

EMPLOYEE PERFORMANCE IN THE PUBLIC SECTOR: THE ROLE OF MOTIVATION, JOB SATISFACTION, RESILIENCE, AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

This research aims to analyze the influence of motivation, job satisfaction and resilience on organizational commitment and performance of employees of the Rokan Hilir Regency Education and Culture Service. This research uses quantitative methods with associative descriptive research. This research consists of three independent variables, namely motivation (X1), job satisfaction (X2) and work resilience (X3) as well as two dependent variables, namely organizational commitment (Y1) and performance (Y2). The population of this study was all civil servants from the Rokan Hilir Regency Education and Culture Service, totaling 70 people. The sample was obtained through census sampling. However, since researcher was part of the population, the final sample obtained was 69 people. The data analysis technique used is multiple regression. Data collection was carried out through questionnaires that had been validated and reliable in advance, both in content and empirical testing of the questions in the field. This research uses Smart PLS (Partial Least Squares) to prove that work motivation and resilience have a significant effect on organizational commitment. Job satisfaction and resilience have a significant effect on employee performance. Apart from that, job satisfaction does not have a significant effect on organizational commitment. motivation and organizational commitment do not have a significant effect on employee performance.

Keywords: Motivation; Job Satisfaction; Work Resilience; Organizational Commitment; Performance

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi, kepuasan kerja, dan resiliensi terhadap komitmen organisasi dan kinerja pegawai pada Dinas Pendidikan dan Kebudayaan Kabupaten Rokan Hilir. Penelitian ini menggunakan metode kuantitatif dengan jenis penelitian deskriptif asosiatif. Penelitian ini terdiri dari tiga variabel independen, yaitu motivasi (X1), kepuasan kerja (X2), dan resiliensi kerja (X3), serta dua variabel dependen, yaitu komitmen organisasi (Y1) dan kinerja (Y2). Populasi dalam penelitian ini adalah seluruh Pegawai Negeri Sipil (PNS) pada Dinas Pendidikan dan Kebudayaan Kabupaten Rokan Hilir yang berjumlah 70 orang. Sampel diperoleh melalui teknik sampling jenuh/sensus. Namun, karena peneliti merupakan bagian dari populasi, jumlah sampel akhir yang diperoleh adalah 69 orang. Teknik analisis data yang digunakan adalah regresi berganda. Pengumpulan data dilakukan melalui kuesioner yang sebelumnya telah diuji validitas dan reliabilitasnya, baik melalui pengujian isi maupun pengujian empiris terhadap butir-butir pertanyaan di lapangan. Penelitian ini menggunakan SmartPLS (Partial Least Squares) untuk membuktikan bahwa motivasi kerja dan resiliensi berpengaruh signifikan terhadap komitmen organisasi. Kepuasan kerja dan resiliensi berpengaruh signifikan terhadap kinerja pegawai. Selain itu, kepuasan kerja tidak berpengaruh signifikan terhadap komitmen organisasi. Motivasi dan komitmen organisasi tidak berpengaruh signifikan terhadap kinerja pegawai.

Kata Kunci: Motivasi; Kepuasan Kerja; Resiliensi Kerja; Komitmen Organisasi; Kinerja

INTRODUCTION

Government agencies are organizations composed of individuals who are specifically appointed to perform governmental duties and provide public services. The achievement of organizational goals largely depends on the quality of human resources within the organization. Effective human resource management is therefore essential because employee attitudes, capabilities, and behaviors can substantially influence individual and organizational outcomes (Lu et al., 2023).

According to Rokan Hilir Regent Regulation No. 104 of 2018, Chapter II, Article 2 Paragraph (1), the Rokan Hilir District Education and Culture Office is a regional government institution responsible for administering governmental affairs in the fields of education and culture. Every government institution implements various programs directed toward achieving established organizational objectives. One important requirement for accomplishing these objectives is the ability to manage and evaluate employee performance. Regional Government Organizations (*Organisasi Perangkat Daerah*—OPD), as integral components of regional governance, therefore require effective organizational and human resource management practices aligned with their institutional vision and mission.

Law of the Republic of Indonesia No. 5 of 2014 concerning the State Civil Apparatus (*Aparatur Sipil Negara*—ASN) represents an important milestone in the reform of Indonesia's public bureaucracy. The law establishes fundamental values that must be upheld by civil servants, including accountability for their actions and performance, responsiveness in providing public services, effectiveness and efficiency in performing their duties, and an orientation toward achieving organizational results. These principles emphasize that employee performance is a critical component of effective public administration.

To provide high-quality services to the community, civil servants are expected to continuously improve their professionalism and effectiveness in carrying out their duties. Employee performance represents an important organizational outcome because it reflects employees' ability to accomplish assigned responsibilities and contribute to institutional objectives. Previous research has demonstrated that employee performance can be shaped by individual psychological resources, job-related attitudes, and organizational conditions (Albalá-Genol et al., 2023; Lu et al., 2023). However, the existing conditions at the Rokan Hilir District Education and Culture Office indicate that employee performance remains suboptimal. Some employees appear to spend considerable working time without completing assigned tasks, engage in activities unrelated to their responsibilities, or leave the office during working hours after recording their attendance.

Based on Employee Performance Target (*Sasaran Kinerja Pegawai*—SKP) achievement data from 2021 to 2023, the average performance of employees at the Rokan Hilir District Education and Culture Office fluctuated during the three-year period. In 2021, the average employee performance score was 86, increasing to 87.5 in 2022 before slightly declining to 87.2 in 2023. Although performance remained relatively high, the lack of consistent improvement indicates that employee performance has not developed optimally. These fluctuations highlight the need to identify the individual and organizational factors associated with employee performance.

To obtain an initial overview of employees' organizational commitment, a preliminary survey was conducted involving 20 employees of the Rokan Hilir District Education and Culture Office. The findings indicated that approximately 40% of respondents provided positive responses regarding organizational commitment, whereas approximately 60% provided negative responses. Several employees indicated that they did not feel enthusiastic about spending the remainder of their careers in the organization, did not feel fully comfortable working there, did not strongly perceive themselves as part of the organizational family, and demonstrated relatively limited loyalty toward the institution. These findings indicate potential weaknesses in organizational commitment that warrant further investigation.

Organizational commitment reflects employees' psychological attachment to and identification with their organization and can shape important employee attitudes and behaviors. Previous empirical findings concerning the relationship between organizational commitment and employee performance remain inconsistent. Respatiningsih and Sudirjo (2016) reported that organizational commitment contributed to employee performance, whereas Basna (2016) found that organizational commitment did not produce a statistically significant effect on performance. Such differences indicate that organizational commitment does not necessarily generate identical performance outcomes across organizational settings. The relationship may depend on the characteristics of employees and the institutional environment in which they work.

Work motivation is another important factor in understanding employee attitudes and performance. Motivation reflects the internal and external forces that encourage employees to devote effort and persistence toward accomplishing work objectives. Employees with stronger motivation are generally more willing to invest their capabilities in their work and contribute to organizational goals. In the public-sector context, motivation is particularly important because employees are expected to maintain consistent service performance while operating within formal administrative structures.

Empirical evidence regarding work motivation nevertheless remains mixed. Oupen et al. (2020) demonstrated that work motivation contributed significantly to organizational commitment. Regarding employee performance, Sembiring et al. (2021) found that motivation was associated with improved employee performance.

In contrast, Rosmaini and Tanjung (2019) reported that motivation did not significantly affect employee performance. These contrasting findings suggest that motivation may not consistently translate into stronger commitment or higher performance across different organizational contexts.

Several motivational challenges are also evident among employees of the Rokan Hilir District Education and Culture Office. Interpersonal conflicts among colleagues may reduce employees' enthusiasm and willingness to perform their responsibilities effectively. In addition, inadequate working conditions and limited supporting facilities may hinder employees in completing their tasks. The limited availability of computers and other work equipment, for example, may delay task completion and reduce employees' willingness to exert additional effort. These conditions reinforce the importance of examining whether work motivation contributes to organizational commitment and employee performance in this particular public-sector setting.

Job satisfaction represents another important work-related attitude that may influence employee outcomes. It reflects employees' overall evaluation of their work experiences, including perceptions of job characteristics, compensation, relationships with supervisors and colleagues, and the broader organizational environment. Job satisfaction is particularly relevant because positive evaluations of one's work may encourage employees to invest greater effort and maintain positive workplace behaviors. International evidence has demonstrated that job satisfaction is closely associated with employee performance and may interact with psychological resources such as resilience in shaping work outcomes (Albalá-Genol et al., 2023; Varshney & Varshney, 2017).

Nevertheless, the relationship between job satisfaction and organizational outcomes remains context dependent. Adhan et al. (2020) found that job satisfaction did not necessarily produce a significant direct effect on organizational commitment, indicating that satisfied employees may not automatically develop stronger organizational attachment. Conversely, job satisfaction has frequently been associated with improved work outcomes. More recent international evidence also suggests that job satisfaction plays an important role in explaining employee performance and may operate alongside resilience and other organizational factors (Albalá-Genol et al., 2023; Srimongkolkul et al., 2025). These findings provide a basis for examining whether job satisfaction contributes differently to organizational commitment and employee performance in public-sector organizations.

Work resilience has increasingly emerged as an important psychological resource in contemporary workplaces. It refers to employees' capacity to respond constructively to adversity, adapt to workplace changes, recover from setbacks, and maintain effective functioning under challenging circumstances. Workplace resilience is not merely the ability to endure difficulties but also involves employees' capacity to maintain psychological functioning and adapt effectively to changing work demands (Galy et al., 2023). The Resilience at Work framework further emphasizes resilience as a multidimensional workplace capability associated with employees' ability to manage occupational challenges and maintain effective functioning (Winwood et al., 2013).

Recent research has increasingly demonstrated the importance of employee resilience for desirable work outcomes. Lu et al. (2023) showed that employee resilience represents an important mechanism connecting human resource management practices with employee outcomes. Similarly, Albalá-Genol et al. (2023) demonstrated the relevance of resilience and job satisfaction to the performance of public servants, making resilience particularly relevant to the present public-sector context. Evidence from other occupational settings also indicates that higher resilience is associated with better work performance (Walpita & Arambepola, 2020), while Varshney and Varshney (2017) demonstrated relationships among resilience, performance, and job satisfaction.

However, findings concerning resilience are not entirely consistent. Lusiyan and Helmy (2020) found that psychological resources did not uniformly translate into organizational commitment through the proposed relationships, while Ocktafian (2021) reported that employee resilience did not directly produce significant improvements in employee performance. In contrast, more recent international studies indicate that resilience can contribute positively to employee outcomes and performance (Lu et al., 2023; Srimongkolkul et al., 2025). These differences demonstrate that the effects of resilience may depend on organizational and occupational contexts.

Within the Rokan Hilir District Education and Culture Office, resilience is particularly relevant because employees must manage workplace difficulties, regulate their emotions, adapt to organizational and administrative changes, and maintain meaning and purpose in performing public-service responsibilities. The ability to remain effective under these circumstances may contribute not only to employee performance but also to employees' willingness to maintain their attachment to the organization.

Accordingly, this study addresses both an empirical and contextual research gap. Empirically, previous studies have produced inconsistent findings regarding the effects of work motivation, job satisfaction, work resilience, and organizational commitment on employee performance (Adhan et al., 2020; Ocktafian, 2021; Rosmaini & Tanjung, 2019; Sembiring et al., 2021). Recent international evidence has highlighted the importance of resilience and job satisfaction in explaining employee outcomes (Albalá-Genol et al., 2023; Lu et al., 2023; Srimongkolkul et al., 2025), yet their combined roles alongside work motivation and organizational commitment remain insufficiently understood in local government institutions. Contextually, the fluctuating employee

performance and indications of weak organizational commitment at the Rokan Hilir District Education and Culture Office provide a relevant setting for examining these relationships.

Therefore, this study aims to examine the effects of work motivation, job satisfaction, and work resilience on organizational commitment and employee performance among civil servants at the Rokan Hilir District Education and Culture Office, Indonesia. By integrating motivational, attitudinal, and resilience-related factors within a single empirical model, this study seeks to provide a more comprehensive explanation of employee outcomes in the public-sector context. The study is expected to contribute to the human resource management literature by clarifying the distinct roles of work motivation, job satisfaction, and work resilience in shaping organizational commitment and employee performance, while also providing practical insights for strengthening human resource management in local government institutions.

LITERATURE REVIEW

Employee Performance

Employee performance can be defined as the outcomes generated through an individual's work processes and activities (Arman et al., 2016). In this sense, performance represents the behaviors, actions, and accomplishments demonstrated by individuals in achieving predetermined organizational targets. Employee performance can also be understood as the overall value of employees' work-related behaviors and outcomes within a particular period, assessed according to established organizational standards.

In the context of Indonesian public institutions, employee performance is formally evaluated through mechanisms established by the government. Government Regulation of the Republic of Indonesia No. 30 of 2019 concerning the Performance Assessment of Civil Servants provides the regulatory basis for assessing the performance of State Civil Apparatus (*Aparatur Sipil Negara*—ASN). Employee performance assessment essentially encompasses the achievement of Employee Performance Targets (*Sasaran Kinerja Pegawai*—SKP) and employees' work behavior. Thus, employee performance in public organizations reflects not only the achievement of assigned work targets but also the extent to which employees demonstrate appropriate behaviors in carrying out their responsibilities.

Organizational Commitment

Organizational commitment represents a psychological state that binds an individual to an organization. According to Allen and Meyer, employees with high organizational commitment tend to perceive themselves as an integral part of the organization and are therefore more likely to maintain their membership despite encountering unfavorable organizational circumstances (Griffin, Phillips, & Gully, 2017).

Gunawan (2015) defines organizational commitment as an attitude reflecting the extent to which individuals identify with and are attached to their organization. Employees who demonstrate stronger organizational commitment tend to exhibit more dependable work behaviors, intend to remain with the organization for a longer period, and devote greater effort to performing their responsibilities.

Following Meyer and Allen (2010), organizational commitment in this study is conceptualized through three dimensions. First, affective commitment refers to employees' emotional attachment to, identification with, and involvement in the organization. Second, continuance commitment refers to employees' consideration of the benefits and costs associated with remaining in or leaving the organization. Third, normative commitment represents employees' perceived moral obligation to remain with the organization.

Organizational Commitment and Employee Performance

Organizational commitment is expected to contribute to employee performance because highly committed employees are more willing to devote their time, energy, and capabilities to achieving organizational objectives. Strong identification with an organization may encourage employees to demonstrate greater responsibility and persistence in performing their duties, which ultimately contributes to higher performance.

Empirical studies support this relationship. Indajang (2020) found that organizational commitment significantly influenced employee performance. Similarly, Pujiastuti and Rozi (2017) demonstrated a positive and significant relationship between organizational commitment and performance. Consistent findings were also reported by Soetopo (2016) and Arifin (2015), indicating that stronger organizational commitment contributes to improved employee performance. Accordingly, the following hypothesis is proposed:

H7: Organizational commitment has a positive effect on employee performance.

Work Motivation

Work motivation refers to the psychological drive that initiates, directs, and sustains individuals' behaviors in response to particular needs. Motivation involves internal desires that activate and direct individuals' attitudes and behaviors toward the achievement of specific objectives (Basrowi, 2014).

Factors influencing work motivation can originate from both individuals and organizations. Internal factors include employees' needs, goals, attitudes, and abilities, whereas organizational or external factors include

compensation, job security, relationships with co-workers, supervision, recognition, and characteristics of the job itself. The interaction between these factors determines employees' willingness to devote effort to accomplishing their responsibilities and achieving organizational objectives.

Work Motivation and Organizational Commitment

Highly motivated employees are more likely to develop positive attitudes toward their organizations. When employees perceive that their work enables them to fulfill their needs, accomplish personal goals, and obtain appropriate organizational support, they may develop a stronger attachment to the organization. Consequently, greater work motivation is expected to strengthen employees' organizational commitment.

Oupen, Agung, and Yudana (2020) found that work motivation had a significant effect on organizational commitment. Similarly, Febriyanti (2018) demonstrated that motivation had a positive and significant relationship with organizational commitment. These findings indicate that employees with stronger work motivation are more likely to develop higher levels of organizational commitment. Therefore, the following hypothesis is formulated: H1: Work motivation has a positive effect on organizational commitment.

Work Motivation and Employee Performance

Motivation also plays an important role in determining employee performance. Motivated employees tend to exert greater effort, demonstrate persistence, and actively pursue the achievement of their work objectives. Higher motivation may therefore encourage employees to utilize their knowledge, abilities, and organizational resources more effectively, resulting in improved performance.

Sembiring, Jufrizen, and Tanjung (2021) demonstrated that motivation had a positive and significant effect on employee performance. Citraningtyas (2020) similarly reported a significant effect of motivation on performance. Furthermore, Hariyanto, Nasaruddin, and Munir (2018) found that motivation positively and significantly affected employee performance. Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

H4: Work motivation has a positive effect on employee performance.

Job Satisfaction

Job satisfaction refers to employees' positive attitudes, feelings, and behavioral responses toward their jobs. It develops through employees' evaluations of various aspects of their work and reflects the extent to which their jobs provide outcomes that they perceive as important and valuable (Afandi, 2018). Employees who experience greater job satisfaction are generally more likely to develop favorable attitudes toward both their work and the organization.

Job Satisfaction and Organizational Commitment

Job satisfaction may strengthen organizational commitment because employees who positively evaluate their jobs are more likely to develop emotional attachment and a desire to remain with their organizations. Satisfaction with working conditions, organizational support, rewards, and interpersonal relationships may therefore encourage employees to maintain their organizational membership.

Aliyas Mandri et al. (2018) found that job satisfaction significantly influenced organizational commitment. Similar findings were reported by Arfah Salwa et al. (2018), Putrayana et al. (2018), and Supiyanto (2015), all of whom demonstrated a significant relationship between job satisfaction and organizational commitment. Based on these findings, the following hypothesis is proposed:

H2: Job satisfaction has a positive effect on organizational commitment.

Job Satisfaction and Employee Performance

Job satisfaction is also considered an important antecedent of employee performance. Employees who are satisfied with their jobs are more likely to demonstrate positive attitudes, greater enthusiasm, and stronger willingness to perform their responsibilities effectively. Consequently, increased job satisfaction is expected to contribute to higher employee productivity and performance.

Narsih (2017) found that job satisfaction had a positive and significant effect on employee performance. Rafiie, Azis, and Idris (2018) reported similar findings, demonstrating that greater job satisfaction was associated with higher performance. Rizaldi Putra et al. (2019) and Haryanto (2020) also demonstrated positive and significant effects of job satisfaction on employee performance. Collectively, these findings suggest that improvements in job satisfaction are likely to be accompanied by improvements in employee performance. Accordingly, the following hypothesis is proposed:

H5: Job satisfaction has a positive effect on employee performance.

Work Resilience

Work resilience refers to an individual's ability to withstand and overcome workplace difficulties, recover from adverse experiences, and successfully adapt to changes and uncertainty. Resilience enables employees to maintain their effectiveness when confronted with pressure, setbacks, and challenging workplace conditions.

According to Hendriani (2018), resilience is a dynamic process involving various individual, social, and environmental factors that enable individuals to demonstrate strength and adaptability in recovering from negative emotional experiences arising from difficult and stressful situations. In the workplace, resilience is particularly important because employees continuously encounter changes, occupational pressures, interpersonal challenges, and uncertainties that require effective adaptation.

Work Resilience and Organizational Commitment

Resilient employees are generally better able to cope with organizational challenges without immediately developing negative attitudes toward their organization. Their ability to adapt, manage difficulties, and recover from workplace adversity may strengthen their willingness to maintain organizational membership and contribute to organizational objectives. Work resilience may therefore serve as an important psychological resource for strengthening organizational commitment.

Radhiyya (2021) demonstrated that work resilience had a significant effect on organizational commitment. Similarly, Nurmilasari (2020) found that work resilience positively and significantly influenced organizational commitment. These findings suggest that employees who demonstrate greater resilience are more likely to maintain stronger attachment and commitment to their organizations. Therefore, the following hypothesis is formulated:

H3: Work resilience has a positive effect on organizational commitment.

Work Resilience and Employee Performance

Work resilience may also contribute directly to employee performance. Resilient employees are better equipped to manage pressure, adapt to changes, regulate their responses to workplace challenges, and recover from setbacks. These capabilities allow employees to maintain their effectiveness even under demanding working conditions, thereby supporting higher levels of performance.

Huda (2023) found that work resilience had a significant effect on employee performance. Aprilianto (2022) similarly demonstrated that work resilience positively and significantly influenced employee performance. Furthermore, Tonnisen and Ie (2020) reported that employees with greater work resilience exhibited higher levels of performance. Based on these theoretical arguments and empirical findings, the following hypothesis is proposed:

H6: Work resilience has a positive effect on employee performance.

METHODS

This study employed a quantitative research approach to examine the effects of work motivation, job satisfaction, and work resilience on organizational commitment and employee performance. The study was conducted at the Rokan Hilir District Education and Culture Office, Indonesia. The population consisted of all 70 civil servants (*Pegawai Negeri Sipil*—PNS) employed at the institution. A census sampling (saturated sampling) technique was applied, in which all members of the population were included as research participants (Sugiyono, 2014). However, because one member of the population was the researcher and was therefore excluded to avoid potential bias, the final sample consisted of 69 respondents.

Data were collected using a structured questionnaire designed to measure the constructs of work motivation, job satisfaction, work resilience, organizational commitment, and employee performance. Prior to hypothesis testing, the measurement instrument was evaluated for validity and reliability. Item validity was assessed using correlation coefficients, with items considered valid when the coefficient exceeded 0.30 (Ghozali, 2011). Instrument reliability was assessed using Cronbach's alpha, with a value of 0.70 or higher indicating satisfactory internal consistency. Descriptive analysis was also conducted to describe respondents' demographic characteristics and summarize their responses to each research construct.

The relationships among the research constructs were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analytical procedure involved developing the structural model based on the underlying theoretical framework, constructing the path model and structural equations, evaluating the measurement and structural models, and testing the proposed hypotheses. The PLS-SEM approach was used to simultaneously estimate the relationships between the exogenous constructs—work motivation (X1), job satisfaction (X2), and work resilience (X3)—and the endogenous constructs, namely organizational commitment (Y1) and employee performance (Y2).

The structural relationships examined in this study were specified as follows:

$$Y1 = \beta1X1 + \beta2X2 + \beta3X3 + \varepsilon1$$

$$Y2 = \beta4X1 + \beta5X2 + \beta6X3 + \beta7Y1 + \varepsilon2$$

where X1 represents work motivation, X2 represents job satisfaction, X3 represents work resilience, Y1 represents organizational commitment, and Y2 represents employee performance. The coefficients β_1 – β_7 represent the estimated path coefficients, while ε_1 and ε_2 represent the residual terms of the respective endogenous constructs. Hypothesis testing was performed by examining the estimated path coefficients and their statistical significance. This analytical framework enabled the study to assess both the direct effects of work motivation, job satisfaction, and work resilience on organizational commitment and employee performance, as well as the effect of organizational commitment on employee performance.

RESULTS AND DISCUSSION

Respondent Profile

The characteristics of the respondents were analyzed based on gender, position, age, educational level, length of service, monthly income, and civil servant rank. The results of the respondent profile analysis are presented in Table 1.

Table 1. Respondent Profile

Profile	Category	Frequency	Percentage
Gender	Male	40	58%
	Female	29	42%
	Total	69	100%
Position	Head of Office	1	1%
	Secretary	1	1%
	Treasurer	1	1%
	Head of Division	6	9%
	Head of Section	8	12%
	Head of Subdivision	3	5%
	Staff	49	71%
	Total	69	100%
Age	< 30 years	2	3%
	31–40 years	15	22%
	41–50 years	40	58%
	> 50 years	12	17%
	Total	69	100%
Education	Senior High School	23	33%
	Diploma II (D2)	1	1%
	Diploma III (D3)	2	3%
	Bachelor's Degree (S1)	33	48%
	Master's Degree (S2)	10	15%
	Total	69	100%
Length of Service	< 5 years	1	1%
	5–15 years	24	35%
	> 15 years	44	64%
	Total	69	100%
Monthly Income	< IDR 5 million	21	30%
	IDR 5–10 million	40	58%
	> IDR 10 million	8	12%
	Total	69	100%
Civil Servant Rank	II/a	1	1%
	II/b	3	4%
	II/c	2	3%
	II/d	15	22%
	III/a	11	16%
	III/b	10	15%
	III/c	14	20%
	III/d	7	10%
	IV/a	4	6%
	IV/b	2	3%
	Total	69	100%

Source: Processed data, 2024

Based on gender, 40 respondents (58%) were male and 29 respondents (42%) were female. Thus, male civil servants constituted the majority of respondents at the Rokan Hilir District Education and Culture Office. This composition indicates that the organizational workforce represented in the study was relatively more dominated by male employees.

In terms of age, 2 respondents (3%) were under 30 years old, 15 respondents (22%) were between 31 and 40 years old, 40 respondents (58%) were between 41 and 50 years old, and 12 respondents (17%) were over 50 years old. Therefore, employees aged 41–50 years represented the largest age group. Employees within this age range generally possess substantial professional experience and are relatively familiar with their organizational responsibilities. At the same time, employees in this age category may face challenges in adapting to rapid technological developments, particularly when transitioning from conventional working practices to increasingly digital work processes.

Regarding educational attainment, 23 respondents (33%) had completed senior high school, 1 respondent (1%) held a Diploma II qualification, 2 respondents (3%) held a Diploma III qualification, 33 respondents (48%) held a bachelor's degree, and 10 respondents (15%) held a master's degree. Accordingly, respondents with a bachelor's degree represented the largest educational group. This finding indicates that a substantial proportion of employees at the Rokan Hilir District Education and Culture Office possessed relatively adequate formal educational qualifications to support the implementation of their organizational duties.

With respect to civil servant rank, the largest group was rank II/d, consisting of 15 respondents (22%), followed by rank III/c with 14 respondents (20%). Rank III/a consisted of 11 respondents (16%), rank III/b of 10 respondents (15%), and rank III/d of 7 respondents (10%). Smaller proportions were found for rank IV/a with 4 respondents (6%), rank II/b with 3 respondents (4%), rank II/c and IV/b with 2 respondents each (3%), and rank II/a with 1 respondent (1%). Thus, rank II/d represented the largest group among the respondents.

In terms of length of service, only 1 respondent (1%) had worked for less than five years, while 24 respondents (35%) had between 5 and 15 years of service. The majority, comprising 44 respondents (64%), had worked for more than 15 years. This indicates that most employees possessed extensive working experience and were likely to have developed a strong understanding of their duties and organizational functions. Nevertheless, long tenure may also create challenges, such as work routine fatigue and difficulties in adapting to new knowledge and technological developments when continuous learning and organizational innovation are limited.

Regarding monthly income, 21 respondents (30%) earned less than IDR 5 million, 40 respondents (58%) earned between IDR 5 million and IDR 10 million, and 8 respondents (12%) earned more than IDR 10 million. Thus, the majority of respondents were in the IDR 5–10 million monthly income category. This income distribution reflects the compensation structure associated with civil servant rank, tenure, position, and applicable allowances.

Validity and Reliability Tests

Instrument validity was assessed using the corrected item-total correlation. An item was considered valid when its corrected item-total correlation exceeded the critical value of 0.30. The validity test results are presented in Table 2.

Table 2. Validity Test Results

Variable	Item	Corrected Item-Total Correlation	Critical Value	Conclusion
Employee Performance (Y2)	Y2.1.1	0.666	> 0.30	Valid
	Y2.1.2	0.666	> 0.30	Valid
	Y2.2.1	0.330	> 0.30	Valid
	Y2.2.2	0.330	> 0.30	Valid
	Y2.3.1	0.353	> 0.30	Valid
	Y2.3.2	0.353	> 0.30	Valid
	Y2.4.1	0.407	> 0.30	Valid
	Y2.4.2	0.407	> 0.30	Valid
	Y2.5.1	0.636	> 0.30	Valid
	Y2.5.2	0.592	> 0.30	Valid
Organizational Commitment (Y1)	Y1.1.1	0.330	> 0.30	Valid
	Y1.1.2	0.326	> 0.30	Valid
	Y1.1.3	0.388	> 0.30	Valid
	Y1.1.4	0.523	> 0.30	Valid
	Y1.1.5	0.471	> 0.30	Valid
	Y1.2.1	0.484	> 0.30	Valid
	Y1.2.2	0.500	> 0.30	Valid
	Y1.2.3	0.319	> 0.30	Valid

		Y1.2.4	0.323	> 0.30	Valid
		Y1.3.1	0.956	> 0.30	Valid
		Y1.3.2	0.861	> 0.30	Valid
		Y1.3.3	0.938	> 0.30	Valid
Work (X1)	Motivation	X1.1.1	0.662	> 0.30	Valid
		X1.1.2	0.326	> 0.30	Valid
		X1.1.3	0.600	> 0.30	Valid
		X1.2.1	0.321	> 0.30	Valid
		X1.2.2	0.321	> 0.30	Valid
		X1.3.1	0.360	> 0.30	Valid
		X1.3.2	0.360	> 0.30	Valid
		X1.4.1	0.323	> 0.30	Valid
		X1.4.2	0.323	> 0.30	Valid
Job (X2)	Satisfaction	X2.1.1	0.659	> 0.30	Valid
		X2.1.2	0.533	> 0.30	Valid
		X2.1.3	0.471	> 0.30	Valid
		X2.2.1	0.748	> 0.30	Valid
		X2.2.2	0.330	> 0.30	Valid
		X2.2.3	0.491	> 0.30	Valid
		X2.3.1	0.721	> 0.30	Valid
		X2.3.2	0.407	> 0.30	Valid
		X2.3.3	0.771	> 0.30	Valid
		X2.4.1	0.778	> 0.30	Valid
		X2.4.2	0.508	> 0.30	Valid
		X2.4.3	0.799	> 0.30	Valid
		X2.5.1	0.766	> 0.30	Valid
		X2.5.2	0.472	> 0.30	Valid
		X2.5.3	0.607	> 0.30	Valid
Work (X3)	Resilience	X3.1.1	0.718	> 0.30	Valid
		X3.1.2	0.718	> 0.30	Valid
		X3.2.1	0.883	> 0.30	Valid
		X3.3.1	0.935	> 0.30	Valid
		X3.3.2	0.935	> 0.30	Valid
		X3.4.1	0.894	> 0.30	Valid
		X3.4.2	0.894	> 0.30	Valid
		X3.5.1	0.924	> 0.30	Valid
		X3.6.1	0.647	> 0.30	Valid
		X3.7.1	0.824	> 0.30	Valid

Source: Processed data, 2024.

Table 3. Reliability Test Results

No.	Variable	Cronbach's Alpha	Threshold	Conclusion
1	Employee Performance	0.949	> 0.70	Reliable
2	Organizational Commitment	0.818	> 0.70	Reliable
3	Work Motivation	0.903	> 0.70	Reliable
4	Job Satisfaction	0.943	> 0.70	Reliable
5	Work Resilience	0.951	> 0.70	Reliable

Source: Processed data, 2024.

The validity test conducted using SPSS showed that all measurement items had corrected item-total correlation values greater than 0.30. Therefore, all questionnaire items used to measure employee performance, organizational commitment, work motivation, job satisfaction, and work resilience were considered valid and suitable for further analysis.

Reliability testing was conducted using Cronbach's alpha. A construct was considered reliable when its Cronbach's alpha value exceeded 0.70. The results are presented in Table 3.

The reliability test results indicate that the Cronbach's alpha values for all constructs exceeded the recommended threshold of 0.70. Employee performance had a Cronbach's alpha of 0.949, organizational commitment 0.818, work motivation 0.903, job satisfaction 0.943, and work resilience 0.951. Accordingly, all constructs demonstrated satisfactory internal consistency and were considered reliable.

PLS-SEM Model Evaluation

The measurement and structural models were further evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM). The evaluation included indicator loadings, composite reliability (CR), average variance extracted (AVE), variance inflation factor (VIF), and adjusted coefficient of determination (adjusted R²).

Table 4. PLS-SEM Model Evaluation Results

Variable	Indicator	Loading Factor	CR	AVE	VIF	– Employee Performance	VIF	– Organizational Commitment	Adjusted R ²
Employee Performance (Y2)	Y2.1	0.905	0.961	0.832	–	–	–	–	0.860
	Y2.2	0.903							
	Y2.3	0.920							
	Y2.4	0.925							
	Y2.5	0.907							
Organizational Commitment (Y1)	Y1.1	0.920	0.891	0.733	4.513	–	–	–	0.768
	Y1.2	0.822							
	Y1.3	0.822							
Work Motivation (X1)	X1.1	0.860	0.927	0.720	5.111	2.198	–	–	
	X1.2	0.822							
	X1.3	0.870							
	X1.4	0.928							
	X1.5	0.752							
Job Satisfaction (X2)	X2.1	0.900	0.956	0.815	2.225	2.217	–	–	
	X2.2	0.852							
	X2.3	0.940							
	X2.4	0.919							
	X2.5	0.899							
Work Resilience (X3)	X3.1	0.823	0.960	0.775	1.887	1.765	–	–	
	X3.2	0.918							
	X3.3	0.966							
	X3.4	0.914							
	X3.5	0.925							
	X3.6	0.748							
	X3.7	0.848							

Source: Processed data, 2024.

As presented in Table 4, all indicators had loading factor values greater than 0.60, indicating satisfactory indicator reliability and convergent validity. The composite reliability values for all constructs were also greater

than 0.70, ranging from 0.891 to 0.961, demonstrating satisfactory construct reliability. Furthermore, the AVE values ranged from 0.720 to 0.832 and therefore exceeded the recommended threshold of 0.50. These results indicate satisfactory convergent validity for all constructs included in the model.

The VIF values were below the specified threshold of 10, indicating that no serious multicollinearity problem was detected among the predictor constructs. Thus, the structural relationships could be estimated without evidence of problematic collinearity.

The adjusted R^2 value for employee performance was 0.860, indicating that approximately 86.0% of the variance in employee performance was explained jointly by work motivation, job satisfaction, work resilience, and organizational commitment. The remaining 14.0% was attributable to other factors outside the research model. These factors may include employee discipline, competence, leadership, and the work environment.

Meanwhile, the adjusted R^2 value for organizational commitment was 0.768, indicating that work motivation, job satisfaction, and work resilience jointly explained approximately 76.8% of the variance in organizational commitment. The remaining 23.2% was explained by factors not incorporated into the present research model. Overall, these coefficients indicate substantial explanatory power for both endogenous constructs.

Hypothesis Testing

The proposed hypotheses were evaluated by examining the path coefficients, standard deviations, t-statistics, and p-values generated through the PLS-SEM bootstrapping procedure. The results are presented in Table 5.

Table 5. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	STDEV	t-statistic	p-value	Decision
H1	Work Motivation → Organizational Commitment	0.803*	0.075	10.748	< 0.001	Supported
H2	Job Satisfaction → Organizational Commitment	-0.042	0.107	0.392	0.695	Not Supported
H3	Work Resilience → Organizational Commitment	0.165	0.076	2.165	0.030	Supported
H4	Work Motivation → Employee Performance	0.051	0.160	0.317	0.751	Not Supported
H5	Job Satisfaction → Employee Performance	0.806*	0.095	8.493	< 0.001	Supported
H6	Work Resilience → Employee Performance	0.218*	0.059	3.684	< 0.001	Supported
H7	Organizational Commitment → Employee Performance	-0.092	0.114	0.810	0.418	Not Supported

*Note: ** $p < 0.001$; $p < 0.05$. Source: Processed data, 2024.

The hypothesis testing results reveal several important relationships. First, work motivation had a positive and significant effect on organizational commitment ($\beta = 0.803$, $t = 10.748$, $p < 0.001$). This result supports H1 and indicates that higher work motivation is associated with stronger organizational commitment among employees.

In contrast, job satisfaction had a negative but statistically insignificant effect on organizational commitment ($\beta = -0.042$, $t = 0.392$, $p = 0.695$). Therefore, H2 was not supported. This finding suggests that variations in employees' job satisfaction did not significantly contribute to variations in their organizational commitment within the context of this study.

Work resilience had a positive and significant effect on organizational commitment ($\beta = 0.165$, $t = 2.165$, $p = 0.030$). Accordingly, H3 was supported. Although the magnitude of the effect was relatively smaller than that of work motivation, greater resilience was associated with stronger organizational commitment.

Regarding employee performance, work motivation had a positive but statistically insignificant effect ($\beta = 0.051$, $t = 0.317$, $p = 0.751$). Consequently, H4 was not supported. The findings indicate that stronger work motivation did not directly translate into significantly higher employee performance in this sample.

Job satisfaction demonstrated the strongest direct effect on employee performance, with a positive and statistically significant coefficient ($\beta = 0.806$, $t = 8.493$, $p < 0.001$). Therefore, H5 was supported. This finding suggests that employees who experience higher levels of job satisfaction are more likely to demonstrate better performance.

Work resilience also had a positive and significant effect on employee performance ($\beta = 0.218$, $t = 3.684$, $p < 0.001$), providing support for H6. This result indicates that employees who are better able to adapt to workplace

difficulties, recover from adverse situations, and manage work-related challenges tend to demonstrate higher levels of performance.

Finally, organizational commitment had a negative and statistically insignificant effect on employee performance ($\beta = -0.092$, $t = 0.810$, $p = 0.418$). Thus, H7 was not supported. In this study, stronger organizational commitment did not directly result in higher employee performance after accounting for the effects of work motivation, job satisfaction, and work resilience.

Overall, four of the seven proposed hypotheses—H1, H3, H5, and H6—were supported, whereas H2, H4, and H7 were not supported. Among all relationships examined, work motivation was the strongest predictor of organizational commitment ($\beta = 0.803$), while job satisfaction was the strongest predictor of employee performance ($\beta = 0.806$).

Discussion

The Effect of Work Motivation on Organizational Commitment

Work motivation represents an important organizational mechanism that encourages employees to actively engage in their work and contribute to the achievement of organizational objectives. Employees with strong work motivation are more likely to demonstrate persistence, responsibility, and willingness to remain involved in organizational activities. Motivated employees generally perceive their work as meaningful and are more willing to support the organization's vision and objectives, which may subsequently strengthen their attachment to the organization.

The hypothesis testing results indicate that work motivation has a positive and significant effect on organizational commitment ($\beta = 0.803$, $p < 0.001$). This finding suggests that stronger work motivation is associated with higher organizational commitment among employees of the Rokan Hilir District Education and Culture Office. The relatively large path coefficient also indicates that work motivation is an important determinant of organizational commitment in this institutional context.

This relationship can be explained by the fact that employees who perceive sufficient encouragement, meaningful responsibilities, recognition, and opportunities to fulfill their work-related needs are more likely to develop positive attitudes toward the organization. When employees are motivated to perform their responsibilities effectively, they may develop a stronger sense of attachment and willingness to remain with the institution. The respondents' generally high perceptions of both work motivation and organizational commitment further support this interpretation.

The finding is consistent with Oupen, Agung, and Yudana (2020), who demonstrated that motivation significantly influenced organizational commitment. It is also consistent with Febriyanti (2018), who found a positive and significant relationship between employee motivation and organizational commitment. Therefore, the present study reinforces the view that strengthening employee motivation can contribute to stronger organizational commitment, particularly in public-sector organizations.

The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction reflects employees' emotional and cognitive evaluations of their work. It may be influenced by several dimensions, including the suitability of the job, compensation, organizational management, supervision, and relationships with co-workers. Employees enter an organization with particular expectations, needs, preferences, and previous experiences, which collectively shape their evaluation of their current employment situation (Hasan, 2013).

The results of this study indicate that job satisfaction has a negative but statistically insignificant effect on organizational commitment ($\beta = -0.042$, $p = 0.695$). Accordingly, increased job satisfaction does not necessarily translate into stronger organizational commitment among employees of the Rokan Hilir District Education and Culture Office. This finding suggests that satisfaction with one's job and commitment to remain attached to the organization may operate as relatively distinct attitudes in this public-sector context.

One possible explanation relates to the characteristics of civil service employment. Respondents reported receiving formal benefits and allowances in accordance with applicable government regulations, including performance-related and position-based allowances. However, additional forms of recognition, such as bonuses or rewards for achieving work targets, were perceived as relatively limited. As compensation and employment arrangements in public institutions are highly regulated, greater satisfaction with particular aspects of the job may not automatically create stronger emotional attachment to the organization.

The finding is consistent with Rizaldi Putra et al. (2019) and Adhan (2020), who reported that job satisfaction did not significantly affect organizational commitment. However, it differs from the findings of Aliyas Mandri et al. (2018), Arfah Salwa et al. (2018), Putrayana et al. (2018), and Supiyanto (2015), who found a significant relationship between job satisfaction and organizational commitment. These inconsistent findings indicate that the influence of job satisfaction on organizational commitment may depend on the organizational setting, employment system, and characteristics of the workforce.

The Effect of Work Resilience on Organizational Commitment

Work resilience refers to an individual's ability to endure workplace difficulties, recover from adverse situations, and successfully adapt to change and uncertainty. Resilience is influenced by both personal and social characteristics that enable individuals to respond effectively to challenging situations. Hendriani (2018) describes resilience as a dynamic process involving individual, social, and environmental factors that enable individuals to recover from negative emotional experiences and remain psychologically strong when facing difficult circumstances.

The results demonstrate that work resilience has a positive and significant effect on organizational commitment ($\beta = 0.165$, $p = 0.030$). This indicates that employees with greater resilience are more likely to develop stronger organizational commitment. Employees who are capable of adapting to workplace difficulties, managing emotional pressure, and recovering from work-related challenges may be less likely to respond negatively to organizational problems and more likely to maintain their attachment to the institution.

This finding is particularly relevant in public-sector organizations where employees may encounter administrative complexity, changes in government policies, workload pressures, and limitations in organizational resources. Employees with higher resilience are more likely to perceive these challenges as manageable rather than as reasons to psychologically withdraw from the organization. Their ability to remain effective during difficult circumstances may therefore contribute to stronger organizational attachment and willingness to continue working within the institution.

The findings are consistent with Radhiyya (2021), who reported a significant relationship between work resilience and organizational commitment, as well as Nurmilasari (2020), who demonstrated a positive and significant effect. However, the results differ from Lusiyan and Helmy (2020), who found that resilience did not significantly influence organizational commitment. These differences suggest that the role of resilience in strengthening commitment may vary according to workplace conditions and organizational contexts.

The Effect of Work Motivation on Employee Performance

Motivation is generally regarded as an essential factor in encouraging employees to perform their duties with enthusiasm and persistence. According to Maslow's motivational perspective, individuals continuously attempt to fulfill their needs in a hierarchical manner, beginning with more fundamental needs before progressing toward higher-level needs. Within organizations, motivation is therefore expected to stimulate employees to devote greater effort to accomplishing their responsibilities.

However, the results of the present study indicate that work motivation has a positive but statistically insignificant effect on employee performance ($\beta = 0.051$, $p = 0.751$). Thus, although the direction of the relationship is positive, higher levels of motivation do not directly result in significantly better employee performance at the Rokan Hilir District Education and Culture Office.

One possible explanation can be found in the characteristics of the respondents. Approximately 64% of respondents had worked for more than 15 years, indicating that the majority were highly experienced employees who were already familiar with their duties and responsibilities. In such circumstances, job performance may be driven more by established routines, formal job requirements, and professional experience than by fluctuations in motivation. Long tenure may also result in occupational monotony when employees continuously perform similar routines over an extended period.

Furthermore, a substantial proportion of respondents occupied staff-level positions, while many were concentrated within particular civil servant ranks. Opportunities for promotion and career advancement in government institutions are generally governed by formal administrative regulations, educational qualifications, and employment rank. Consequently, employees may perceive limited opportunities to immediately translate greater motivation into career development or substantially different performance outcomes. This may partly explain why motivation did not have a statistically significant direct effect on performance.

This finding is consistent with Rosmaini and Tanjung (2019), who reported that motivation did not significantly affect employee performance. However, it differs from Sembiring, Jufrizen, and Tanjung (2021), Citraningtyas (2020), and Hariyanto, Nasaruddin, and Munir (2018), who demonstrated positive and significant relationships between motivation and performance. The present finding therefore suggests that, particularly among experienced civil servants, motivation alone may be insufficient to improve performance unless it is accompanied by supportive working conditions, career opportunities, appropriate resources, and organizational systems that enable employees to convert motivation into measurable outcomes.

The Effect of Job Satisfaction on Employee Performance

Job satisfaction is closely associated with employees' attitudes toward their jobs, working conditions, relationships with supervisors, and interactions with colleagues. Employees who are satisfied with their working environment are generally expected to demonstrate greater enthusiasm, positive work behaviors, and willingness to perform their responsibilities effectively. Therefore, job satisfaction is frequently considered an important factor in determining employee performance.

The results reveal that job satisfaction has a positive and significant effect on employee performance ($\beta = 0.806$, $p < 0.001$). Moreover, job satisfaction produced the strongest direct effect on employee performance among all predictor variables examined in the study. This indicates that improvements in employees' satisfaction with their jobs are strongly associated with better performance.

The finding suggests that employees who experience greater satisfaction with their work conditions, compensation, organizational relationships, supervisory practices, and job responsibilities are more likely to perform effectively. Job satisfaction may generate positive emotional responses toward work, which encourage employees to devote greater effort, maintain productivity, and complete their tasks effectively. The respondents' relatively high evaluation of job satisfaction was also consistent with their high assessment of employee performance.

In the context of public-sector employment, this finding is particularly relevant because employees often operate within standardized salary, promotion, and administrative systems. Consequently, the quality of daily work experiences—including relationships with colleagues and supervisors, perceived fairness, working conditions, and satisfaction with assigned duties—may play a particularly important role in determining actual work performance.

The results are consistent with Narsih (2017), Rafiie, Azis, and Idris (2018), Rizaldi Putra et al. (2019), and Haryanto (2020), who reported positive and significant effects of job satisfaction on employee performance. However, the results differ from Annisa et al. (2017), Mujiatun (2017), and Aliyas Mandri et al. (2018), who found that job satisfaction did not significantly affect performance. These contrasting findings imply that the relationship may be sensitive to organizational and occupational contexts. Nevertheless, in the present study, job satisfaction emerged as the most influential direct predictor of employee performance.

The Effect of Work Resilience on Employee Performance

Resilience is considered an important psychological resource that enables employees to continue functioning effectively under difficult or stressful circumstances. Setyowati, Harwati, and Sawitri (2010) explain that resilience is an important capacity for maintaining effectiveness when dealing with pressure and problems, although it is not the only factor that determines an individual's ability to overcome difficulties. McEwen (2011) identifies several dimensions of resilience, including mental toughness, physical endurance, emotional balance, and purpose and meaning.

The hypothesis testing results demonstrate that work resilience has a positive and significant effect on employee performance ($\beta = 0.218$, $p < 0.001$). This indicates that employees with greater work resilience tend to demonstrate better performance. Employees who are able to manage pressure, adapt to changes, recover from setbacks, and maintain emotional stability are better positioned to continue performing effectively despite workplace challenges.

The result may be particularly relevant for employees in government institutions, where changes in administrative regulations, policy priorities, workloads, and public service demands can create considerable occupational pressure. Resilient employees are better able to adapt to these circumstances without allowing temporary difficulties to substantially reduce their productivity. Furthermore, employees who maintain a strong sense of purpose and meaning in their work may be more persistent in fulfilling their public service responsibilities.

The findings are consistent with Huda (2023), Apriliyanto (2022), and Tonnisen and Ie (2020), who demonstrated positive and significant relationships between work resilience and employee performance. However, they differ from Ocktafian (2021), who reported an insignificant relationship. The current findings therefore emphasize the importance of resilience as an employee capability that can support performance, particularly in workplaces characterized by changing demands and organizational pressures.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment reflects the extent to which employees identify with and develop an attachment to their organization. Gunawan (2015) explains that highly committed employees are generally more likely to demonstrate dependable behaviors, intend to remain with the organization, and devote greater effort to their work. Based on this perspective, organizational commitment is generally expected to contribute positively to employee performance.

However, the present study found that organizational commitment has a negative and statistically insignificant effect on employee performance ($\beta = -0.092$, $p = 0.418$). Thus, stronger organizational commitment did not significantly contribute to higher employee performance among respondents in this study. Although this result differs from the conventional expectation that committed employees should demonstrate better performance, it highlights the possibility that commitment and performance may not always develop simultaneously.

One possible explanation is related to the nature of employment in government institutions. Employees may remain with an organization because of employment stability, tenure, pension expectations, administrative obligations, or limited mobility rather than because of a strong performance-oriented attachment. Therefore, remaining committed to organizational membership does not necessarily imply that employees will demonstrate higher levels of work performance.

The respondents' perceptions also indicated that some employees did not express strong concerns about the possibility of moving to another workplace and believed that other employment settings might provide equally good or even better opportunities. This suggests that organizational commitment may not have been sufficiently strong or performance-oriented to directly influence their work outcomes.

This finding is broadly consistent with Basna (2016), who found that organizational commitment did not significantly influence employee performance. However, it differs from Indajang (2020), Pujiastuti and Rozi (2017), and Respatiningsih, Ida, and Sudirjo (2016), who found significant positive relationships between organizational commitment and performance. These differences reinforce the argument that organizational commitment may produce different performance consequences depending on the institutional setting and the underlying form of commitment experienced by employees.

CONCLUSION

This study aimed to examine the effects of work motivation, job satisfaction, and work resilience on organizational commitment and employee performance at the Rokan Hilir District Education and Culture Office. The findings indicate that the relationships among these variables are not uniform and that different factors play different roles in shaping organizational commitment and employee performance.

First, work motivation was found to have a positive and significant effect on organizational commitment. This indicates that stronger work motivation is associated with higher levels of employee commitment to the organization. Second, job satisfaction had a negative but statistically insignificant effect on organizational commitment, suggesting that greater job satisfaction does not necessarily strengthen employees' organizational commitment in this institutional context. Third, work resilience had a positive and significant effect on organizational commitment, indicating that employees who are better able to adapt to difficulties and recover from workplace challenges tend to demonstrate stronger organizational attachment.

With regard to employee performance, work motivation had a positive but statistically insignificant effect, indicating that motivation alone was not sufficient to directly improve employee performance. In contrast, job satisfaction had a positive and significant effect on employee performance and emerged as the strongest direct predictor of performance. Work resilience also had a positive and significant effect on employee performance, confirming that employees' capacity to manage pressure, adapt to change, and recover from setbacks contributes positively to their work outcomes. Finally, organizational commitment had a negative but statistically insignificant effect on employee performance, suggesting that stronger organizational attachment does not automatically translate into improved performance.

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