

Original Article

The Mediating Impact of Job Motivation on the Organizational Culture-Organizational Commitment Relationship

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Abstract: *Organizational commitment has become the center of attention for academics and practitioners. However, the determinants of organizational commitment are still being debated. This study explores the mediating effect of job motivation on the relationship between organizational culture and organizational commitment. The population of this study was all employees at the health center in the Kuranji district, Padang, West Sumatra, Indonesia which accounted for 118 employees. In conducting data analysis, this study uses SEM-PLS software. The study found that organizational culture had a positive and significant effect on job motivation and organizational commitment. Job motivation has also a positive and significant effect on organizational commitment. Furthermore, job motivation has proven to have a mediating impact.*

Keywords: *Job motivation, Organizational commitment, Organizational culture.*

I. INTRODUCTION

In Indonesia, health development is an integral and vital part of national development. For this reason, various comprehensive, tiered, and integrated health efforts provided by the government and the private sector are organized to achieve national health development goals. One of the front lines for realizing this goal is the public health centre. According to the Ministry of Health of the Republic of Indonesia (2014), the public health centre is a health service facility that organizes first-level Public Health Efforts and Individual Health Efforts by prioritizing promoted and preventive efforts to achieve the highest degree of public health in its working area.

Every organization, including public health centers, must have a high organizational commitment to achieve the goals set. Robbins and Judge (2018) define organizational commitment as a situation where an employee has rights to an organization and its goals, and intends to maintain his/her membership in that organization. Some public health centers realize how important the organizational commitment is located in Kuranji District, Padang, Indonesia. Currently, Kuranji District is one of the districts with the most population in the city of Padang, which has 3 (three) public health centers, namely the Kuranji Health Center, the Belimbing Health Center, and the Ambacang Health Center. However, the phenomenon shows that the organizational commitment of employees at the Karanji public health center is still low, which is displayed by a) there are still many employees who are not proud of the organization where they work with other people outside the organization, b) many employees do not feel emotionally attached to their organization, and c) there are still many employees who state that they do not feel part of the organization where they work.

Previous studies explained that organizational commitment is affected by work motivation (Qendrim, 2020; Hartono, 2023; Akla & Indradewa, 2020) and organizational culture (Abdi et al., 2020; Mahmudah, 2012; Ratna & Ketut, 2017; Triyanto & Jaenab, 2020). Although variables of organizational culture and job motivation are determinants of organizational commitment, these two variables are interrelated. In other words, job motivation is determined by organizational culture (Baiquni & Lizar, 2019; Firanti et al., 2021; Pranitasari et al., 2018; Risky et al., 2019).

II. LITERATURE REVIEW

A. Organizational Commitment

Organizational commitment is a situation where an employee has rights to an organization and its goals, and intends to maintain his/her membership in that organization (Robbins & Judge, 2018). Meanwhile, Luthans (2008) defines organizational commitment as a strong desire to remain a member of the organization, a desire to demonstrate a high level of effort on behalf of the organization, and a strong belief in accepting the values and goals of the organization.

Organizational commitment describes a condition that employees think of themselves as part of the company. This means that the employee feels he has a responsibility to maintain improving organizational performance because he feels part of the organization. Organizational commitment is more emphasized the feeling of attachment from employees to the

organization. Several previous studies have measured organizational commitment by using three dimensions, namely affective commitment, continuance commitment, and normative commitment (Sefnedi et al., 2020; Afani et al., 2021).

B. Organizational Culture and Organizational Commitment

Organizational culture is a system of values and beliefs that are held together and interact with people in an organization, organizational structure, and control system to produce norms that apply (Hofstede et al., 2014). Meanwhile, organizational commitment is a strong desire to remain a member of the organization, a desire to demonstrate a high level of effort on behalf of the organization, and a strong belief in accepting the values and goals of the organization (Luthans, 2008).

There is a linear relationship between organizational culture and organizational commitment where the better the implementation of organizational culture, the higher organizational commitment. Conversely, if the implementation of organizational culture is not good, the organizational commitment will be lower. Empirical evidence shows that organizational culture has a positive and significant influence on organizational commitment (Abdi et al., 2020; Mahmudah, 2012; Ratna & Ketut, 2017; Triyanto & Jaenab, 2020). Thus, the research hypothesis can be developed as follows:

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

C. Organizational Culture and Job Motivation

Organizational culture is a system of values and beliefs that are held together and interact with people in an organization, organizational structure, and control system to produce prevailing norms (Hofstede et al., 2014). Meanwhile, job motivation is the driving force for someone to make the maximum possible contribution to the organization's success in achieving its goals (Siagian, 2018). An organization that can apply organizational culture well can result in high job motivation of its employees. Nevertheless, on the contrary, an organization needs to be able to implement organizational culture properly to ensure high employee motivation. This statement is supported by the results of previous research (Baiquni & Lizar, 2019; Firanti et al., 2021; Pranitasari et al., 2018; Risky et al., 2019), which proves that organizational culture has a positive and significant impact on employee motivation. Thus, the research hypothesis can be developed as follows:

H₂: Organizational culture has a positive and significant influence on job motivation.

D. Job Motivation and Organizational Commitment

Job motivation is the driving force for someone to make the maximum possible contribution to the organization's success in achieving its goals (Siagian, 2018). Meanwhile, organizational commitment is a strong desire to remain a member of the organization, a desire to demonstrate a high level of effort on behalf of the organization, and a strong belief in accepting the values and goals of the organization (Luthans, 2008).

There is a linear relationship between job motivation and organizational commitment where if the higher job motivation of an employee, the organizational commitment of the employee will also be higher. But conversely, the lower the job motivation of an employee, the lower his organizational commitment will be. Several previous studies have empirically proven that job motivation has a positive and significant effect on organizational commitment (Qendrim, 2020; Hartono, 2023; Akla & Indradewa, 2020). Thus, the research hypothesis can be developed as follows:

H₃: Job motivation has a positive and significant effect on organizational commitment.

E. Job Motivation as a Mediator

Organizational culture is a system of values and beliefs that are held together and interact with people in an organization, organizational structure, and control system to produce prevailing norms (Hofstede et al., 2014). Job motivation is the driving force for someone to make the maximum possible contribution to the organization's success in achieving its goals (Siagian, 2018). Meanwhile, organizational commitment is a strong desire to remain a member of the organization, a desire to demonstrate a high level of effort on behalf of the organization, and a strong belief in accepting the values and goals of the organization (Luthans, 2008).

In general, there is a linear relationship between the three variables. In other words, if an organization can implement organizational culture well, it will lead to high job motivation for employees, and will further increase organizational commitment and vice versa. Thus, it can be concluded that job motivation lies between the variables of organizational culture and organizational commitment, or in other words, job motivation acts as a mediating variable. Therefore, the research hypothesis can be developed as follows:

H₄: Job motivation mediates the relationship between organizational culture and organizational commitment.

III. MATERIALS AND METHODS

The population in this study was employees of the state civil apparatus and contract employees at the Public Health Centers in the Kuranji District, Padang City which accounted for 118 employees. To obtain valid and reliable measures of the variables, previously validated scales were used to measure all variables. All items were measured by Likert's scale-5, which ranged from strongly disagree (1) to (5) strongly agree. In terms of hypothesis testing, the study used SEM-PLS, which was supported by previous studies (Sefnedi et al., 2023; Sefnedi & Wiry, 2022; Sefnedi, Akmal & Nelva, 2020).

IV. RESULTS AND DISCUSSION

A. Profile of Respondents

The results of the study will begin by presenting the profiles of respondents, which can be seen in the following table:

Table 1. Profile of Respondents

Demographics	Category	Frequency	(%)
Gender	Male	2	1.7
	Female	116	98.3
Age	<25 years	32	27.1
	25-35 years	36	30.5
	36-46 years	30	25.4
	47-57 years	20	16.9
Position	Doctor	18	15.3
	Nurse	48	40.7
	Midwife	52	44.1
Health Center Name	Kuranci Health Center	42	35.6
	Balimbing Health Center	42	35.6
	Ambacang Health Center	34	28.8
Working Experience	<4 years	20	16.9
	4-8 years	40	33.9
	9-12 years	47	39.8
	>12 years	11	9.3

The table above shows that the majority of respondents were women (98.3%) aged between 25-36 years (30.5%) and midwives (44.1%). Furthermore, as many as 35.6% of employees work at the Kuranji and Belimbing health centers, and most respondents have work experience between 9-12 years (39.8%).

B. Measurement Model Assessment

The Assessment Model (MMA) is useful for testing each statement item with its latent variables consisting of convergent and discriminant validities. Convergent validity consists of outer loadings (>0.7), composite reliability (>0.7), and AVE (>0.5). Meanwhile, discriminant validity consists of the Fornell-Larcker criterion method and cross-loading. The use of MMA analysis is also supported by several previous studies (Sefnedi et al., 2023; Sefnedi & Utami, 2022).

The results of the convergent validity analysis found that in the organizational commitment variable, there were 7 statement items (OC2, OC3, OC4, OC8, OC 10, OC15, and OC 16) which were invalid because they had an outer loading score <0.70. Furthermore, on the job motivation variable, only 3 statement items were invalid, namely items JM1, JM14, and JM15). Finally, on the organizational culture variable, there were 7 statement items (OCult7, OCult8, OCult9, OCult10, OCult13, OCult19, and OCult20). The invalid statement items were dropped out or eliminated, and then a convergent validity analysis was carried out again with the following results:

Table 2. Results of Convergent Validity

Items	Job Motivation	Organizational Commitment	Organizational Culture	Cronbach's Alpha	Composite Reliability	AVE
JM10	0,865	-	-	0,966	0,970	0,729
JM11	0,839	-	-			
JM12	0,729	-	-			
JM13	0,831	-	-			
JM2	0,819	-	-			

JM3	0,878	-	-			
JM4	0,902	-	-			
JM5	0,896	-	-			
JM6	0,885	-	-			
JM7	0,872	-	-			
JM8	0,840	-	-			
JM9	0,875	-	-			
OC1	-	0,708	-	0,957	0,961	0,593
OC11	-	0,795	-			
OC12	-	0,736	-			
OC13	-	0,747	-			
OC14	-	0,833	-			
OC17	-	0,781	-			
OC18	-	0,746	-			
OC19	-	0,764	-			
OC20	-	0,741	-			
OC21	-	0,839	-			
OC22	-	0,769	-			
OC23	-	0,765	-			
OC24	-	0,828	-			
OC5	-	0,708	-			
OC6	-	0,705	-			
OC7	-	0,753	-			
OC9	-	0,848	-			
OCult1	-	-	0,726	0,944	0,951	0,579
OCult11	-	-	0,709			
OCult12	-	-	0,749			
OCult14	-	-	0,739			
OCult15	-	-	0,797			
OCult16	-	-	0,793			
OCult17	-	-	0,810			
OCult18	-	-	0,738			
OCult2	-	-	0,762			
OCult21	-	-	0,736			
OCult3	-	-	0,772			
OCult4	-	-	0,773			
OCult5	-	-	0,782			
OCult6	-	-	0,758			

Based on the table above, it can be seen that the number of valid statement items on the job motivation variable is 12 items. All of these items have an outer loading > 0.70 or a range between 0.729-0.902. Thus, it can be concluded that the 12 statement items are valid. Likewise, the organizational commitment variable has 17 valid items because the outer loadings are > 0.70 (0.705-0.848). Furthermore, the organizational culture variable has 14 valid items with outer loadings ranging from 0.709 to 0.810.

Besides, table 2 shows that the variable job motivation, organizational commitment, and organizational culture have Cronbach's alpha and composite reliability higher than 0.70 and AVE > 0.50. Thus, it can be concluded that the convergent validity analysis has fulfilled the rule of thumbs.

Table 3. Results of Discriminant Validity-Fornell-Larcker Criterion

Variables	Job Motivation	Organizational Commitment	Organizational Culture
Job Motivation	0.854	-	-
Organizational Commitment	0.486	0.770	-
Organizational Culture	0.477	0.751	0.761

Table 3 displays the correlation between job motivation and itself is 0.854. The correlation score is greater than the job motivation and organizational commitment (0.486), and job motivation-organizational culture (0.477). The correlation between organizational commitment and itself resulted in 0.770 where the correlation score was greater than the correlation between organizational commitment and organizational culture (0.751). Next, the correlation between organizational culture and itself

resulted in 0.761 where the correlation score was greater than the correlation between organizational culture and organizational commitment (0,751) and organizational culture and job motivation (0.477). Thus, it can be concluded that the discriminant validity analysis with the Fornell-Larcker criterion has fulfilled the rule of thumbs.

Table 4. Results of Discriminant Validity-Cross Loadings

Items	Job Motivation	Organizational Commitment	Organizational Culture
JM10	0,865	0,406	0,411
JM11	0,839	0,376	0,402
JM12	0,729	0,398	0,406
JM13	0,831	0,443	0,386
JM2	0,819	0,371	0,351
JM3	0,878	0,399	0,379
JM4	0,902	0,459	0,420
JM5	0,896	0,442	0,441
JM6	0,885	0,426	0,445
JM7	0,872	0,429	0,397
JM8	0,840	0,375	0,377
JM9	0,875	0,437	0,451
OC1	0,283	0,708	0,512
OC11	0,452	0,795	0,575
OC12	0,422	0,736	0,618
OC13	0,391	0,747	0,524
OC14	0,407	0,833	0,617
OC17	0,294	0,781	0,572
OC18	0,311	0,746	0,595
OC19	0,290	0,764	0,541
OC20	0,372	0,741	0,568
OC21	0,453	0,839	0,591
OC22	0,408	0,769	0,608
OC23	0,366	0,765	0,618
OC24	0,389	0,828	0,674
OC5	0,318	0,708	0,529
OC6	0,358	0,705	0,596
OC7	0,362	0,753	0,469
OC9	0,449	0,848	0,562
OCult1	0,319	0,610	0,726
OCult11	0,392	0,436	0,709
OCult12	0,391	0,554	0,749
OCult14	0,363	0,526	0,739
OCult15	0,369	0,515	0,797
OCult16	0,317	0,500	0,793
OCult17	0,359	0,477	0,810
OCult18	0,275	0,508	0,738
OCult2	0,399	0,660	0,762
OCult21	0,289	0,501	0,736
OCult3	0,444	0,606	0,772
OCult4	0,370	0,691	0,773
OCult5	0,389	0,657	0,782
OCult6	0,361	0,638	0,758

Table 4 displays correlation score of the item to the latent variable is greater than the correlation item of a variable to other latent variables. Thus, it can be concluded that the variables of job motivation, organizational commitment, and organizational culture had adequate discrimination (Sefnedi et al., 2023).

C. R square and Q square

R Square is useful for measuring how much endogenous variable is explained by exogenous variables. On the other hand, Q square helps know how exogenous variables predict endogenous variables (Hair et al., 2014). The results of the analysis of R square and Q square are as follows:

Table 5. Results of R & Q squares

	R Square	Decision	R Square	Decision
Job Motivation	0.227	Weak	0.162	Moderat
Organizational Commitment	0.585	Moderat	0.337	Moderat

The R square of the job motivation variable is 0.227, which means that the effect of organizational culture on job motivation is 22.7% (weak). The organizational commitment variable has an R square of 0,585, meaning that the influence of organizational culture and job motivation on organizational commitment is 58.5% (moderate). Furthermore, the Q square of the job motivation variable is 0.162, which means that the ability of organizational culture to predict job motivation is in a moderate category. The organizational commitment variable has a Q square of 0.337, indicating that the ability of organizational culture and job motivation to predict organizational commitment is moderate.

D. Structural Model Assessment

The results of the structural model assessment (SMA) analysis using the bootstrapping method are as follows:

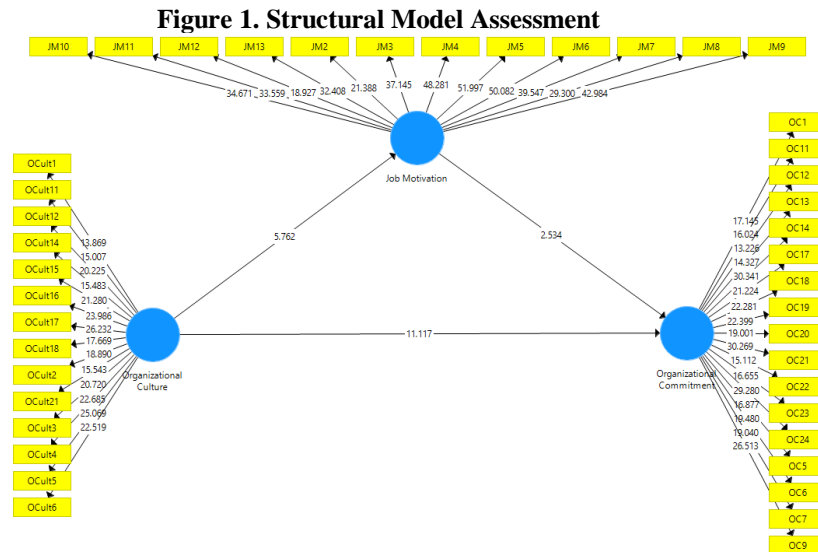


Table 5. Hypothesis Testing

	Original Sample	T Statistics	P Values	Decisions
Organizational Culture -> Organizational Commitment	0,672	11,117	0,000	H₁ accepted
Organizational Culture -> Job Motivation	0,477	5,762	0,000	H₂ accepted
Job Motivation -> Organizational Commitment	0,166	2,534	0,012	H₃ accepted
Organizational Culture -> Job Motivation -> Organizational Commitment	0,079	2,419	0,016	H₄ accepted

The impact of organizational culture on organizational commitment has an original sample of 0.672, t-statistics of 11.117 (>1.96), and p-values of 0.000 (<0.05); thus, H₁ is accepted. This finding means that the better the implementation of organizational culture in the public health center, the higher the organizational commitment. Conversely, if the public health center is not able to properly implement organizational culture, it will have an impact on the low organizational commitment of employees. This result is in line with the findings of previous studies (Abdi et al., 2020; Mahmudah, 2012; Ratna Dewi & Ketut Surya, 2017; Samuel et al., 2020; Triyanto & Jaenab, 2020), which state that organizational culture has a positive and significant effect on organizational commitment.

The second hypothesis in this research is that organizational culture influences job motivation. The results of this hypothesis test found an original sample of 0.477, t-statistics of 5.762 (>1.96), and p-values of 0.000 (<0.05); thus, H_2 is accepted. This finding means that if the public health center can apply organizational culture well, it can increase the job motivation of its employees. Conversely, if the public health center is not able to implement organizational culture properly, it can cause low job motivation for employees. The results of this research are supported by the results of previous studies (Baiquni & Lizar, 2019; Firanti et al., 2021; Pranitasari et al., 2018; Risky et al., 2019) which prove that organizational culture is a determining factor in job motivation.

The next hypothesis developed in this study is that job motivation has a positive and significant effect on organizational commitment. The results of testing this hypothesis found an original sample of 0.166, t-statistics of 2.534 (>1.96), and p-values of 0.012 (<0.05); thus, H_3 is accepted. These results can be interpreted that the higher the job motivation of employees at the public health center, the higher the employee's organizational commitment. But on the contrary, lower employee job motivation will result in lower organizational commitment. The results of this study are supported by previous research (Qendrim, 2020; Hartono, 2023; Akla & Indradewa, 2020) which also proves empirically that organizational commitment is significantly influenced by job motivation.

Finally, this study develops the hypothesis that job motivation mediates the relationship between organizational culture and organizational commitment. The results of testing the fourth hypothesis found that the original sample was 0.079, with t-statistics of 2.419 (>1.96), and p-values of 0.016 (<0.05); thus, H_4 is accepted. These results can be interpreted that public health center organizations that can implement organizational culture well, will lead to high employee job motivation and will further increase employee organizational commitment. On the contrary, if the public health center is not able to apply the organizational culture properly, it will cause low job motivation and will result in low employee organizational commitment.

V. CONCLUSION

Based on the results of the research, some conclusions are as follows: a) organizational culture has a positive and significant influence on job motivation and organizational commitment, (b) job motivation has a positive and significant effect on organizational commitment, and (c) job motivation mediates the relationship between organizational culture and organizational commitment. Some of the limitations of this study are (a) this research was conducted at the public health center in the Kuranji District, Padang, Indonesia. Therefore, the study's results cannot be generalized yet to apply equally to other health centers. So, it is suggested that future researchers replicate this research model and test it at other health centers or other organizations, (b) this study limits the variables of organizational culture and job motivation as determining factors on the organizational commitment of public health centers. Therefore, it is recommended that future researchers add other variables that can affect employee organizational commitment theoretically.

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