

Effect of Organizational Commitment and Work Motivation on Employee Performance with Job Satisfaction as an Intervening Variable at PT. Famfit Bugar Nusantara

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ABSTRACT

This study aims to determine the effect of organizational commitment and work motivation on employee performance with job satisfaction as an intervening variable at PT. Famfit Bugar Nusantara. This research was conducted at PT. Famfit Bugar Nusantara which lasted for six months, starting from October 2019-March 2020. This study used a quantitative associative method with path analysis tools. The sampling technique used was purposive sampling of employees. Respondents who are selected are only employees who have permanent employee status and have a minimum work period of 3 years at PT. Famfit Bugar Nusantara totaling 110 people. The results of descriptive analysis for organizational commitment, work motivation, job satisfaction and employee performance at PT. Famfit Bugar Nusantara is in good category. Based on path analysis, organizational commitment and work motivation have a positive and significant effect on employee performance through job satisfaction at PT. Famfit Bugar Nusantara. The contribution of the variable organizational commitment, work motivation and job satisfaction explains the employee performance variable by 89.0% while the remaining 11% is explained by other variables that are not included in this study.

Keywords: Organizational Commitment, Work Motivation, Employee Performance, Job Satisfaction

INTRODUCTION

In line with the evolving changes in the business world which is increasingly broad and complex, the need for quality and competent human resources is one of the main elements that must be organized and managed in order to achieve the company's main goals. Human resources are very important for companies.

Company performance is largely determined by employee performance. This can be seen from how many achievements have been achieved, and the ability to complete the existing jobs at the company. The better the employee's performance will have an effect on the achievements and values in the company. Employee performance plays an important role in achieving company goals. Better service can be maximally achieved in a company in accordance with the authority and responsibility of each employee in realizing company goals.

High organizational commitment will improve employee performance. In the world of work, employee commitment to the organization is very important where current organizational commitment is no longer just a form of employee willingness to work for the company for a long time. However, it is more important that employees are willing to give their best to the company. This can only happen if employees feel happy and satisfied in the company concerned.

As for other factors that affect employee performance, namely work motivation. Giving motivation that is not carried out objectively and correctly will result in disappointment from dissatisfaction for some individuals or employees which will result in a decrease in employee work productivity which in turn results in decreased company performance.

Factors that affect employee performance are job satisfaction, where employees who are satisfied with their work will improve their performance. Conversely, if employees are not satisfied with their work, the performance achieved will decrease.

PT. Famfit Bugar Nusantara is a fitness service provider with the concept of "FAMILY" or kinship with the brand name (brand) Family Fitness. Family Fitness itself was first present in Medan City in 2009, with the first branch in Cemara Asri, then expanded and already has 7 branches spread across Medan City and Binjai City. Family Fitness is the largest Mega Gym in Medan City and has a different interior for each branch.

In 2019 the performance of PT. Famfit Bugar Nusantara is stagnant and tends to decline, this is reflected in the number of members who have registered themselves at Family Fitness. The number of members from January to June 2019 can be seen in the table as follows:

Table 1. Average Number of Family Fitness Members in 2014-2019

Year	Average Number of Members
2014	3710
2015	4040
2016	3792
2017	4156
2018	3433
2019	3350

Source: Family Fitness (2019)

LITERATURE REVIEW

Organizational Commitment

According to Lincoln in Sopiah (2008) organizational commitment includes members 'pride, member loyalty and members' willingness to the organization.

According to Blau and Boal (in Sopiah, 2008) defines organizational commitment as partisanship and employee loyalty to the organization and organizational goals.

Based on the opinions of the experts above, it can be concluded that organizational commitment is the attitude and commitment of employees that reflects employee loyalty to the organization to achieve organizational goals.

Meyer and Allen in Soekidjan (2006), divide organizational commitment into three types based on the source:

1. Affective commitment, related to the desire to be emotionally attached to the organization, identification and involvement based on the same values.

2. Continuance Commitment, commitment is based on awareness of the costs that will be borne if you do not join the organization. Here it is also based on the absence of other alternatives.

3. Normative Commitment, a commitment based on a feeling of obligation as a member/employee to stay because of feelings of debt of gratitude. Here also happens the internalization of norms.

Work Motivation

According to Mangkunegara (2005), motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals.

According to Hasibuan (2007), motivation is the provision of a driving force that creates a person's enthusiasm for work, so that they are willing to work together, work effectively and be integrated with all their efforts to achieve satisfaction.

Based on the opinions of the experts above, it can be concluded that work motivation is a driving force within a person to improve and fulfill job satisfaction to achieve a goal that can have a positive effect on company performance.

McClelland's theory explains that there are three prominent human needs/desires, namely:

1.Need of Achievement

Need of Achievement, namely the need for achievement which is a reflection of the drive for responsibility for problem solving. An employee who has a need for high achievement tends to perform better than what has been done, not to be left behind by other employees, to develop himself and get recognition from the work that has been achieved. Mangkunegara (2008) suggests six characteristics of people who have high achievement motives, namely:

- a. Have a high level of personal responsibility
- b. Dare to take and take risks
- c. Have realistic goals
- d. Have a comprehensive work plan and strive to realize goals
- e. Make use of concrete feedback in all activities undertaken
- f. Looking for opportunities to realize the plans that have been programmed

2.Need of Affiliation

Need of Affiliation, namely the need for affiliation which is the urge to interact with other people, be with other people, do not want to do something that is detrimental to others. The need for affiliation can be seen from the spirit to be affiliated with the work environment, the enthusiasm for working with the work team, the spirit to comply with all existing rules, and always striving to respect the leadership. Sutrisno (2011) suggests that individual behavior driven by the need for association or friendship will appear as follows:

- a. Pay more attention to aspects of personal relationships that exist in their work than on tasks that are in work.
- b. Doing work is more effective when working with others in a more cooperative atmosphere.
- c. Seek agreement or agreement from others.
- d. Prefer other people.

3.Need of Power

Need of Power, namely the need for power which is a reflection of the urge to achieve authority to have influence over others. The need for power can be seen from the amount of effort to be respected, the effort not to be

belittled, and their presence or presence is needed by others. Sutrisno (2011) also states about behavior that is driven by the need for power as follows:

- a. Trying to help other people even though help is not asked for.
- b. Very active in determining the direction of the activities of the organization where it is located.
- c. Collect items or become members of an association that can reflect achievement.
- d. Highly sensitive to the interpersonal influence structure of a group or organization.

Job Satisfaction

According to Luthans (2011), job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important. For them, job satisfaction can lead to increased happiness in life, while for companies job satisfaction can increase productivity so that what the goals of a company will be achieved.

According to Robbins and Judge (2015), job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics. Someone with a high level of job satisfaction has positive feelings about their job, while someone with a low level has negative feelings.

Based on this understanding, it can be concluded that job satisfaction is the level of a person's feelings about their job as a result of their assessment of their work so that it will increase the productivity of a company.

Luthans (2011) explains that there are five dimensions of job satisfaction, namely:

1.The Work Itself

This is where work provides interesting assignments, opportunities to learn and opportunities to accept responsibility.

2.Salary

The amount of wages received and the degree to which this can be viewed as appropriate in comparison to others in the organization.

3.Promotion

Opportunities for advancement in the organization.

4. Supervision

The supervisor's ability to provide technical assistance and behavioral support.

5. Coworkers

The degree to which colleagues are technically skilled and socially supportive.

Employee Performance

According to Mangkunegara (2013), employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him.

According to Ronny (2020), performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined in the strategic planning of an organization.

From the above understanding, it can be concluded that performance is the work achieved by employees in an organization, in quality and quantity, in carrying out tasks according to the legally given time limit, not violating the law and in accordance with morals and ethics.

According to Mangkunegara (2011), the dimensions and performance indicators are as follows:

1. Work Quantity Dimensions, measured two indicators, namely:

a. Speed

b. Ability

2. The quality dimension of the results is measured using three indicators, namely:

a. Neatness

b. Accuracy

c. Work result

3. Cooperation Dimensions, measured using two indicators, namely:

a. Collaboration

b. Compactness

4. The dimension of responsibility is measured using two indicators, namely:

a. Work result

b. Make decisions

5. Initiative Dimension, measured using one indicator, namely ability.

Effect of Organizational Commitment on Job Satisfaction

According to Amalia et al. (2015) in their research, organizational commitment has a positive and significant effect on job satisfaction where organizational commitment is the level to which an employee sides with a particular organization and its goals, and intends to maintain its membership in the organization. Someone with high organizational commitment will love their organization more and are reluctant to leave the organization, so they will feel job satisfaction.

According to Damayanti (2017) in his research states that organizational commitment has a positive and significant effect on job satisfaction. This means that the increased organizational commitment of employees will increase employee job satisfaction and vice versa.

Effect of Work Motivation on Job Satisfaction

According to Widiyanto et al. (2018) in their research, motivation has a positive and significant effect on job satisfaction which proves that the higher the work motivation of an employee, the job satisfaction of the employees will increase.

According to Edward (2018), entitled The Influence of Transformational Leadership, Work Motivation and Employee Competence on Job Satisfaction and Its Implications for Employee Performance at Waruna Group, which states that work motivation has a positive and significant effect on job satisfaction.

Effect of Organizational Commitment on Employee Performance

Organizational commitment is a strong desire to remain as a member of a particular organization, in other words, it is an attitude that reflects the performance of employees in the organization and a

continuous process where organizational members express their concern for the organization and its success and continuous progress to remain in the organization. According to Fred Luthans (2006), it shows that there is a positive relationship between organizational commitment and the desired results such as high performance.

According to Aditya *et al.* (2017) in showing organizational commitment has a significant effect on performance where commitment has an important role in improving employee performance in an organization. The high commitment will have an impact on employee performance which is increasing.

Effect of Work Motivation on Employee Performance

According to Ronny (2019), in his research, work motivation has a positive and significant effect on employee performance.

According to Widiyanto *et al.* (2018) in his research entitled The effect of work motivation on employee performance with job satisfaction as an intervening variable (Study on Outsourcing Employees of PT Telekomunikasi Indonesia Tbk. Kandatel Kebumen) shows motivation has a positive and significant effect on performance which proves that the higher work motivation in an employee, the employee's performance will increase.

Effect of Job Satisfaction on Employee Performance

According to Widiyanto *et al.* (2018) in showing job satisfaction has a positive and significant effect on performance which proves that the higher the satisfaction of an employee, the employee's performance will also increase.

According to Edward (2018), entitled The Influence of Transformational Leadership, Work Motivation and Employee Competence on Job Satisfaction and Its Implications for Employee Performance at Waruna Group, which states that job satisfaction has a positive and significant effect on performance.

Effect of Organizational Commitment on Employee Performance through Job Satisfaction

According to Aditya *et al.* (2017) in their research, it shows that organizational commitment has a significant effect on performance with job satisfaction as an intervening variable.

According to Widiyanto *et al.* (2018) in showing that job satisfaction is able to mediate work motivation on employee performance where work motivation is something that creates enthusiasm or work motivation in directing employees to organizational goals to want to work and try so that employees' desires and organizational goals can be achieved. Strong work motivation makes employees feel satisfied because they feel their needs are met.

Effect of Work Motivation on Employee Performance through Job Satisfaction

According to Widiyanto *et al.* (2018) in their research, it shows that job satisfaction is able to mediate work motivation on employee performance where work motivation is something that creates enthusiasm or work motivation in directing employees to organizational goals to want to work and try so that employees' desires and goals organization can be achieved. Strong work motivation makes employees feel satisfied because they feel their needs are met.

RESEARCH METHODS

This research was conducted at PT. Famfit Bugar Nusantara precisely at Jalan Letjen S. Parman No. 23 Cambridge City Square, Medan, North Sumatra. The type of research in this research is associative research. According to Sugiyono (2014), the definition of an associative research method is research that aims to determine the effect or relationship between two or more variables. In this study, the associative research method was used to determine the magnitude of the influence between one variable and another. The population in this

study were all employees at PT. Famfit Bugar Nusantara in 2019 with 234 employees. The sample selection uses a purposive sampling technique, namely a sampling technique with certain considerations (Sugiyono, 2014), so that the employees selected are only employees who have permanent employee status and have a minimum work period of 3 years at PT. Famfit Bugar Nusantara totaling 110 people.

RESULT AND DISCUSSION

PT. Famfit Bugar Nusantara is a fitness service provider with the concept of "FAMILY" or kinship with the brand name (brand) FamilyFitness. Family Fitness itself was first present in Medan City in 2009, with the first branch in Cemara Asri, then expanded and already has 7 branches spread across Medan City and Binjai City. Family Fitness is the largest Mega Gym in Medan City and has a different interior in each branch. Before testing the hypothesis using the T test and F test, a classic assumption test was carried out consisting of a normality test, a multicollinearity test and a heteroscedasticity test.

The results of the classical assumption test are as follows:

1. Normality Test

The normality test using the One Kolmogorov Smirnov method according to Priyatno (2014), the test criteria are:

If the significance value > 0.05 , then the data is normally distributed.

If the significance value < 0.05 , then the data are not normally distributed.

The table below shows that the asymp. sig is 0.977, this value indicates that the value is greater than 0.05, so it can be concluded that the data has met the requirements for a normally distributed residual data.

Table 2. Sub Model I Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		110
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	2.33726071
Most Extreme Differences	Absolute	.045
	Positive	.042
	Negative	-.045
Kolmogorov-Smirnov Z		.477
Asymp. Sig. (2-tailed)		.977
a. Test distribution is Normal.		
b. Calculated from data.		
Source: Results of SPSS Data Processing		

Table 3. Sub Model II Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		110
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	1.11208659
Most Extreme Differences	Absolute	.048
	Positive	.046
	Negative	-.048
Kolmogorov-Smirnov Z		.500
Asymp. Sig. (2-tailed)		.964
a. Test distribution is Normal.		
b. Calculated from data.		
Source: Results of SPSS Data Processing		

Source: Results of SPSS Data Processing

The table above shows that the asymp value. sig is 0.964, this value indicates that the value is greater than 0.05, so it can be concluded that the data has met the requirements for a normally distributed residual data.

2. Multicollinearity Test

Multicollinearity can also be seen from (1) the Tolerance value and its counterpart (2) variance inflation factor (VIF). Tolerance measures the variability of the selected independent variable that is not explained by other independent variables. So a low tolerance value is the same as a high VIF value (because $VIF = 1/Tolerance$). The cut off value that is commonly used to indicate the presence of multicollinearity is a Tolerance value less than 0.10 or equal to a VIF value greater than 10 (Ghozali, 2016).

Table 4. Multicollinearity Test for Sub Model I

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	8.435	1.676		5.033	.000		
	X1	.571	.064	.633	8.909	.000	.828	1.208
	X2	.216	.073	.209	2.942	.004	.828	1.208
a. Dependent Variable: Z								
Source: Results of SPSS Data Processing								

The table above shows the test results of multicollinearity that the VIF and tolerance values are as follows: The organizational commitment variable has a VIF value of 1.208 and a Tolerance of 0.828. The organizational motivation variable has a VIF value of 1.208 and a tolerance of 0.828. From these provisions that if the VIF value is < 10 and tolerance > 0.10 , multicollinearity does not occur and the values obtained from the calculation are in accordance with the accuracy of VIF and tolerance values, it can be concluded that the independent variable does not occur multicollinearity so that the model has met the requirements of the classical assumptions in regression analysis.

Table 5. Multicollinearity Test for Sub Model II

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2.248	.891		-2.524	.013		
	X1	.162	.040	.185	4.014	.000	.475	2.104
	X2	.098	.036	.098	2.693	.008	.766	1.306
	Z	.733	.046	.752	15.859	.000	.447	2.239

a. Dependent Variable: Y
Source: Results of SPSS Data Processing

The results of the table above can be concluded that the VIF and tolerance values are as follows: Organizational commitment variable has a VIF value of 2.104 and a tolerance of 0.475. The organizational motivation variable has a VIF value of 1.306 and a tolerance of 0.766. The job satisfaction variable has a VIF value of 2.239 and a tolerance of 0.447. From these provisions that if the VIF value is < 10 and tolerance > 0.10 , multicollinearity does not occur and the values obtained from the calculation are in accordance with the accuracy of the VIF and tolerance values, it can be concluded that the independent variable does not occur multicollinearity.

3.Heterosdecasticity Test

According to Ghozali (2016), the heteroscedasticity test aims to test whether in the model there are variable inequalities from the residuals of one observation to another. A good regression model does not occur heteroscedasticity

Table 6. Heteroscedasticity Test Results for Sub Model I

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.355	.987		2.388	.019
	X1	.037	.038	.103	.975	.332
	X2	-.058	.043	-.142	-1.350	.180

a. Dependent Variable: ABSRES
Source: Results of SPSS Data Processing

The results of the table above show that the parameter coefficient for the independent variable is the organizational commitment variable $0.332 > \alpha = 0.05$; work motivation variable $0.180 > \alpha = 0.05$; because the significance value (sig.) of the two variables above is greater than 0.05, it can be concluded that the regression model does not have heteroscedasticity symptoms.

Table 7. Heteroscedasticity Test Results for Sub Model II

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.013	.559		1.812	.073
	X1	.007	.025	.041	.295	.769
	X2	.020	.023	.095	.861	.391
	Z	-.029	.029	-.146	-1.012	.314

Dependent Variable: absres2
Source: Results of SPSS Data Processing

The results of the table above show that the parameter coefficient for the independent variable is the organizational commitment variable $0.769 > \alpha = 0.05$; work motivation variable $0.391 > \alpha = 0.05$; job satisfaction variable $0.314 > \alpha = 0.05$; Because the significance value (sig.) of the three variables above is greater than 0.05, it can be concluded that the regression model does not have heteroscedasticity symptoms.

Table 8. Sub Model I t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.435	1.676		5.033	.000
	X ₁	.571	.064	.633	8.909	.000
	X ₂	.216	.073	.209	2.942	.004
Dependent Variable: Z						
Source: Results of SPSS Data Processing						

In the table above, the t statistical test is obtained, as follows:

1. Organizational commitment variable (X₁) with a probability level of 0.000. Thus it can be concluded that $p = 0.000 < \alpha = 0.05$, accept the hypothesis which states that the organizational commitment variable has a significant effect on the job satisfaction variable.
2. Work motivation variable (X₂) with a probability level of 0.004. Thus it can be concluded that $p = 0.004 < \alpha = 0.05$, accept the hypothesis which states that the work motivation variable has a significant effect on the job satisfaction variable.

Table 9. The Result of Determination Coefficient (R²) for Sub Model I

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 ^a	.553	.545	2.359
Predictors: (Constant), X ₂ , X ₁				
Source: Results of SPSS Data Processing				

The result of the calculation of the value of r square is 0.553. This means that 55.3% job satisfaction can be explained by the two independent variables above, while the remaining 44.7% is explained by other variables that are not included in this study.

Table 10. Sub Model II t-Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.248	.891		-2.524	.013
	X ₁	.162	.040	.185	4.014	.000
	X ₂	.098	.036	.098	2.693	.008
	Z	.733	.046	.752	15.859	.000
Dependent Variable: Y						
Source: Results of SPSS Data Processing						

In the table above, the t statistical test is obtained, as follows:

1. Organizational commitment variable (X₁) with a probability level of 0.000. Thus it can be concluded that $p = 0.000 < \alpha = 0.05$, accept the hypothesis which states that the organizational commitment variable has a significant effect on the performance variable.
2. Work motivation variable (X₂) with a probability level of 0.000. Thus it can be concluded that $p = 0.008 < \alpha = 0.05$, accept the hypothesis which states that the work motivation variable has a significant effect on the performance variable.
3. Job satisfaction variable (Z) with a probability level of 0.000. Thus it can be concluded that $p = 0.000 < \alpha = 0.05$, accept the hypothesis that the Job Satisfaction variable has a significant effect on the performance variable.

Table 11. The Result of Determination Coefficient (R²) for Sub Model II

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.893	.890	1.128
Predictors: (Constant), Z, X2, X1				
Source: Results of SPSS Data Processing				

The result of the calculation of the value of r square is 0.890. This means that 89.0% of the employee performance can be explained by the three independent variables above, while the remaining 11% is explained by other variables that are not included in this study.

CONCLUSION AND SUGGESTION

Conclusion

1. Organizational commitment has a positive and significant effect on job satisfaction at PT. Famfit Bugar Nusantara. This means that the better organizational commitment will increase job satisfaction.
2. Work motivation has a positive and significant effect on job satisfaction of employees of PT. Famfit Bugar Nusantara. This means that the better work motivation will increase job satisfaction.
3. Organizational commitment has a positive and significant effect on employee performance at PT. Famfit Bugar Nusantara. It means that the better organizational commitment will improve employee performance.
4. Work motivation has a positive and significant effect on the performance of employees of PT. Famfit Bugar Nusantara. This means that the better work motivation will increase employee performance.
5. Job satisfaction has a significant positive effect on the performance of employees of PT. Famfit Bugar Nusantara. This means that the better job satisfaction will improve employee performance.
6. Organizational commitment has a positive and significant effect on the performance of employees of PT. Famfit Bugar Nusantara through job satisfaction.
7. Work motivation has a positive and significant effect on the performance of employees of PT. Famfit Bugar Nusantara through job satisfaction.

Suggestion

1. Management of PT. Famfit Bugar Nusantara can increase organizational commitment by paying attention to employees in developing their abilities such as providing training or training to improve the way they work so that it can have an impact on the company.
2. Management of PT. Famfit Bugar Nusantara can increase employee motivation by paying more attention to aspects of need for achievement, such as providing work targets in the form of KPIs (key performance indicators) which are more challenging for employees to achieve bigger targets but remain achievable. Opening up great opportunities for employees to develop better work methods, one of which is by providing rewards or incentives for each employee who reaches the target every month.
3. Management of PT. Famfit Bugar Nusantara can increase the level of job satisfaction by evaluating employee performance. If employees who have been performing well so far, they will be given more appreciation and reward. Management of PT. Famfit Bugar Nusantara must also provide transparent information regarding promotional opportunities through any media to ensure the distribution of information is evenly distributed.
4. For further researchers, it is hoped that they can further develop theories regarding variables that are thought to have a strong influence on employee performance and add other variables apart from this study such as loyalty, compensation, and work discipline.

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