

## Determinants of Employee Performance Mediated by Organizational Commitment

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### ABSTRACT

The research aimed at determining the effect of training, work motivation, financial compensation on the performance of employees in Makassar Subdistrict, East Jakarta Timur, mediated by organizational commitment. The path analysis with descriptively and explanatorily-quantitative method was used for planning this research. The samples were 81 respondents by using sampling method. According to the significance levels, the results of the research indicated that: (1) Work motivation, financial compensation, and training had a significant effect on organizational commitment; (2) Work motivation, financial compensation, training had a significant effect on employee performance, either directly or mediated by organizational commitment; and (3) Organizational commitment had a significant effect on employee performance.

Keywords: training, works motivation, financial compensation, organizational commitment, and employee performance

### INTRODUCTION

Nowadays, successful entrepreneurs, employees, and other workers face the same fact, namely the increasingly directed, monitored and assessed performance. Therefore, the performance management in private as well as public companies, plays an important role by emphasizing the efficiency, best values, and goals. Performance tends to be interpreted differently by different companies or by different individuals. As a consequence, the performance manager of an organization needs to understand the sense of meaning of and how to explain, describe, and measure the performance.

Performance and its importance value are included in all aspects of modern life. The way we view things and people, including the way we behave, is affected by performance. According to Covellec (1997), in corporate life, performance touches every aspect of business administration. The concept of performance becomes the central to our perceptions with respect to our activities, self-perceptions, values, and our understanding about the world (Rees and McBain, 2007).

Performance is not merely relevant to an impact, it is now (Corvellec, 2001) increasingly associated with acting correctly with the company's background. It includes harmonizing social rules on how to dress and speak, the requirements for a company to be reliable, or the acceptance of the reality by the official company as the only reality.

Performance is about achieving difficult goals and how to create measurable performance. Thus, a framework of two categories arises which accommodates what and how the performance is. First, it usually includes difficult goals that will form the basis for external assessment of the company. Second, those relevant to the achievement of values and behaviors that are declared important by the company.

Since performance is associated with human values and behavior, humans are increasingly considered as important capital for companies. Therefore, ultimately, the commitment of human resources of a company is very decisive for creating the added value and job achievement (Ulrich, 1997). One of the reasons for the coming up of the idea about emphasizing people is the belief that effective human management will lead to real business results (Elizabeth Houldsworth in Rees & McBain, 2007).

In many situations, we cannot take it for granted that good management will result in better employee commitment and effort, which in turn will improve their performances. On this basis, a performance management approach has emerged which has many similarities to the hard approach to human resource management rather than the soft one.

The goal of performance management is business profit. These gains can be expressed through financial measures, or a set of measures such as a balanced scorecard to combine the hard and soft measures. Motivation, commitment, training, and employee development are still considered, in the context of driving the overall performance of the business. The softer aspects of performance are sought to be quantified, for example, through the scope of competence. This approach relies on the premise that the company seeks to clearly define, disclose, and channel its strategy.

This research aimed at making the efforts to analyze and collect data and information relevant to motivation variables, training, financial compensation and organizational culture affecting the employee performance.

Learning is the key for companies to be able to adapt to a rapidly changing environment, to identify opportunities that may not be seen by others, and to take advantage of opportunities quickly and completely. Learning is carried out in the course of generating values for stakeholders, that consequently, companies must learn better and apply knowledge across organizational lines quickly (Prokesch, 1997).

Training is a systematic approach having an impact on the improvement of knowledge, skills, and attitudes in order to increase the effectiveness of individuals, groups, and organizations (Aguinis and Kraiger, 2009). Training is a short term effort made for making employees to be high performers. (Rothwell dan Kazanas, 2003), which in turn will drive learning process and development as well as associated business benefits such as reduced costs and increased customer satisfaction (Pfeffer, 1998).

Motivation is a process encouraging individuals to get what they want, relevant to willingness, working hard for organizational goals that are stimulated by incentives, and something that is considered an incentive if it is deemed able to help them achieve their goals (Kumar et al., 2003). Motivation is a process determining the intensity, direction, and persistence of individuals in an effort to achieve goals (Robbins. 2003).

Robinson and Judge (2011) defines work motivation as the willingness of employees to strive for achieving the organization's goals. McClelland (1978) has a certain viewpoint that

achievement motivation is a product of two conflicting needs, viz. the need to achieve success and the need to avoid failure.

Compensation is a form of award given to employees as a reward for their contribution to the organization which includes both intrinsic and extrinsic compensations (Mondy and Noe, 2006). Intrinsic rewards often include praise for achieving a project or performance goal, as well as social psychological influences reflecting the type of intrinsic reward. Extrinsic rewards are tangible in monetary or non-monetary form directly or indirectly given to employees.

In terms of the type of compensation, Gregory (2010); Mathis and Jackson (2002) categorized financial compensation as follows: (1) direct as well as indirect financial compensation; (2) Non-financial compensation, work and work environment. The purposes of providing compensation, among others, are to obtain and retain quality employees, to instill fairness in employees' personality, efforts to change attitudes and behavior to be a better person, cost efficiency, and approval of organizational administration.

Organizational commitment is defined as a belief in the acceptance of goals and values of organization, a willingness to use a genuine effort to interests of organization, a desire to maintain membership in organization (Robbins, 2003). Commitment gives positive results such as high performance, low turnover and absenteeism (Luthans, 2008). Commitment is also associated with other desired outcomes, such as the perception of an organizational climate that supports team members to do well.

Organizational commitment is a feeling of identification, involvement, and loyalty expressed by employees towards the organization (Gibson et al., 2008), and employee attitudes towards the organization in which they work (Riggio et al., 2001). In addition, Davis and Newtorn (2006) defined employee commitment as the nature of relationship between individuals and the organization that enables the individuals to be highly committed to the organization, to be ready to have good performance and to have a strong belief in the values and goals of the organization.

Performance is the result of work that is closely related to organizational and consumer goals, and contributes to the economy (Armstrong & Baron, 2009), showing a record of the results on the functions operating for a certain time (Bernarddin and Russel, 2003), which results can be measured (Whitmore, 1997 in Subari, 2014), compared with the targets set (Cushway, 2002), from what employees do and do not do (Mathis and Jackson, 2004). In other words, performance shows the process of doing correctly a job needed and the results achieved from what is carried out, and how to do it within a certain period of time.

According to Fletcher and Williams (1996) there are many useful elements in a performance management system, including: (1) Development of mission statement, business plan, and communication improvement so that employees not only know the business plan, but also play a role in formulating it; (2) Clarification of individual duties and responsibilities leading to the definition and measurement of individual performance; and (3) Implementation of an appropriate reward strategy. Thus, performance management should result in not only profitability or increases service delivery, but also improves the motivation, job satisfaction, and employee identification with the company (IPM, 1992 in Rees and McBain, 2007).

Based on some theories and the results of previous studies as described above, in this study several hypotheses could be proposed:

H<sub>1</sub>: Motivation had a significant effect on organizational commitment

- H<sub>2</sub> : Training had a significant effect on organizational commitment
- H<sub>3</sub> : Financial compensation had a significant effect on financial compensation.
- H<sub>4</sub> : Motivation directly had a significant effect on employee performance
- H<sub>5</sub> : Training directly had a significant effect on employee performance
- H<sub>6</sub> : Financial compensation directly had a significant effect on employee performance
- H<sub>7</sub> : Organizational commitment had a significant effect on employee performance
- H<sub>8</sub> : Motivation indirectly had a significant effect on employee performance
- H<sub>9</sub> : Training indirectly had a significant effect on employee performance
- H<sub>10</sub> : Financial compensation indirectly had a significant effect on employee performance

## METHODS

The method used for this study was causality, and non-probability sampling and purposive sampling were used as the data collection methods. The data source in this study was primary data collected using questionnaire instruments. The respondents of this study were the employees of Makassar Subdistrict Office, East Jakarta, DKI Jakarta. By using census method, the number of samples in this study was 81 employees with a confidence level of 0.95. The data analysis model in this study used path diagrams in the form of regression equations as follows.

Equation 1:

$$OC_{it} = \beta_0 + \beta_1 M_{it} + \beta_2 T_{it} + \beta_3 FC_{it} + \epsilon_1$$

Equation 2:

$$EP_{it} = \beta_0 + \beta_1 M_{it} + \beta_2 T_{it} + \beta_3 FC_{it} + \beta_4 OC + \epsilon_2$$

In which:

$\beta_0$  = Constant

OC = Organizational Commitment

M = Work Motivation

T = Training

FC = Financial Compensation

EP = Employee Performance

$\epsilon$  = Error

### Analysis Model 1: Organizational Commitment (OC) Determination

The three independent variables of training, work motivation, and financial compensation indicated a significant effect on organizational commitment. Simultaneously, the three independent variables significantly influenced the organizational commitment. The organizational commitment model showed good result since the R-Square value was 0.798. Meaning, the variation proportion of organizational commitment variable explained by the independent variables was 78.9% and the remaining was explained by other independent variables. Table 1 below was an estimation of variable data regression influencing the organizational commitment.

**Table 1: Organizational Commitment Regression Estimation**

No	Variable	Coefficient	p-value
1	Constant	- 8,210	0,005*
2	Training (T)	0,245	0,001
3	Work Motivation (WM)	0,434	0,000
4	Financial Compensation (FC)	0.321	0,000

\*Signifikan in level 5%

$$\epsilon_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,798} = \sqrt{0,202} = 0,449$$

From the output of data processing, the p-value variable obtained was 0.000. Therefore, there was at least one variable that was not 0, it could be concluded that simultaneously, the independent variables influenced the organizational commitment. And, based on the data of table 3 above, an equation could be made as follows:

$$\text{Organizational Commitment (OC)} = - 8,210 + 0,245 + 0,434 + 0,321 + 0, 449$$

**Analysis Model 2: Employee Performance Determination**

The four independent variables-training, work motivation, financial compensation and organizational commitment-indicated a significant effect on employee performance. Simultaneously, the four independent variables significantly influenced the employee performance. The employee performance model could be said not too good since it had R-Square value of 0.857. Meaning, the variation proportion of employee performance variable explained by the four independent variables was 85.7% and the remaining was explained by other independent variables. Table 2 below was an estimation of data regression variables influencing the employee performance.

**Table 2: Employee Performance Regression Estimation**

No	Variable	Coefficient	p-value
1	Constant	- 0,868	0,688*
2	Training	0,133	0,049
3	Work Motivation	0,172	0,034
4	Financial Compensation	0,148	0,046
5	Organizational Commitment	0,548	0,000

\*Signifikan in level 5%

$$\begin{aligned} \epsilon_2 &= \sqrt{1 - R^2} &= \sqrt{1 - 0,857} &= \sqrt{0,143} \\ &= 0,378 \end{aligned}$$

From the output of data processing, the p-value variable obtained was 0.000. Therefore, there was at least one variable that was not 0, it could be concluded that simultaneously, the independent variables influenced the employee performance. And, based on the data of table 3 above, an equation could be made as follows:

$$\text{Employee Performance (EP)} = - 0,868 + 0,133 + 0,172 + 0,148 + 0,548 + 0,378$$

To clarify the basic concepts of path analysis in this research, the values above were included in the structural model as follows:

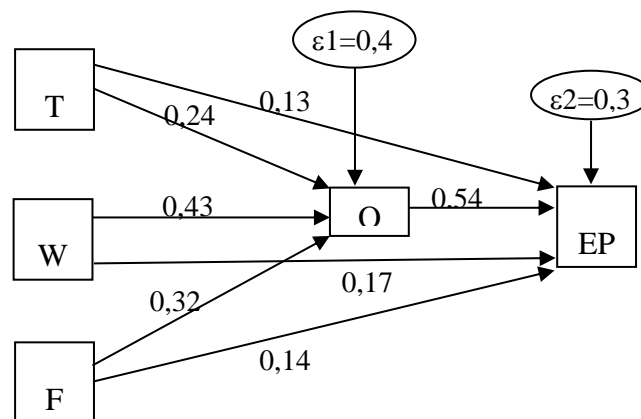


Figure: Causal Correlation Among T, WM, FC, OC towards EP

The Sobel test was a test to determine whether the correlation based on a mediating variable was significantly able to become a mediator in the correlation. The training regression coefficient (T) on organizational commitment (OC) was 0.245 with a standard error of 0.084, while OC had a coefficient value of 0.548 with a standard error of 0.083. The results of calculations using the Sobel test OC values were:

$$\begin{aligned} \text{Sob} &= \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2} \\ &= \sqrt{(0,548^2 \times 0,083^2) + (0,245^2 \times 0,084^2) + (0,083^2 \times 0,084^2)} \\ &= 0,0504 \end{aligned}$$

To test the significance of the indirect effect, it was necessary to calculate the t value of the ab coefficient using the following formula:

$$\begin{aligned} t &= \frac{ab}{sab} \\ &= \frac{0,245 \times 0,548}{0,0504} = 2,663 \end{aligned}$$

From the results of the Sobel test calculation above, the OC value was 2.663. Since this value was 2.663, which was higher than t-table 1.990 with a significance level of 5%, it showed the ability of OC to significantly mediate the effect of training (T) on employee performance (EP). Thus, hypothesis 8 stating that training had a significant effect on employee performance mediated by organizational commitment variable was proven.

Work motivation (WP) had a significant affect on employee performance (EP) mediated by organizational commitment (OC). The work motivation regression coefficient (WP) on organizational commitment (OC) was 0.434 with a standard error of 0.093, while OC had a coefficient value of 0.548 with a standard error of 0.083. The results of calculations using the Sobel test OC values were:

$$\begin{aligned} \text{Sob} &= \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2} \\ &= \sqrt{(0,548^2 \times 0,083^2) + (0,434^2 \times 0,093^2) + (0,083^2 \times 0,093^2)} \\ &= 0,0613 \end{aligned}$$

To test the significance of the indirect effect, it was necessary to calculate the t value of the ab coefficient using the following formula:

$$\begin{aligned} t &= \frac{ab}{sab} \\ &= \frac{0,434 \times 0,548}{0,0613} = 3,880 \end{aligned}$$

From the results of the Sobel test calculation above, the OC value was 3.880. Since the OC value was 3.880, which was higher than t-table 1.990 with a significance level of 5%, it showed the ability of OC to significantly mediate the effect of WP on EP. Thus, hypothesis 9 stating that work motivation had a significant effect on employee performance mediated by organizational

commitment variable was proven.

The financial compensation (FC) regression coefficient on organizational commitment (OC) was 0.321 with a standard error of 0.074, while OC had a coefficient value of 0.548 with a standard error of 0.083. The results of calculations using the Sobel test OC values were:

$$\begin{aligned} \text{Sob} &= \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2} \\ &= \sqrt{(0,548^2 \times 0,083^2) + (0,321^2 \times 0,074^2) + (0,083^2 \times 0,074^2)} \\ &= 0,0517 \end{aligned}$$

To test the significance of the indirect effect, it was necessary to calculate the t value of the ab coefficient using the following formula:

$$\begin{aligned} t &= \frac{ab}{sab} \\ &= \frac{0,321 \times 0,548}{0,0517} = 3,404 \end{aligned}$$

From the results of the Sobel test calculation above, the OC value was 3.404. Since the OC value was 3.404, which was higher than t-table 1.990 with a significance level of 5%, it showed the ability of OC to significantly mediate the effect of FC on EP. Thus, hypothesis 10 stating that work financial compensation had a significant effect on employee performance mediated by organizational commitment variable was proven.

## RESULTS AND DISCUSSION

Based on the statistical test results above, training had a significant effect on organizational commitment and on employee performance. The effect was indicated by 0.245 and 0.133, respectively, and with t-count higher than t-table and p-value less than 0.05 significance level. Meaning, the better and more effective the training was, the higher the individual's organizational commitment and the better the employee performance were. Training formed an integral part in building individual organizational commitment and actual performance achievement. Training included the efforts to develop knowledge, skills, and instilled attitudes for individual commitment to have better performance. If training was designed according to changing demands and implemented effectively, it could encourage individual organizational commitment, improved employee performance, and enhanced organizational competitiveness. On the other hand, if the training was designed and implemented not in accordance with the demands of the changes, as a consequence, the organizational commitment and employee performance set were unable to be realized. The success of this training could be seen from the reaction, learning, behavior, and results (Kickpatrick, 2006); conformity with the needs of the design, implementation, and evaluation of training (Saks and Haccoun, 2010). The results of this research were consistent with the theory used in this research, and support the results of previous studies such as the results of the studies carried out by Syahputra (2020); Mubarok and Putra (2018); Siriwardena (2019); and Salah (2016).

Based on the statistical test results above, work motivation had a significant effect on organizational commitment and on employee performance. The effect was indicated by coefficient values of 0.434 and 0.172, respectively, and with t-count higher than t-table and p-value less than 0.05 significance level. Meaning, the more motivated employees were at work, the higher the individual organizational commitment and the better the employee performance.

Work motivation played an important role in increasing organizational commitment and employee performance. Because, high work motivation could encourage individual organizational commitment and increased the employee performance. As explained earlier, that if motivation was associated with needs then it included intensity, direction, and duration. This means how hard a person was in carrying out tasks, how to channel efforts so that individuals perform well, and the persistence and consistency of individuals in carrying out their duties. Therefore, if these three aspects were reflected in each individual employee, then a strong organizational commitment and high employee performance could be put into reality. The results of this research were in accordance with the theory used in this research, and supported the results of previous researches such as the research by Subari and Riadi (2014); Sutawa (2015); Purwanto (2016); Mubarok and Putra (2018); Paiman (2016); Ali et al (2016); and Mubarok and Darmawan (2019).

Based on the statistical test results above, financial compensation had a significant effect on organizational commitment and on employee performance. The effect was indicated by coefficient values of 0.321 and 0.148, respectively, and with t-count higher than t-table and p-value less than 0.05 significance level. Meaning, the better and higher the financial compensation rate, the stronger the individual's organizational commitment and the higher the employee performance. Financial compensation that was designed in such a way could encourage the realization of strong individual organizational commitment and high employee performance. The level of compensation determined the economic life scale of the employee, while the relative compensation showed the status and price of the employee. If employees perceived the level of compensation as inadequate, consequently, productivity, job satisfaction, commitment, and employee performance would decrease. Therefore, in determining the compensation level, first, the philosophical (feasibility and performance) and the values underlying the compensation itself must be understood. As explained earlier, that the choice of a good compensation system had a positive impact on employee commitment, behavior as citizens, reduced the number of employees who resign, and would had an impact on employee commitment and performance. The results of this research were in accordance with the theory used for this research, and supported the results of previous studies such as the results of the study of Hameed et al. (2014); Pare et al. (2000); Own and Right, (2000); and Kurniawati (2000).

Likewise, the results of the statistical test above showed that organizational commitment had a significant effect on employee performance. The effect was indicated by a coefficient of 0.548, and with a t-count greater than t-table and a p-value less than a significance level of 0.05. Meaning, the stronger the individual's organizational commitment in carrying out the organizational tasks, the higher the achievement of employee performance. Organizational commitment reflected an individual's attachment to his organization which was characterized by a level of understanding of the values and goals of the organization, involvement in various tasks, and loyalty to the organization. Therefore, the stronger the commitment of the individual, the stronger the employee's desire to remain part of the organization, trust and acceptance of the values and goals of the organization, as well as a stronger willingness to have better performance. To strengthen organizational commitment, there were several elements that could be developed, namely length of work, trust, self-confidence, credibility, and responsibility (Gibson et al., 2008).). The results of this research were in accordance with the theory used in this research, and supported the results of previous researches such as the research by Qaisar, Rehman and Suffyan



(2012); Khan, Ziauddin, Jam and Ramay (2010); Setiawan and Lestari (2016); Subono and Ismuntoyo (2010); Sudarma (2012); as well as Sari and Riana (2018).

Training mediated by organizational commitment had a significant effect on employee performance. It is indicated by the indirect influence value which was higher (2.663) than the direct influence value (0.133). Meaning, the position of organizational commitment as an intervening variable for training and employee performance strengthened the direct effect. The role of organizational culture had a strategic position in realizing the organization's vision, mission and goals. Design and implementation of training in accordance with the demands of change would encourage the implementation of activities well, so that organizational commitment would be stronger and work better. The results of this research were in accordance with the hypothesis proposed in this research.

Based on the statistical test results above, work motivation by being mediated by organizational commitment had a significant effect on employee performance. It is indicated by the indirect influence value which was higher (3.880) than the direct influence value (0.172). Meaning, the position of organizational commitment as an intervening variable for work motivation and employee performance strengthened the direct effect. The effect of work motivation on employee performance was determined by the level of organizational commitment. Employee performance would improve optimally when they were satisfied with the factors encouraging work motivation provided by the organization. Work motivation that was given fairly would make employees satisfied which in turn would affect employee performance. The results of this research were in accordance with the hypothesis proposed in this research.

Likewise, the results of statistical tests indicated that financial compensation mediated by organizational commitment had a significant effect on employee performance. It is indicated by the indirect influence value which was higher (3.404) than the direct influence value (0.148). Meaning, the position of organizational commitment as an intervening variable for financial compensation and employee performance strengthened the direct effect. The effect of financial compensation on employee performance was determined by the level of organizational commitment. Employee performance increased optimally if the compensation provided by the organization was appropriate and in accordance with the performance achievements. Financial compensation that was given fairly would make employees satisfied which in turn would affect employee performance. The results of this research were in accordance with the hypothesis proposed in this research.

## **CONCLUSION**

In accordance with the purpose of this research, which was to test the effect of training, motivation, and financial compensation on employee performance, either directly or mediated by organizational commitment variable, then the results of this study, according to the degree of influence, can be formulated in some conclusions:

1. Work motivation had a significant effect on organizational commitment. The more motivated employees in carrying out their duties, the higher the organizational commitment of the employees. Financial compensation had a significant effect on organizational commitment. The more appropriate and fairer the financial compensation provided by the organization, the higher the employee's organizational commitment. Also, training had a significant effect on organizational commitment. The better the

design and implementation of training, the higher the employee's organizational commitment.

2. Work motivation had a significant effect on employee performance. The more motivated the employees were in carrying out their duties, the increasingly higher the employee performance was. Financial compensation had a significant effect on employee performance. The more appropriate and fairer the financial compensation provided by the organization, the higher the employee's employee performance. Also, training had a significant effect on employee performance. The better the design and implementation of training, the higher the employee performance.
3. Motivation had a significant effect on employee performance. The higher and stronger the organizational commitment, the higher the employee performance.
4. Organizational commitment could significantly mediate the indirect effect of work motivation, financial compensation, and training on employee performance. Therefore, the mediating significance of organizational commitment supported the three independent variables, its effect on employee performance.
5. The strength values of dependent variable shown by the calculation results of the multiple correlation squared ( $R^2$ ) value of both organizational commitment and employee performance were significant.

From the results of this research, it was revealed that motivation, training, and financial compensation had a significant effect on organizational commitment. In addition, the three independent variables had a significant effect on employee performance, either directly or mediated by organizational commitment. Also, organizational commitment had a significant effect on employee performance. The results of this research provided some managerial implications in the managerial implication of governmental institution employees, viz.:

1. Work motivation was a factor for employee success, because it could encourage the development of high organizational commitment and the achievement of good employee performance. Therefore, in providing excellent service to the community, responding to external challenges and changes, every organization was required to continue encouraging employee motivation for the better realization of these two aspects. In order for the work motivation factor to be better in encouraging organizational commitment and to put employee performance into reality, the efforts that could be made included: (1) Instilling achievement as everything, that as a consequence every employee has high motivation to work, could be directed, and sustainable; (2) Providing feedbacks in communication and performance persistently; (3) Directing employee satisfaction for long-term goals; (4) Making achievement as the need of every employee; (5) Encouraging every employee to have a competitive advantage; (6) Fostering a sense of responsibility in each employee; (7) Creating a climate of good relations between/among superiors and subordinates.
2. Financial compensation was a reward and as one of the important factors in encouraging organizational commitment and achieving employee performance. In order for the objectives of these two aspects could be put into reality, the efforts to fulfill financial compensation must be carried out by considering, among others: (1) Meeting basic needs, in the form of the most urgent needs; (2) Considering the existence of internal as well as external justice for every individual; (3) The value of compensation was adjusted

to the appropriate level of need; (4) Considering performance; and (5) Providing other income apart from salary, such as allowances, overtime pay, et cetera.

3. Training was an important factor in improving employee competence so that they had high organizational commitment and good employee performance. Therefore, in order to respond to challenges and changes, every organization was increasingly required to design and implement training according to the demands of change. To make the training factor could further improve the quality of organizational commitment and employee performance, the training efforts were carried out, among others: (1) Adapting the training program to changing demands; (2) Improving the quality of training materials; (3) Improving the quality of appropriate training facilities; (4) Improving the quality of trainers and selecting them appropriately; (5) Improving coordination of training programs with each work unit; (6) Correlating the training programs to employee development; and (7) Establishing a model for evaluating the effectiveness of the training program.
4. Organizational commitment was an important factor in achieving employee performance. Because, it is related to behavior, feelings of identification, and loyalty to the organization. In fostering and maintaining the aspects leading to a condition in which the employees have loyalty to the organization and perform well, the efforts were among others: (1) Growing and maintaining the willingness of employees so that they have the initiative in carrying out their duties to perform well; (2) Growing and maintaining employee loyalty in achieving organizational goals; (3) Maximizing employee pride; (4) Growing employees' self-confidence by respecting their commitments; and (5) Maintaining credibility with rewards and encouraging a conducive work environment for having better performance.

Relevant to the benefits of research both for the development of science (theoretical) and for organizational management (practical), the suggestions are as follows:

1. with respect to the development of science, this research needs to be followed up with further researches, especially those aiming at reducing limitations or enriching this research. It is relevant to the use of basic theories and research instruments, increases the number of research samples, expands research areas and segments, adds variables, or uses different data analysis techniques.
2. For the management of government institutions, the management of institutions should be evaluated periodically, so that organizational commitment and employee performance will be maintained and their quality will improve. Evaluation is mainly carried out related to aspects of training, work motivation, financial compensation, organizational commitment, and employee performance.

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