mode	Standard Deviaton	Minimum	Maximum
X2.1	4,74	5,00	5,00	1,26	1,00	7,00
X2.2	4,93	5,00	5,00	1,11	2,00	7,00
X2.3	5,29	5,00	5,00	1,10	2,00	7,00
X2.4	5,32	5,00	6,00	1,13	1,00	7,00
X2.5	5,08	5,00	6,00	1,24	1,00	7,00
X2.6	5,32	6,00	6,00	1,15	1,00	7,00
X2.7	5,07	5,00	6,00	1,12	1,00	7,00
X2.8	5,35	6,00	6,00	1,19	1,00	7,00
X2.9	5,24	5,00	6,00	1,12	3,00	7,00
Empowerment	5,14	5,00	5,00	0,94	2,66	7,00

Source: Processed Primary Data, 2025

The results in Table 3 show that the average employees answered “somewhat agree” to the nine statements provided. This is evident from the mean value of the empowerment variable, which is 5.14 in the high category. The responses for the empowerment variable are dominated by the “somewhat agree” response, as indicated by the mode value of 5, meaning that most respondents stated that employee empowerment at PT. Corin Mulia Gemilang Central Java is

already good (meeting expectations). The statement regarding “I am confident and believe I can complete assigned tasks well” received the highest average score of 5.35, while the statement regarding “I am always involved in strategic and urgent decision-making when the responsible supervisor is absent” received the lowest average score of 4.74.

**Organizational Commitment****Table 4. Descriptive Statistics of Organizational Commitment Variables at PT. Corin Mulia Gemilang Central Java**

Variable	Mean	Median	Mode	Standard Deviaton	Minimum	Maximum
Y1.1	5,14	5,00	5,00	1,26	1,00	7,00
Y1.2	4,65	5,00	5,00	1,47	1,00	7,00
Y1.3	4,86	5,00	5,00	1,37	1,00	7,00
Y1.4	4,79	5,00	5,00	1,32	1,00	7,00
Y1.5	4,76	5,00	5,00	1,33	1,00	7,00
Y1.6	4,65	5,00	5,00	1,49	1,00	7,00
Y1.7	4,44	5,00	5,00	1,59	1,00	7,00
Y1.8	4,58	5,00	5,00	1,35	1,00	7,00
Y1.9	4,85	5,00	5,00	1,23	2,00	7,00
Y1.10	5,15	5,00	5,00	1,05	3,00	7,00
Y1.11	5,15	5,00	5,00	1,12	1,00	7,00
Y1.12	4,92	5,00	5,00	1,18	2,00	7,00
Organizational Commitment	4,82	5,00	5,00	1,04	2,33	7,00

Source: Processed Primary Data, 2025

The results in Table 4 show that the average employees answered “neutral” to “somewhat agree” to the 12 (twelve) statements provided. This can be seen from the mean value of the organizational commitment variable of 4.82 in the moderate category. Meanwhile, responses for the variable are dominated by “somewhat agree,” as seen from the mode value of 5, meaning that most respondents indicate that employee commitment at PT. Corin Mulia Gemilang Central Java is already

good (meeting expectations). The statements regarding “I am loyal to everything at PT. Corin Mulia Gemilang Central Java” and “I have high loyalty to PT. Corin Mulia Gemilang Central Java” received the highest average score of 5.15, while the statement regarding “Too many aspects of my life would be disrupted if I left PT. Corin Mulia Gemilang Central Java” received the lowest rating with an average score of 4.44.

**Performance****Table 5. Descriptive Statistics of Performance Variables at PT. Corin Mulia Gemilang Central Java**

Variable	Mean	Median	Mode	Standard Deviaton	Minimum	Maximum
Y2.1	5,54	6,00	6,00	1,14	1,00	7,00
Y2.2	5,52	6,00	6,00	1,09	1,00	7,00
Y2.3	5,27	5,00	5,00	1,06	2,00	7,00
Y2.4	5,24	5,00	5,00	1,09	2,00	7,00
Y2.5	5,27	5,00	5,00	1,17	1,00	7,00
Y2.6	5,47	6,00	6,00	1,10	2,00	7,00
Y2.7	5,26	5,00	5,00	1,13	2,00	7,00
Y2.8	5,57	6,00	5,00	1,16	1,00	7,00
Y2.9	5,64	6,00	6,00	1,05	3,00	7,00

Y2.10	5,32	5,00	5,00	1,18	1,00	7,00
Y2.11	4,92	5,00	5,00	1,07	3,00	7,00
Performance	5,36	5,27	5,00	0,88	3,00	7,00

Source: Processed Primary Data, 2025

The results in Table 5 show that the average employees answered “somewhat agree” to 11 (eleven) statements given. This can be seen from the mean value of the performance variable of 5.36 in the high category. Meanwhile, responses for the performance variable were dominated by “somewhat agree,” as indicated by the mode value of 5, meaning that most respondents stated that the performance of employees at PT. Corin Mulia Gemilang Central Java is good (meeting expectations). The statement regarding “I am able to use technology in completing my work” received the highest average score of 5.64, while the statement regarding “The work I do aligns with the organization's

expectations” received the lowest evaluation with an average score of 5.24.

**Multiple Linear Regression Analysis**

Multiple linear regression analysis is a method that involves more than two independent variables and their dependent variables. Its purpose is to estimate the population mean or the average value of the dependent variable based on the known values of the independent variables. The regression analysis generates coefficients for each independent variable. Table 6 presents the results of multiple linear regression testing.

**Table 6. Descriptive Statistics of Performance Variables at PT. Corin Mulia Gemilang Central Java**

No.	Regression Model	Model Test		Regressions Analysis		Description	
		Determination Test	F-Test Calculated F	β	Sig		
1.	Regression Model I The influence of work motivation and empowerment on organizational commitment $Y1 = 1,517 + 0,231 X1 + 0,398 X2$	0,287	30,151	0,000			
	Work motivation towards organizational commitment				0,214	0,062	H1 rejected
	Empowerment towards organizational commitment				0,360	0,002	H2 accepted
2.	Regression Model II The influence of work motivation, empowerment, and organizational commitment on performance $Y2 = 0,916 + 0,337 X1 + 0,398 X2 + 0,116 Y1$	0,676	102,030	0,000			
	Work motivation towards performance				0,366	0,000	H3 accepted
	Empowerment towards performance				0,422	0,000	H4 accepted
	Organizational commitment towards performance				0,136	0,017	H5 accepted

Source: Processed Primary Data, 2025

**Regression Analysis**

Organizational commitment in the multiple regression analysis calculation,

Model I can be included in the regression equation as follows:

$$Y1 = 1,517 + 0,231 X1 + 0,398 X2$$

Based on the regression equation above, it can be perceived that: (a) The value of the work motivation coefficient of 0.240 means that if the work motivation variable increases, it will not be followed by an increase in organizational commitment at PT. Corin Mulia Gemilang Central Java, (b) The empowerment coefficient value of 0.360 means that if the empowerment variable increases, it will be followed by an increase in organizational commitment at PT. corin Mulia Gemilang Central Java.

In the multiple regression analysis calculation, Model II can be included in the regression equation as follows:

$$Y_2 = 0,916 + 0,337 X_1 + 0,398 X_2 + 0,116 Y_1$$

Based on the regression equation above, it can be perceived that: (a) The value of the work motivation coefficient of 0.366 means that if the work motivation variables increases, it will be followed by an increase in the performance of PT. Corin Mulia Gemilang Central Java employees, (b) The empowerment coefficient value of 0.422 means that if the empowerment variable increases, it will be followed by an increase in the performance of employees at PT. Corin Mulia Gemilang Central Java, (c) The organizational commitment coefficient value of 0.136 means that if the organizational commitment variable increases, it will be followed by an increase in the performance of employees at PT. Corin Mulia Gemilang Central Java.

#### **Determination Coefficient**

Based on Table 6, the coefficient of determination (Adjusted R Square) for Model I regression is 0.287, which means that 28.7% of the variation in organizational commitment can be explained by the variables of work

motivation and empowerment, while the remaining 71.3% is explained by other variables outside the research model.

In Model II, the coefficient of determination (Adjusted R Square) is 0.676, meaning that 67.6% of the variation in performance changes can be explained by the variables of work motivation, empowerment, and organizational commitment. The remaining 32.4% is explained by variables outside the research model.

#### **F-Test**

Based on Table 6, the calculated F value from the regression results of Model I is 30.151 with a significant probability of  $0.000 < 0.05$  (significance level = 5%), which means that simultaneously, the variables of work motivation, career development empowerment, and psychological capital have a positive effect on the organizational commitment of PT. Corin Mulia Gemilang in Central Java.

The regression results of Model II yield an F-value of 102.030 with a significance probability of  $0.000 < 0.05$  (significance level = 5%), indicating that work motivation, empowerment, and organizational commitment simultaneously have a positive effect on employee performance at PT. Corin Mulia Gemilang Central Java.

#### **Hypothesis Testing (T-Test)**

Based on Table 6, the results of the Model I regression analysis show that work motivation does not affect organizational commitment with a beta value of 0.214 and a significance value of  $0.062 > 0.05$ . It can be concluded that work motivation does not affect organizational commitment, thus H1 is rejected.

The results of the regression analysis of Model I show that empowerment has an effect on

organizational commitment with a regression value of 0.360 and a significance value of  $0.002 < 0.05$ . It can be concluded that empowerment has a positive effect on organizational commitment, thus H2 is accepted.

The results of the regression analysis of Model II show that work motivation affects performance with a regression value of 0.366 and a significance value of  $0.000 < 0.05$ . It can be concluded that work motivation has a positive effect on performance, thus H3 is accepted.

The results of the Model II regression analysis show that empowerment affects performance with a regression value of 0.422 and a significance value of  $0.000 < 0.05$ . It

can be concluded that empowerment has a positive effect on performance, thus H4 is accepted.

The results of the regression analysis of Model II show that organizational commitment influences performance with a regression value of 0.136 and a significance value of  $0.017 < 0.05$ . It can be concluded that organizational commitment has a positive effect on performance, thus H5 is accepted.

**Sobel Test**

**The Influence of Work Motivation on Performance through Organizational Commitment**

The Sobel Test results can be seen in Figure 1 as follows.

**DIRECT And TOTAL EFFECTS**

	Coeff	s.e.	t	Sig(two)
b(YX)	,7762	,0544	14,2752	,0000
b(MX)	,6452	,0938	6,8816	,0000
b(YM.X)	,1664	,0465	3,5819	,0005
b(YX.M)	,6688	,0603	11,1002	,0000

**INDIRECT EFFECT And SIGNIFICANCE USING NORMAL DISTRIBUTION**

	Value	s.e.	LL 95 CI	UL 95 CI	Z	Sig(two)
Effect	,1074	,0341	,0406	,1741	3,1512	,0016

**Figure 1. The Influence of Work Motivation on Performance through Organizational Commitment**

Based on Figure 1, it can be seen that the direct effect of work motivation on performance is 0.7762, while the indirect effect, namely work motivation on organizational commitment on performance, is 0.1664, so that the total effect of work motivation on performance is 0.94. The results of the Sobel test yielded a Z-value of  $3.1512 > 1.98$  and a significance level of  $0.0016$

$< 0.05$ , thereby proving that work motivation influences performance through organizational commitment as a mediating variable.

**The Influence of Empowerment on Performance through Organizational Commitment**

The Sobel Test results can be seen in Figure 2 as follows.

DIRECT And TOTAL EFFECTS						
	Coeff	s.e.	t	Sig(two)		
b(YX)	,9014	,0600	15,0343	,0000		
b(MX)	,7795	,1044	7,4685	,0000		
b(YM.X)	,1388	,0466	2,9782	,0034		
b(YX.M)	,7932	,0688	11,5346	,0000		
INDIRECT EFFECT And SIGNIFICANCE USING NORMAL DISTRIBUTION						
	Value	s.e.	LL 95 CI	UL 95 CI	Z	Sig(two)
Effect	,1082	,0394	,0310	,1855	2,7452	,0060

**Figure 2. The Influence of Empowerment on Performance through Organizational Commitment**

Based on Figure 2, it can be seen that the direct effect of empowerment on performance is 0.9014, while the indirect effect, namely empowerment on organizational commitment to performance, is 0.1388, so that the total effect of empowerment on performance is 1.04. The results of the Sobel test yielded a Z-value of  $2.7452 > 1.98$  and a significance level of  $0.0060 < 0.05$ , thereby proving that empowerment influences performance through organizational commitment as a mediating variable.

## Discussion

### The Influence of Work Motivation on Organizational Commitment

The results of this study reject the hypothesis that work motivation has a positive and significant effect on organizational commitment. This study shows that work motivation does not have a significant effect on organizational commitment. This means that high work motivation among employees does not always influence their commitment and loyalty to the company. This may be due to several factors, such as employees with high work motivation not always having high organizational commitment, as well as other factors that have a greater influence on organizational commitment (such as empowerment, leadership, organizational culture, etc.).

The results of this study align with the research conducted by Azizah et al. (2019) which showed that work motivation does not significantly influence teacher performance at SMK Abdurrahman Wahid Lamongan. The results of this study differ from those of Bytyqi (2020); Faisal N. Al-Madi et al. (2019); Kara & Acar (2023); Supiati (2021) which showed that work motivation has a positive and significant effect on organizational commitment.

### The Influence of Empowerment on Organizational Commitment

The results of this study support the hypothesis that empowerment has a positive and significant effect on organizational commitment. The better the empowerment provided by the company, the higher the organizational commitment. According to Alshemmari (2023), employee empowerment is carried out to provide opportunities and encouragement for employees to develop their potential and abilities to the maximum so that employees become independent and improve their performance, which ultimately provides value and benefits for employees and the organization. One factor that needs to be considered in supporting empowerment is the creation of a work environment that supports human resource empowerment. To support the implementation of empowerment programs, an open and trusting

environment between employees and managers is needed so that organizational commitment also improves.

The results of this study are in line with research conducted by Alkahtani et al. (2020), which showed that employee empowerment can influence organizational commitment. Employees will feel valued if they are given the opportunity to participate in organizational decision-making, thereby fostering commitment to remain in the organization. This research is also supported by research conducted by Imam et al. (2024), which shows that employee empowerment can bring about the desired results, such as increased emotional attachment and loyalty of employees to the organization.

### **The Influence of Work Motivation on Performance**

The results of this study support the hypothesis that work motivation has a positive and significant effect on performance. Asteria & Nurkholis (2021) define work motivation as a driving force that motivates an individual to participate in achieving the goals set by the company. Without work motivation, employees will not be willing to perform their duties well. High work motivation can increase employee enthusiasm and dedication, making employees more productive at work and enabling the company's goals to be achieved effectively.

The results of this study are supported by the findings of Rachman (2022), which show that work motivation has a positive and significant effect on employee performance. High work motivation among employees greatly helps them achieve the company's goals. Other studies by Fahriana & Sopiah, (2022); Niroula & Updhaya (2023); Noorzad (2024) also

show that work motivation has a positive and significant effect on employee performance. Employees with high work motivation tend to be more open to their colleagues and perform well.

### **The Influence of Empowerment on Performance**

The results of this study support the hypothesis that empowerment has a positive effect on performance. Employee empowerment aims to empower or elevate employees within an organization by giving them responsibility, confidence, and authority to make their own decisions in order to achieve positive results, including improved organizational performance. Employees will be positively motivated and their performance will improve if they are given authority and involved in various decision-making processes so that they can achieve their personal and organizational goals.

The results of this study are consistent with research by Andika & Darmanto (2020), which shows that empowerment has a significant effect on employee performance. Employee empowerment through enhanced knowledge and work skills impacts the improvement of employee performance quality and outcomes. In other words, employee performance can be enhanced through the implementation of empowerment processes. Research by Minh Hieu (2020); Panjaitan et al. (2023) also demonstrates a positive and significant influence between employee empowerment and employee performance.

### **The Influence of Organizational Commitment on Performance**

The results of this study support the hypothesis that organizational commitment has a positive and significant effect on performance.

Organizational commitment is one of the important factors in improving employee performance. According to Luthans (2011), organizational commitment is a strong desire to remain a member of the organization, a desire to work hard in accordance with the organization's wishes, certain beliefs, and acceptance of the organization's values and goals. In other words, it is an attitude that reflects employee loyalty to the company and a continuous process in which employees show their attention and concern for the company for the sake of the success and progress of the company where they work.

The results of this study are in line with the research by Banu & Umma (2022), which found a significant and positive relationship between organizational commitment and employee performance. The higher an employee's organizational commitment, the higher their performance. Other studies by Adriansyah (2020) and Misnan et al. (2023) also show that organizational commitment has a significant and positive effect on performance. This indicates that by increasing organizational commitment, employee performance will also improve.

## CONCLUSION AND SUGGESTION

Work motivation does not have a significant effect on organizational commitment. High work motivation among employees does not always influence their commitment and loyalty to PT. Corin Mulia Gemilang Jawa Tengah. Empowerment has a positive effect on organizational commitment. The better the empowerment, the higher the organizational commitment of employees at PT. Corin Mulia Gemilang Central Java. Work motivation has a positive effect on performance. The higher the work

motivation, the better the performance of employees at PT. Corin Mulia Gemilang Central Java. Empowerment has a positive effect on performance. The better the empowerment, the higher the performance of employees at PT. Corin Mulia Gemilang Central Java. Organizational commitment has a positive effect on performance. The higher the organizational commitment, the higher the performance of employees at PT. Corin Mulia Gemilang Central Java. Organizational commitment can mediate the influence of work motivation on the performance of employees at PT. Corin Mulia Gemilang in Central Java. Organizational commitment can mediate the influence of empowerment on the performance of employees at PT. Corin Mulia Gemilang in Central Java. Empowerment through organizational commitment is more effective in influencing employee performance than work motivation. Suggestion Future research should be conducted on different subjects, not only on employees of PT. Corin Mulia Gemilang in Central Java, so that the research sample is not limited to that subject alone.

Future research should include several variables beyond the scope of this study, such as corporate culture, so that the resulting coefficient of determination can be optimized.

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