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Employee Performance Distributions: Analysis of Motivation, Organizational Learning, Compensation and Organizational Commitment

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Abstract

Purpose: This study aims to measuring the employee performance distributions of company in using relationship analysis between motivation, organization learning, compensation, and Organizational commitment. **Research design and methodology:** The study was conducted on 102 employees as a sample. Data were analyzed using Path Analysis in Structural Equation Modeling (SEM) with PLS. **Results:** the research result has shown that motivation and compensation have a positive significant effect on organizational commitment. While organizational learning has negative and insignificant effect on organizational commitment. Furthermore, motivation, organizational learning and motivation have no significant effect on employee performance distribution and organizational commitment has a positive significant effect on employee performance distribution. Results for mediating effect has obtained where organizational commitment mediates the effect of motivation and compensation on employee performance distribution, but cannot mediate the effect of organizational learning on employee performance distribution. **Conclusion:** Organizational commitment in this study can make employees feel comfortable and attached to the company so that employees can perform well to achieve company goals. Motivation and compensation are driving factors in improving employee performance distribution and will achieved if employees have good organizational commitment. In this study, organizational learning is not an important factor in improving employee performance distribution.

Keywords: Motivation, Organizational Learning, Compensation, Employee Performance Distribution

JEL Classification Code: O15, L20, L25, J30

1. Introduction

In the era of globalization that has hit various aspects of life in human life. Of course, this can have a huge impact on the economy in Indonesia, both from companies engaged in manufacturing and service companies. With this

globalization, companies are certainly looking for ways so that the companies they manage are progressing and developing rapidly, and can compete with other companies. One way that is usually done by companies is to recruit human resources who are smart and have expertise in their fields (Ramadhini & Manafe, 2022).

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Human resource management is a very important factor for the effectiveness of the company's activities, because human resources are the main character in every company or organization. Therefore, the company certainly needs human resources who have the ability to think, act according to the rules that have been set and are also skilled in dealing with various problems that will come. Because human resources can determine how much profit or profit the company gets. So do not be surprised if the company places human resources as its main asset. Although with the development of time, the role of technology has replaced human resources. But still human resources are needed to drive the technology. Because no matter how sophisticated technology is, it still requires services from humans (Camps et al., 2016). For this reason, companies are required to improve the quality of human resources so that there is an increase in employee performance distribution. By increasing employee performance distribution for the company, it can help companies survive in an unstable competitive business environment. It is therefore a most serious management challenge.

BSL Company is one of the biggest distributor companies in Pekanbaru, Indonesia, to distribute electrical equipment. The average performance of employees in 2016 had the lowest average value, namely with a value of 42.96, while from 2017 to 2019 the average employee performance distribution value fluctuated, some experienced an increase and some decreased, while in 2020 the highest average employee performance score was 67.02 compared to previous years. So, it can be concluded that the performance of employees at this company still has different problems every year.

Performance is a manifestation of abilities generated from reality, rather than an inherent unique quality such as talent or ability. Employee performance distribution is also the outcome of their efforts in carrying out their obligations (Lamalewa et al., 2018). Furthermore, excellent performance is defined as performance that adheres to corporate standards and contributes to fulfilling the organization's vision and goal.

In addition to employee performance distribution, other factors greatly affect employee performance distribution in achieving company goals, namely organizational commitment given by the employees themselves. Organizational commitment is a sense of identification, involvement and loyalty shown by employees to the company. With this feeling, it means that employees have a positive outlook and desire to work better and have a strong enough desire to stay in the company. And vice versa if the organization is run without commitment from employees, then organizational goals will be more difficult to achieve

(Bhatnagar, 2007).

In realizing the company's goals, an employee must have high motivation so that the success rate is also higher. In essence, motivation is used as a measuring tool for achieving company goals. This motivation usually arises from a sense of need for oneself and the motivation of each employee is different, the higher the work motivation of the employee, the higher the employee's performance will be, and vice versa. Motivation is a factor that determines an employee's work, even though the ability of an employee is maximized accompanied by adequate facilities, but if no one provides encouragement or driving force in the form of motivation, the work will not work as expected. The definition as above can describe the company condition, which still lacks motivation from leaders or superiors. For example, the information is provided only to specific employees, not all employees are allowed to know what is going on or what the company is doing. And the lack of recognition and achievement in this company, even though there are a number of employees who have followed the company's SOP (Standard Operating Procedure). So for motivation in this company, it can be said that it is still far from standardization. Previous research literature shows that the motivation variable has a significant positive effect on employee performance distribution (Idris, 2015; Sudiardhita et al., 2018), but this findings were different with the research from Yanuar (2017) where motivation has an no significant positive effect on employee performance distribution.

Another factors that also influence employee performance distribution is organizational learning. As time changes, individuals or companies can adapt to changes without changing the rules or culture that has been embedded. Organizational learning is a process in which companies improve themselves by relying on the information, experience or competition that is constantly changing and forcing companies to adapt with the environmental (Suharmono et al., 2019). In carrying out this organizational learning, employees are also involved in learning, not only from the leader, because employees of course also know what the obstacles are so far in the company (Zandi et al., 2018). At BLS Company, organizational learning that involves employees in meetings to provide information and ideas can still be very rare because every time a meeting is held or there is a problem, only more powerful superiors are called to attend the meeting. Cannot know what was discussed, because when the meeting is over, the superiors will inform you of the meeting results and what changes will occur. On the other hand, it does not mean that lower-level employees cannot express their information or ideas, it's just that if they want to convey information or

ideas they have to go through their superiors, they cannot directly deal with the leadership, but what always raises the question of whether superiors can express all information or ideas given by his subordinates. From the previous research, Ju et al. (2021); Suharmono et al. (2019); Zandi et al. (2018) stated that organizational learning had a significant positive effect on employee performance distribution, but this findings were different with Camps et al. (2016); Rose et al. (2009) where organizational learning has no significant effect from organizational learning toward employee performance distribution.

Compensation includes all types of revenue gained by workers as compensation for services rendered to the firm, whether in money or commodities, directly or indirectly (Oetomo & Budiono, 2020). Of course, if a company's compensation is good and able to meet the needs of its employees, the employee's performance will also be good. Based on the results of the study by Oetomo and Budiono (2020); Oktari and Suhardi (2019) that compensation has a significant positive effect on employee performance distribution, it is different from the results of Sudiardhita et al. (2018) research which finds that compensation has no significant effect on employee performance distribution.

With the finding of inconsistency of previous research related to the effect of motivation, organizational learning and compensation on employee performance distribution. This study used the mediating role of organizational commitment to filling the gap. According to Jo and Joo (2011) stated that Organizational commitment is characterized by three attitudes: identification with organizational goals, emotions of engagement in organizational activities, and sentiments of loyalty to the organization. This means that employees who are devoted to the organization see the organization's principles and objectives as intertwined with their own aspirations. His responsibility job is understood as a personal interest, and he want to be loyal for the growth of the organization constantly. It can be seen from the results of research by previous researchers that organizational commitment can mediate the effect of motivation on employee performance distribution according to Anggraeni (2020), another research by Joo and Park (2010) finds that organizational commitment cannot mediate the effect of organizational learning on employee performance distribution, there is no other research proof that organizational commitment can mediate the relationship between organizational learning on employee performance distribution. Also the previous research by Idris (2015) and Musriha (2019) finds that organizational commitment mediate the effect of compensation on employee performance distribution.

2. Literature Review

2.1. Employee Performance Distribution

The outcome of work done by an individual or a group of individuals in an organization, both corporations in accordance with their various authority and duties to fulfill the aims of the organization concerned lawfully, without violating the rules, and in line with morals or ethics (Imani et al., 2020).

Employee performance distribution varies greatly since each employee has a unique aptitude in carrying out their obligations. And performance is not an inherent individual characteristic, such as talent or ability, but performance is an act of embodiment of abilities that are formed from reality. Employees who usually carry out the assigned tasks, will usually try to achieve maximum results with several goals. For example, to obtain job satisfaction for his work. In addition, to fulfill the sense of responsibility given.

According to Yanuar (2017), performance is the outcome of certain job functions or activities at specific positions during a specific time period. The work's outcomes are the consequence of the talents, skills, and aspirations attained.

2.2. Motivation

Motivation is the willingness to put forth extra effort to attain corporate goals generated by the need to meet personal needs. High motivation will result in a devotion to what his responsibilities are in finishing each assignment (Yanuar, 2017).

In essence, motivation is used as a measuring tool for achieving company goals. This motivation usually arises from a sense of need for oneself and the motivation of each employee is different, the higher the work motivation of the employee, the higher the employee's performance will be, and vice versa (Lamalewa et al., 2018). Motivation is a factor that determines an employee's work, even though the ability of an employee is maximized and accompanied by adequate facilities, but if no one provides encouragement or driving force in the form of motivation, the work will not work as expected. In a study conducted by Idris (2015) and Musriha (2019), it was found that motivation has a positive and significant effect on organizational commitment.

Motivation is also very important to support employee performance distribution, for that it can be maintained which is already good but there needs to be a motivational boost for employees by providing education, training, or workshops so as to improve employee performance distribution (Musriha, 2019). In research conducted by Idris,

(2015); Sudiardhita et al. (2018), motivation has a significant effect on employee performance distribution, but this findings differed with the research from Yanuar (2017) where motivation has an no significant positive effect on employee performance distribution.

Based on the description above, the hypothesis in this study is as follows:

H1: Motivation has a positive and significant effect on organizational commitment.

H2: Motivation has a positive and significant effect on employee performance distribution.

2.3. Organizational Learning

Organizational learning, according to Suharmono et al. (2019), is the process of discovering and correcting problems. Organizational learning is something new that is sometimes misinterpreted only as an effort to train and develop organizational and employee capabilities. Meanwhile, according to Zandi et al. (2018), organizational learning is a joint learning activity by sharing thoughts and actions. Organizations try to modify their mental models or ways of thinking, rules, processes, and knowledge to improve employee performance distribution. How important it is for organizations to be able to apply this learning process which is in preparation for responding to unexpected circumstances that come faster than their competitors.

Whether people who want to compete in the business environment, companies must make their organizations "learning organizations or learning organizations" by continuously adapting to an environment that is constantly changing (Rose et al., 2009). He also explained that organizational learning is an organization where people also develop their capacity to create the results they want, with a new way of thinking, giving the people the freedom to learn something together continuously. The point is that only by learning, organizations will be able to continue to maintain an advantage in competition (Ju et al., 2021). Organizational learning is seen as a continuous cycle in the companies that run it. According to Berekati and Alipour (2014), information-age learning organizations are more global, customer-oriented, flexible, and reliant on teamwork; these demands, with a proclivity to become learning organizations, necessitate people who combine emotional, intellectual, and physical energy for the organization's success and have a high commitment. Previous research by Islam et al. (2013) found that organizational learning has a significant effect on organizational commitment.

Organizational learning will improve employee performance distribution by sharing thoughts or actions, where the organization also tries to modify a person's mental model or way of thinking in responding to unexpected

circumstances that come more quickly than compared to other people (Islam et al., 2013). From the previous research by Ju et al. (2021); Suharmono et al. (2019); Zandi et al. (2018) stated that organizational learning had a significant positive effect on employee performance distribution, but these findings were different from Camps et al. (2016); Rose et al. (2009) where organizational learning has no significant effect from organizational learning toward employee performance distribution.

Based on the description above, the hypothesis in this study is as follows:

H3: Organizational Learning has a positive and significant effect on organizational commitment.

H4: Organizational Learning has a positive and significant effect on employee performance distribution.

2.4. Compensation

Employees receive compensation as a sign of remuneration for what has been done to achieve company goals, so compensation is difficult to separate from employees. According to Oetomo and Budiono (2020) compensation is all income related to money, salaries, incentives, awards, goods directly or indirectly which are gifts from the company. If the compensation is managed properly, it will greatly help the company achieve the company's goals, but on the contrary without adequate compensation, it is very possible for employees to leave the company and the company will also have difficulty recruiting employees who are in accordance with company standards in the near future. Compensation is the overall income given to employees as a reward for their contributions to the organization, both financial and non-financial (Sudiardhita et al., 2018).

The amount or size of compensation can reflect the status, recognition or level of fulfillment of needs enjoyed by employees and their families. Compensation is all company gifts to employees as compensation or remuneration for services provided by employees to the company (Oktari & Suhardi, 2019). Musriha (2019) found that compensation had a positive and significant effect on organizational commitment.

For companies, employees are very important human resources to achieve company goals. Providing compensation to employees is a form of remuneration provided by the company for the performance that employees have provided. If the compensation within the company is deemed appropriate by employees, it can affect employee performance distribution and loyalty. Compensation payments are generally given based on achievements and abilities, but if employees who lack achievements and abilities will feel pressured (Yanuar, 2017). Study by Oetomo and Budiono (2020) and Oktari

and Suhardi (2019) that compensation has a significant positive effect on employee performance distribution, it is different from the results of (Sudiardhita et al., 2018) research which finds that compensation has no significant effect on employee performance distribution.

Based on the description above, the hypothesis in this study is as follows:

H5: Compensation has a positive and significant effect on organizational commitment

H6: Compensation has a positive and significant effect on employee performance distribution

2.5. Organizational Commitment

Organizational commitment is a sense of identification, involvement and loyalty shown by employees to the company. According to Hendri (2019) organizational commitment is an individual psychological bond in the organization that describes the organization's view as a whole, not only from the aspect of work. Organizational commitment is also the desire of employees to maintain their membership to the company and are also willing to carry out all the responsibilities given to achieve organizational goals.

Meanwhile, according to Bhatnagar (2007), organizational commitment entails active interactions and workers' willingness to make more contributions to the organization. The higher the commitment, the higher the tendency of a person to be directed to actions that are in accordance with employee performance distribution standards. The previous study by Hendri (2019), Pool and Pool (2007), and Rose et al. (2009) found the results that organizational commitment has a significant effect on employee performance distribution. The previous study about mediating effect of organizational commitment by Anggraeni (2020) found that organizational commitment can mediate the effect of motivation on employee performance distribution, another research by Joo and Park (2010) finds that organizational commitment cannot mediate the effect of organizational learning on employee performance distribution, there is no other research proof that organizational commitment can mediate the relationship between organizational learning on employee performance distribution. Also the previous research by Idris (2015) and Musriha (2019) finds that organizational commitment mediate the effect of compensation on employee performance distribution.

Based on the description above, the hypothesis in this study is as follows:

H7: Organizational Commitment has a positive and significant effect on organizational commitment

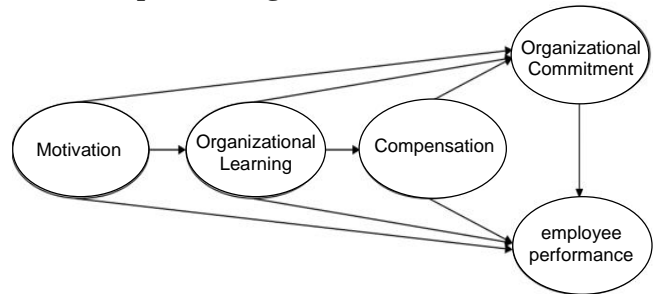
H8: Organizational commitment can mediate the effect of

Motivation on employee performance distribution

H9: Organizational commitment can mediate the effect of organizational learning on employee performance distribution

H10: Organizational commitment can mediate the effect of compensation on employee performance distribution

2.6. Conceptual Background



Source: Self Modified Model (2022)

Figure 1: Proposed research model

3. Research Methods and Materials

The population in this study was employees at the BSL Company office with 102 employees. The method used in this sampling is saturated sampling or census, which means that from the existing population, all of them will be used as research samples, which are 102 employees.

An online survey with a structured questionnaire was conducted from November 2021 to March 2022. The entire questionnaire uses a 5-point Likert scale in ascending order of the respondent's level of agreement. The instrument in this research by the following:

1. Employee performance distribution (Oetomo & Budiono, 2020; Oktari & Suhardi, 2019):
 - a. Quantity of Work
 - b. Quality of Work
 - c. Independence
 - d. Initiative
 - e. Adaptability
 - f. Cooperation
2. Organizational Commitment (Nordin, 2012):
 - a. Employee Willingness
 - b. Employee Loyalty
 - c. Employee Pride
3. Motivation (Oetomo & Budiono, 2020; Oktari & Suhardi, 2019; Yanuar, 2017):
 - a. Hard Work
 - b. Future Orientation
 - c. High Aspiration Level

- d. Task Orientation and Task Seriousness
- e. Effort To Advance
- f. Perseverance at Work
- g. Relationships With Co-workers
- h. Time Utilization
- 4. Organizational Learning (Barekati & Alipour, 2014):
 - a. Continuous Learning
 - b. Inquiry and Dialogue
 - c. Team Learning
 - d. Empowerment
 - e. Embedded System
 - f. System Connection
 - g. Strategic Leadership
- 5. Compensation (Sudiardhita et al., 2018; Wolor et al., 2019):
 - a. Salary
 - b. Wages
 - c. Incentives
 - d. Social Security
 - e. Labour Insurance

Before being disseminated to 122 respondents, the research instrument produced in this study was validated for each statement item's validity and appropriateness. As a result, 30 responders were given pilot test questionnaires at this stage.

In this study using the SPSS version 21 program for validity and reliability testing, then also using the help of SMART PLS 3 which will test Convergent Validity, Discriminant Validity, Construct Reliability, Multicollinearity Test, Coefficient of Determination Test (R Square), and evaluation of the inner model. to test the dependent construct and the path coefficient value and t-count (t-statistic) for each path to test the significance between constructs in the structural model.

4. Results and Discussion

4.1. Analysis of Respondent Demography

Table 1: Analysis of Respondent Demography

| Demography | Category | Freq. | Percentage |
|----------------|--------------|-------|------------|
| Gender | Male | 48 | 47.06% |
| | Female | 54 | 52.94% |
| Age | < 20 Year | 8 | 7.84% |
| | 21 - 25 Year | 38 | 37.25% |
| | 26 - 30 Year | 27 | 26.47% |
| | > 31 Year | 29 | 28.43% |
| Status | Single | 68 | 66.67% |
| | Married | 34 | 33.33% |
| Working Period | < 2 Years | 30 | 29.41% |
| | 2 – 5 Years | 38 | 37.25% |

| Demography | Category | Freq. | Percentage |
|------------|--------------|-------|------------|
| | 6 - 10 Years | 17 | 16.67% |
| | > 10 Years | 17 | 16.67% |

Source: Data Processed SPSS (2022)

From the table 1, it can be seen that the majority of respondents are women, as many as 54 people. Meanwhile, there are fewer male respondents than female, namely 48 people. This is because women are more needed than men at the time of recruitment. For the more dominant age working at BRL Company is aged 21–25 years with 38 respondents, while those aged > 31 years are 29 respondents, then for ages 26-30 there are 27 respondents and the least is < 20 years with 8 respondents. Most of the respondents are in productive age, this is because employees aged between 21-25 influence the company's development, both in terms of economy, intelligence and creativity. So that in this company, the average employee has a productive age and different intelligence. As for the status of employees who dominate at BRL Company is unmarried with 68 respondents and 34 respondents who are married. It can be seen that there are more unmarried employees than married employees, actually in employee recruitment, status is not a barrier for employees to apply for work. And the last one is the employee who has the longest working period of > 11 years with 17 respondents, 17 people for 6-10 years of service, while for the most tenure there are 2-5 years with 38 respondents, and the last < 2 years there are 30 respondents.

4.2. Convergent Validity

Convergent Validity is a measurement model with reflexive indicators based on the correlation between item scores and component scores with PLS. The loading factor value only looks at the relationship between indicators and exogenous constructs. The factor loading value < 0.7 must be removed from the model and re-estimated the loading factor value.

Table 2: Convergent Validity

| Variable | Indicator | Outer Loading |
|------------------------------|-----------|---------------|
| Motivation (MTV) | MTV.1 | 0.800 |
| | MTV.5 | 0.864 |
| | MTV.6 | 0.795 |
| Organizational Learning (OL) | OL.1 | 0.891 |
| | OL.2 | 0.777 |
| | OL.4 | 0,871 |
| Compensation (COM) | COM.1 | 0.886 |
| | COM.2 | 0.893 |
| | COM.3 | 0.911 |
| | COM.4 | 0.873 |

| Variable | Indicator | Outer Loading |
|--|-----------|---------------|
| Organizational Commitment (OC) | COM.5 | 0.875 |
| | OC.1 | 0.851 |
| | OC.2 | 0.884 |
| | OC.3 | 0.906 |
| Employee Performance Distribution (EP) | EP.1 | 0.877 |
| | EP.2 | 0.916 |
| | EP.6 | 0.885 |

Source: Data Processed Smart PLS (2022)

From table 2, it is known that each research variable indicator already has an outer loading value > 0.7, while several indicators whose outer loading value is below 0.7 have been excluded from the study and not included in the further analysis process.

4.3. Discriminant Validity

Discriminant validity is used to verify that each latent notion is distinct from other factors. If each loading indicator value of a latent variable has a loading value that is larger than the loading value if it is associated with other latent variables, the model is said to have excellent discriminant validity.

Table 3: Cross Loading

| Variable | Indicator | MTV | OL | COM | OC | EP |
|--|-----------|--------------|--------------|--------------|--------------|--------------|
| Motivation (MTV) | MTV.1 | 0.800 | 0.491 | 0.117 | 0.638 | 0.217 |
| | MTV.5 | 0.864 | 0.491 | 0.277 | 0.623 | 0.127 |
| | MTV.6 | 0.795 | 0.408 | 0.458 | 0.619 | 0.161 |
| Organizational Learning (OL) | OL.1 | 0.493 | 0.891 | -0.016 | 0.450 | 0.210 |
| | OL.2 | 0.456 | 0.777 | 0.254 | 0.338 | 0.119 |
| | OL.4 | 0.441 | 0.860 | 0.114 | 0.200 | 0.130 |
| Compensation (COM) | COM.1 | 0.405 | 0.202 | 0.886 | 0.524 | 0.046 |
| | COM.2 | 0.218 | 0.015 | 0.893 | 0.252 | -0.055 |
| | COM.3 | 0.254 | 0.026 | 0.911 | 0.246 | -0.054 |
| | COM.4 | 0.296 | 0.066 | 0.873 | 0.298 | 0.044 |
| | COM.5 | 0.233 | 0.098 | 0.875 | 0.237 | -0.009 |
| Organizational Commitment (OC) | OC.1 | 0.668 | 0.461 | 0.337 | 0.851 | 0.143 |
| | OC.2 | 0.683 | 0.442 | 0.289 | 0.884 | 0.275 |
| | OC.3 | 0.670 | 0.359 | 0.418 | 0.906 | 0.104 |
| Employee Performance Distribution (EP) | EP.1 | 0.180 | 0.161 | 0.036 | 0.263 | 0.877 |
| | EP.2 | 0.205 | 0.222 | 0.017 | 0.125 | 0.916 |
| | EP.6 | 0.167 | 0.163 | -0.043 | 0.134 | 0.885 |

Source: Data Processed Smart PLS (2022)

It can be seen from table 3, the loading value of each indicator item on its construct MTV, OL, COM, OC and EP is greater than the other cross loading values. Thus it can be concluded that all constructs or latent variables already have good discriminant validity.

4.4. Construct Reliability

Reliability can be known through the value of Composite Reliability (CR) and Average Variance Extracted (AVE). Composite reliability is said to be reliable if it has a value of 0.7. The AVE value is said to be good if it has a value of 0.5.

Table 4: Construct Reliability

| Variable | Composite Reliability | Average Variance Extracted (AVE) |
|--|-----------------------|----------------------------------|
| Motivation (MTV) | 0.860 | 0.673 |
| Organizational Learning (OL) | 0.822 | 0.699 |
| Compensation (COM) | 0.949 | 0.788 |
| Organizational Commitment (OC) | 0.912 | 0.776 |
| Employee Performance Distribution (EP) | 0.922 | 0.797 |

Source: Data Processed Smart PLS (2022)

From the table 4, it can be seen that all variables meet composite reliability because they have a composite reliability value > 0.70 which already meets the reliable criteria and has an average variance extracted value > 0.50 so it can be said to be good. So with this, it can be concluded that all observed variables are valid in measuring the latent variable, and the reliability of the measurement model is also good.

4.5. Multicollinearity Test

Discriminant validity is used to verify that each latent notion is distinct from other factors. If each loading indicator value of a latent variable has a loading value larger than the loading value if it is associated with other latent variables, the model is said to have excellent discriminant validity.

The basis for making decisions for the multicollinearity test is as follows:

1. If the tolerance value < 0.10 or VIF > 10, then multicollinearity occurs.
2. If the tolerance value > 0.10 or VIF < 10, then there is no multicollinearity.

Table 5: Multicollinearity

| Exogeneous Variable | Endogenous Variable | VIF |
|---------------------|---------------------|-------|
| MTV | OC | 1.662 |
| OL | | 1.486 |
| COM | | 1.145 |
| MTV | EP | 2.793 |
| OL | | 1.505 |
| COM | | 1.208 |
| OC | EP | 2.566 |

Source: Data Processed Smart PLS (2022)

According to the findings of the preceding test in the table 5, all independent variables have tolerance values larger than 0.10 and VIF values less than 10 (Tolerance Value > 0.10 and VIF 10). As a result, it is possible to infer that this study is devoid of multicollinearity.

4.6. Coefficient of Determination Test (R Square)

The value of R-Square indicates the level of determination of the exogenous to the endogenous. If the value of R-Square Adjusted is greater, the level of determination will be better.

Table 6: R Square

| Variable | R Square | R Square Adjusted |
|----------|----------|-------------------|
| OC | 0.610 | 0.598 |
| EP | 0.062 | 0.023 |

Source: Data Processed Smart PLS (2022)

From the table 6, the R Square Adjusted value for the Organizational Commitment variable (Y1) is 0.598. this means that the percentage of the influence of motivation, organizational learning and compensation on organizational commitment is 59.8% while the remaining 40.2% is influenced by other factors not included in this study. Furthermore, the R Square Adjusted value for the Employee performance distribution variable (Y2) is 0.023 which means that the percentage of the influence of motivation, organizational learning and compensation on employee performance distribution is 2.3% while the remaining 97.7% is influenced by other factors not included in this study.

4.7. Hypothesis Test

After the data fulfills the measurement requirements, Smart PLS 3.3.5 is used to conduct the Bootstrapping technique. This test compares the t value provided by the T statistic computation to the t table. The null hypothesis will be accepted if the T statistic value is less than t table and rejected if the T statistic value is greater than t table. The t table value is 1.660. The following table shows the outcomes of hypothesis testing using Smart PLS in this investigation.

Table 7: Direct Effect Hypothesis Result

| Hypothesis | Original Sample (O) | T Statistics (O/STDEV) | P Values |
|----------------|---------------------|--------------------------|----------|
| H1: MTV > OC | 0.664 | 8.612 | 0.000* |
| H2 : MTV > EP | 0.084 | 0.429 | 0.668 |
| H3 : OL > OC | 0.085 | 1.078 | 0.282 |
| H4 : OL > EP | 0.111 | 0.908 | 0.364 |
| H5 : COMP > OC | 0.157 | 2.648 | 0.008* |
| H6 : COMP > EP | -0.080 | 0.604 | 0.546 |

| | | | |
|--------------|-------|-------|--------|
| H7 : OC > EP | 0.514 | 6.536 | 0.042* |
|--------------|-------|-------|--------|

Source: Data Processed Smart PLS (2022)

*significant

Table 8: Indirect Effect Hypothesis Result

| Hypothesis | Original Sample (O) | T Statistics (O/STDEV) | P Values |
|-----------------|---------------------|--------------------------|----------|
| H8: MTV>OC>EP | 4.076 | 5.500 | 0.017 |
| H9: OL>OC>EP | 0.010 | 0.356 | 0.722 |
| H10: COMP>OC>EP | 0.018 | 5.473 | 0.036 |

Source: Data Processed Smart PLS (2022)

In the table 7 and 8, it is found that Hypothesis 1, Hypothesis 5 and Hypothesis 7 are accepted because they have a P-Value below 0.05, which means that motivation has a significant positive effect on organizational commitment, compensation has a significant positive effect on organizational commitment and organizational commitment has a significant positive effect. significant positive on employee performance distribution. While in table 8 it is found that hypothesis 8 and hypothesis 10 for the mediating variable of organizational commitment are also accepted (P-value is lower than 0.05), which means that organizational commitment in this study has an important role as a full mediating variable in relationship between motivation and compensation variables toward employee performance distribution. In addition, other hypotheses 9 in this study were rejected.

4.8. Motivation, Organizational Commitment and Performance

The results of the hypothesis 1 test concluded that motivation has a positive and significant effect on organizational commitment. Through descriptive analysis of respondents' responses to the motivational variable, it can be seen that employees always try to improve themselves so as not to experience the same mistakes continuously. It is also a sign that the employee wants to continue to stay in the company. The respondent's response to the organizational commitment variable also shows that employees gain a lot of new things by working for BRL companies. It is also supported by the characteristics of the respondents to the results of this study, it can be seen in terms of their working period, more than half of the employees have worked long enough in this company, so it can be interpreted that some employees have the desire to stay. The results of this study are supported by previous researchers conducted by Idris (2015) and Musriha (2019) who stated that motivation had a positive and significant effect on organizational commitment.

In the second hypothesis, there is no significant

influence between motivation on employee performance distribution. From the results of the descriptive analysis of respondents' responses to the motivational variable, it can be seen that there are still many employees who are doubtful that working in this company will be able to guarantee their lifetime in the future. Respondents' responses to the employee performance distribution variable are that there are still employees who have not been able to adapt quickly to the changes that occurred in PT. BRL. This is also influenced by employees who are under 25 years of age with a working period of about 2-5 years, of course, employees already get an idea of how the future will be if they continue to work in this company.

However, in this study it was found that the mediation of organizational commitment plays an important role in the influence of motivation on employee performance distribution (hypothesis 7). This means that if employees have organizational commitment, they are able to encourage employees to have good motivation so that maximum performance is achieved. The results of this study are supported by previous researchers conducted by Anggraeni (2020) who stated that organizational commitment mediates motivation on employee performance distribution.

4.9. Organizational Learning, Organizational Commitment and Performance

The test results on hypothesis 3 conclude that organizational learning has no positive and insignificant effect on organizational commitment. Through descriptive analysis of respondents' responses to organizational learning variables, it can be seen that there is still a lack of employees who support changes that occur in the company. From characteristics of respondent demography showed that the age of the employees, who on average are young, ranging from 20-25 years, they are still difficult to follow the learning implemented by the company, because they still have broad insights, they prefer to use their own way of learning. If they do not feel comfortable working in this company, they will try a new job to start over again considering their relatively young age. The results of this study are not in line with previous researchers conducted by Islam et al., (2013) who stated that organizational learning had a positive and significant effect on organizational commitment.

Hypothesis 4 also shows that organizational learning has no positive and insignificant effect on employee performance distribution. Based on the results of descriptive analysis that respondents' responses to organizational learning variables are good. Through descriptive analysis of respondents' responses to

organizational learning variables, it can be seen that there is still a lack of employees who support changes that occur in the company, then respondents' responses to employee performance distribution variables that there are still employees who have not been able to adapt quickly to the changes that occur in BRL Company. This is also influenced by the working period of employees who are still relatively short, so some employees will find it difficult to keep up with the continuous changes in this company (Maspul, 2022). The results of this study are supported by previous researchers conducted by Camps et al. (2016); Rose et al. (2009) who stated that organizational learning had no significant effect on employee performance distribution.

The results of this study in hypothesis 8 indicate that organizational commitment cannot mediate the effect of organizational learning on employee performance distribution. The implication of the findings of this study is that organizational commitment cannot mediate because employees feel that if they leave this company, they will have no difficulty in finding new jobs and also employees do not support the changes that occur in the company.

4.10. Compensation, Organizational Commitment and Employee Performance Distribution

The results of the research on hypothesis 5 show that compensation has a positive and significant effect on organizational commitment. The results of the descriptive analysis of respondents' responses to the compensation variable can be seen that the salary received every month can meet the needs of the employees, then the respondents' responses to the organizational commitment variable are that employees get a lot of new things by working at the BRL Company. And from the status of the employees who are still mostly unmarried, so with the compensation given they can still support their own lives because they have no dependents. The results of this study are supported by previous researchers conducted by Musriha (2019) who stated that compensation had a positive and significant effect on organizational commitment.

Hypothesis 6 shows that compensation has no negative and insignificant effect on employee performance distribution. And also based on the results of descriptive analysis that respondents' responses to the compensation variable are quite good. Through descriptive analysis of respondents' responses to the compensation variable, it can be seen that there is no insurance provided by the company to employees, then the respondents' responses to the employee performance distribution variable are that there are still employees

who have not been able to adapt quickly to the changes that occur in BRL Company. This also affects employees who have worked for more than 11 years, but until now they have not been given any insurance from the company, with a period of 11 years, their performance has also been proven enough so that they can last that long. The results of this study are supported by previous researchers conducted by Sudiardhita et al., (2018) who stated that compensation had no significant effect on employee performance distribution.

The results of the research on hypothesis 9 indicate that organizational commitment fully mediates the effect of compensation on employee performance distribution. The implication of the findings of this study is that if employees already feel they have a good attachment and commitment to the company, then compensation is not the main thing that is the goal of employees in working and producing good performance. The results of this study are supported by previous researchers conducted by Idris (2015) and Musriha (2019) who stated that organizational commitment can mediate compensation on employee performance distribution.

5. Conclusions and Future Research

The following findings may be taken from the research study and discussion: Organizational commitment is positively and significantly influenced by motivation and remuneration. While organizational learning has no positive or statistically significant influence on organizational commitment. Furthermore, while motivation, organizational learning, and motivation have no significant influence on employee performance distribution, organizational commitment has a favorable and substantial effect. As a result of this direct link, organizational commitment mediates the influence of motivation and reward on employee performance distribution but cannot mediate the effect of organizational learning on employee performance distribution.

This study also has limitations where it is only limited to using the mediating role of organizational commitment variables. For this reason, further researchers are expected to be able to examine other mediating or moderating variables such as the role of technology, information exchange, and others in order to obtain better results in finding models of improving employee performance distribution.

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