

The Effect of Soft Skill, Motivation and Job Satisfaction on Employee Performance through Organizational Commitment

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Abstract

This study aims to examine the effect of soft skills, motivation, job satisfaction on employee performance through organizational commitment. The test is carried out by testing the main influence of soft skills, motivation and job satisfaction on organizational commitment and continued by testing soft skills, motivation, job satisfaction, organizational commitment to employee performance. The population in this research is the marketing employees of Bank Mandiri in Regional Office 4. The method of this research is by distributing questionnaires to 400 respondents and then testing for Normality and SEM - Path in lisrel. The results showed that Soft Skills, Motivation and Work Goals on Employee Performance through Organizational Commitment all variables had a significant effect.

Keywords

soft skills; motivation; work goals; employee performance; organizational commitment



I. Introduction

The COVID-19 pandemic has caused an unprecedented situation, with untold health, social, and economic consequences. At the beginning of the outbreak, many banking industries had to rack their brains to continue to survive the pandemic (López-Cabarcos et al., 2020). In addition, banking companies also do not escape to think about their employees who have to face a pandemic (Moshirian & Saunders, 2021).

The outbreak of this virus has an impact of a nation and Globally (Ningrum *et al*, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

In the current condition, women have experienced a lot of anxiety during the COVID-19 pandemic, which can greatly affect their behavior and work well-being (Park & Hai, 2021). As explained by (Bedarkar & Pandita, 2014), human resources have an important role for the success of their organizations and banking success can not be separated from the role of Marketing performance and organizational commitment.

By getting organizational commitment from employees so that the company gets optimal employee performance in pandemic times like this, there are factors that can support it, namely *Soft skill*, Motivation and Job Satisfaction. There are several ways to maintain employee organizational commitments, including maintaining job satisfaction in employees, and motivating employees to do a better job. et al., 2015). Employees are loyal to their sector and always focused on producing good quality goods and services, which is important for achieving long-term profitability (Nadeak & Naibaho, 2020). *Soft skills* can be categorized into three main categories: personal attributes, interpersonal skills, and problem-solving and decision-making skills (Kayode et al., 2017). In addition, motivation is a key factor to promote and encourage employee creativity. So that motivation is very closely related to employee performance in order to contribute

the maximum (Khan et al., 2020). Job satisfaction is also one of the important things in a company where the most important thing is the attitude indicator, considered a consistent means of assessing the assessments made by individuals about their experience in the organization (Rehman et al., 2020).

Several previous studies have examined soft skills, motivation and job satisfaction, each has an influence on employee performance and also employee organizational commitment in a company. research (Kayode, BakIbrahim et al., 2017); (Alagappar et al., 2010); (Ekhsan et al., 2019); (Sekhar et al., 2013); (Selma, 2011); (Yu et al., 2020); (Ramos-Villagrasa et al., 2019); (Nadeak & Naibaho, 2020); (Dutta & Dhir, 2021) but unfortunately some of these studies still do not do much research on Commitment Organization as an intervening variable or direct influence or not directly from the Commitment Organization variable. Whereas organizational commitment as an intervening variable has a positive influence on soft skills, motivation, job satisfaction and employee performance. Based on the description above, the author is interested in taking the title of the above variables and it is also known that previous research was conducted in the period before the occurrence of Covid-19 pandemic while this research will be conducted during Covid-19. The purpose of research is to find out whether soft skills, motivation and employee job satisfaction have a direct influence on employee performance through commitment. The organization of those employees.

II. Review of Literature

2.1 Organizational Commitment

Organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization. Work commitment is generally defined as the power of identifying individuals with and engaging in a job (Bakan et al., 2014). Employee organization commitment is one of the keys that can improve performance, for this purpose focus on different HR factors to motivate employees (Nadeak & Naibaho, 2020). Organizational commitment is also a form of employee loyalty in work. Organizational Commitment attitude is a form of employee service to the company. By having an attitude of Organizational Commitment, employees participate in providing the best for the company, employees are responsible for the work given because of their sense of likes and a sense of belonging to his work (Letsoin & Ratnasari, 2020). Employee commitment can be an important instrument to improve organizational performance where the dimesi used is *affektive commitment* and *continuance commitment* (Selma, 2011). Examples include volunteering to do activities that are not formally part of the job (e.g., suggesting organizational improvements, making Constructive advice); assist and cooperate with others(e.g.,assist and assist coworkers and custom-ers); and support and defend organizing goals (e.g., assist and assist co-workers and *custom-ers*);and support and defend organizing goals (Forexample, Organizational Commitment organization, representing organizations both to outsiders) (Aguinis &Burgi-Tian, 2021).

2.2 Soft Skills

Soft skills refer to characteristics related to communication skills, as well as about personal attributes that enhance individual interaction as well as job performance and career prospects (Cacciolatti et al., 2017). And more importantly is the process of transferring *soft skill* training. *Soft skills* refer both to intrapersonal skills, such as the

ability to manage oneself, and interpersonal skills, such as managing interactions with others (Botke et al., 2018). Similarly *soft skills* commonly called people skills are not easy to teach, although they are needed in leader-follower interaction. (Kayode, Bak Ibrahim et al., 2017). These skills can be measured into three main dimensions: Communication Skills, Conflict and Management Teamwork (On et al., 2015).

2.3 Motivation

Motivation comes from the word motive which means encouragement, it can mean that motivation means a situation that influences a person to perform actions with a specific purpose. In this case provide motivation in order to achieve organizational goals (Ekhsan et al., 2019). From a social exchange perspective, employees can interpret a company's investment in these practices as a signal that the organization cares about them, which can put pressure on obligations. to retaliate through more efforts at work (Beltrán-Martín & Bou-Llugar, 2018). Thus motivation theory assumes that work characteristics close to the content of the job, i.e. task characteristics, are the main predictors of employee well-being and motivation. Job resources at any level (assignments, job organization, interpersonal and social relationships, and organization) can be especially important in different circumstances in their work. their treatment of employment resources. Another study explaining work motivation factors was studied by several researchers in two dimensional variables namely, each intrinsic variable and extrinsic variable (Selma, 2011).

2.4 Job Satisfaction

Work satisfaction is defined as a pleasant or positive emotional state resulting from an assessment of one's work or work experience (Körner et al., 2015). The relationship between job satisfaction and employee behavior showed different results in different studies. Regardless of the contradictory results, why organizations should attach importance to job satisfaction is described in three dimensions. Such dimensions are humanistic, economical and theoretical reasons (Ayça, 2019). If a person does not receive enough input into his or her work or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, and unhappy. with his job, which leads to low levels of job satisfaction (Raina & Roebuck, 2016). Job satisfaction is a pleasant emotional attitude and love of his job. The job satisfaction variable uses two dimensions (intrinsic and extrinsic) and six indicators, namely basic salary, bonuses, facilities, partners, opportunities. for self-improvement, and leadership (Yu et al., 2020). Job satisfaction can be increased through attention and good relationships between leaders and subordinates so that employees will believe that they are an important part of the organization. Another thing that can increase job satisfaction is having adequate office facilities and employees who are happy to work together as teammates or on a larger scope. (Supriyatin et al., 2019).

2.5 Employee Performance

Employee performance is broadly defined as a function of many factors, including motivation, but also including ability and resources. These resources can include many things such as tools, timing, opportunity, environmental characteristics, and cultural levers (Ryan, 2017). Although there have been many studies examining the impact of various factors on employee performance, very few examine more than three factors at once. An organization is a consciously coordinated system in which the characteristics of individuals, groups, and organizations interact with each

other and effective interactions between them are highly It depends on the organizational culture that shapes individual performance (Diamantidis & Chatzoglou, 2019). Employee performance in this study will be measured in 2 dimensions, namely: *task performance*, individual behavior in carrying out the main task or technical tasks. his work; *Contextual performance*, individual behavior in support of organization, social environment and psychology in line with the main tasks carried out (Linda Koopmans et al., 2012). In improving employee performance, staffing should consider the characteristics of workload, public services, and compensation because these three variables have a significant influence on employee performance. (Hapsari et al., 2019)

2.6 Research Model and Hypotheses

a. Research Model

A research framework that demonstrates the influence of soft skills, motivation, job satisfaction, employee performance and organizational commitment. Figure 1 provides an overview of the intended research framework

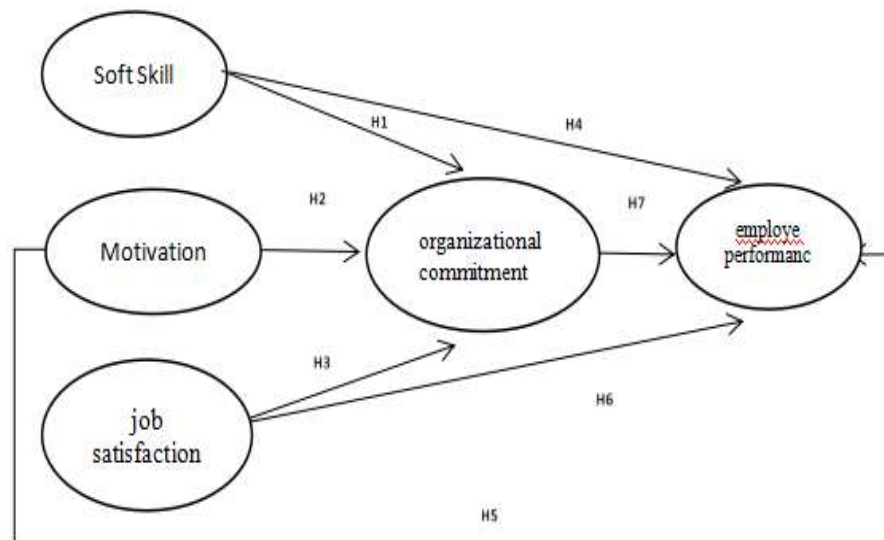


Figure 1. Research Framework

For Soft Skill variables can basically be divided into three dimensions, namely Communication Skills, Conflict. Management and Teamwork. Then for motivation is divided into two dimensions, namely Intrinsic motivation and Extrinsic motivation. Furthermore, job satisfaction can be divided into two dimensions, namely Intrinsic satisfaction and Extrinsic satisfaction. Furthermore, employee performance can be divided into three dimensions, namely Task Performanc, Contextual Performance and Counterproductive work behavior scale. Then the last is the organizational commitment which is divided into two dimensions, namely Affective commitment and Continuance commitment.

b. Hypotheses

Based on the literature review, the results of previous research and the framework above, the hypotheses are presented in the following section.

1. Soft Skills Affect Organizational Commitment

Soft skills will be a direct behavior to organizational commitment. Based on the above statement, the hypothesis of this study is as follows:

H1: Soft Skills have a positive impact on Organizational Commitment

2. Motivation affects organizational commitment

Motivation will be a direct behavior to organizational commitment and employee performance. Based on the above statement, the hypothesis of this study is as follows:

H2: Motivation have a positive impact on Organizational Commitment

3. Job Satisfaction affects organizational commitment

Job Satisfaction will be a direct behavior to organizational commitment and employee performance. Based on the above statement, the hypothesis of this study is as follows:

H3: Job Satisfaction have a positive impact on Organizational Commitment

4. Soft Skills Affect employee performance

Soft skills will be a direct behavior to organizational commitment. Based on the above statement, the hypothesis of this study is as follows:

H4: Soft Skills have a positive impact on employee performance

5. Motivation affects employee performance

Motivation will be a direct behavior to organizational commitment and employee performance. Based on the above statement, the hypothesis of this study is as follows:

H5: Motivation have a positive impact on employee performance

6. Job Satisfaction affects employee performance

Job Satisfaction will be a direct behavior to organizational commitment and employee performance. Based on the above statement, the hypothesis of this study is as follows:

H6: Job Satisfaction have a positive impact on employee performance

7. Organizational commitment affects employee performance

Organizational commitment will be a direct behavior to employee performance. Based on the above statement, the hypothesis of this study is as follows:

H7: Organizational Commitment have a positive impact on employee performance

III. Research Method

The question format is in the form of points with a weighted rating on positive questions starting from 1 (strongly disagree) and 4 (strongly agree). The theory used to measure the Soft skill variable uses the theory in the journal (On et al., 2015) which has 3 dimensions , then continues with the motivation variable using the theory from the journal (Selma, 2011) which has 2 dimensions, then job satisfaction based on journal theory (Yu et al., 2020) which has 2 dimensions then followed by performance variables based on theory (L Koopmans et al., 2014) which has 3 dimensions and the last is Organizational Commitment with theory in the journal (Selma, 2011) which has 2 dimensions. The research was conducted on marketing employees who work at Bank Mandiri. Quantitative approach is used to test the research model, the significance of the relationship between

variables and factors and hypotheses. The data used for the quantitative method was obtained by distributing questionnaires to 400 respondents online. The sampling technique used is purposive sampling. Determination of the number of samples using the Hair method (Hair et al, 2010) which is applied to the number of respondents whose basis is that there are each question variable so that in total there are 79 questions. The data that has been obtained is then analyzed by Structural Equation Modeling (SEM), which is a multivariate technique by combining multiple regression aspects and factor analysis to estimate the interdependence relationship simultaneously. SEM confirmatory factor analysis, structural model testing and analysis path diagram models (Körner et al., 2015).

IV. Results and Discussion

4.1 Results

The study included 400 respondents who were marketing employees of Bank Mandiri which included gender: Men 250 respondents (62.2%) and Women 150 respondents (37.8%). Length of work: Work more than 2 years 276 respondents (68.7%) and less than 2 years 124 respondents (31.3%).

Based on the results of the *multivariate normality* test it is known that the data does not meet the assumption of *multivariate normality* this is due to the value of p value *skewness* and *kurtosis* < 0.05 . But this can be seen from the GoF NNFI parameters that get a $>$ result of 0.9 which is 0.97. The results of the linearity test in this study all deviation from *linearity* values obtained results of more than 0.05 means that the indent and dependent variables show a linear relationship.

For assessment of Construct *Reliability* (CR) values all variables get a value of more than 0.70 and for the average variance *extracted* (AVE) value parameter all variables get a value of more than 0.50. This means that research instruments are declared consistent and all research instruments are declared *reliable* in accordance with recommendations (Hair et al., 2010).

Table 1. Goodness of fit index

No	Index	Result	Cut Off Value	Criteria
1	CFI	0.97	≥ 0.9	Fit
2	TLI/NNFI	0.97	≥ 0.9	Fit
3	NFI	0.96	≥ 0.9	Fit
4	IFI	0.97	≥ 0.9	Fit
5	df	2915	> 0	Fit
6	RMSEA	0.088	≤ 0.08	Fit
7	GFI	0.57	≥ 0.9	Not Fit
8	AGFI	0.54	≥ 0.9	Not Fit

Based on table 1. The test results for each goodness of fit index parameter show that all parameters are in accordance with the cut-off value, meaning that this research model can proceed to the hypothesis testing stage, in accordance with the recommendations (Hair et al., 2010).

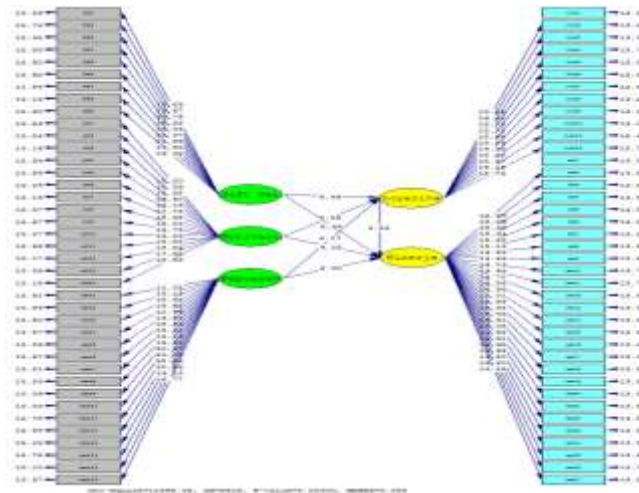


Figure 2. Research model that is already fit with the *t*-value

In the results of hypothesis testing, based on the *t*-value with a significance level of 0.05. If the *t*-value $1.96 = H_0$ is rejected, it means that all variables in this study have a significant influence, and it is stated that the hypothesis in this study is accepted in accordance with the recommendations (Haryono, 2017).

a. Hypothesis Test

In the results of the hypothesis test, based on the value of *t*-value with a significance level value of 0.05. If the value *t*-value $\geq 1.96 = H_0$ is rejected, it means that all the variables in the study have a significant influence, and it is stated that the hypothesis in this study is accepted in accordance with the recommendations (Haryono, 2017).

Table 2. *t*-value Test Results

Hypothesis	Statement	T-Value	Information
1	Soft Skills have a positive impact on organizational commitment.	6.44	H1 Accepted
2	Motivation has a positive effect on organizational commitment.	7.86	H2 Accepted
3	Job Satisfaction positively affects organizational commitment	2.17	H3 Accepted
4	Soft Skills have a positive effect on performance	6.49	H4 Accepted
5	Motivation has a positive effect on performance.	4.02	H5 Accepted
6	Job Satisfaction has a positive effect on performance	2.50	H6 Accepted
7	Organizational commitment has a positive effect on performance.	3.85	H7 accepted

Based on table 2 of the *t*-value hypothesis test results between Soft skills to Organizational Commitment getting a value of *t*-value 6.44(*t*-value $> t$ table 1,960) means that there is a positive and significant influence between Soft skills with Organizational Commitment, *t*-value between Motivation to Organizational

Commitment gets a value of *t-value* 7.86(*t-value* > *t* table 1,960) means a positive and significant influence between motivations for organizational commitment.

The result of the *t-value* test between job satisfaction to organizational commitment to get a value of *t-value* 2.17(*t-value* > *t* table 1,960) means that there is a positive and significant influence between job satisfaction to commitment. Organization. *t-value* between *soft skills* to performance gets a *t-value* of 6.46 (*t-value* > *t* table 1,960) means that there is a positive and significant influence between *soft skills* on performance. *t-value* between motivation to Performance to get a *t-value* of 4.02 (*t-value* > *t* table 1,960) means that there is a positive and significant influence between motivation and performance.

The result of the *t-value* test between job satisfaction to performance getting a *t-value* of 2.50 *t-value* > *t* table 1,960) means that there is a positive and significant influence between job satisfaction on performance. The result of the *t-value* test between the Organization's Commitment to Performance getting a *t-value* of 3.85 (*t-value* > *t* table 1,960) means that there is a positive and significant influence between the Organization's Commitment to Performance Employees.

b. Mediation or Intervening Test

Table 3. Direct and indirect influence

No.	Variable Relationship	Immediately	Indirect
1	Soft Skills → Organizational Commitment → Performance	0.343	0.078
2	Motivation → Organizational Commitment → Performance	0.207	0.113
3	Satisfaction → Organizational Commitment → Performance	0.072	0.009

Based on Table 3. Intervening test results using *Structure Equation Modelling* (SEM) for *soft skills* have a direct effect value greater than indirect influence values, then for motivation has a direct influence value greater than the value of indirect influence and job satisfaction also has a value of direct influence greater than the value of influence Not directly.

4.2 Discussion

a. Influence of Soft Skills on Organizational Commitment

In the results of the first hypothesis test (H1), it was found that the results of the analysis supported the H1 hypothesis, namely Soft skills, positively affect the Commitment of Marketing Organizations at Bank Mandiri, it can be concluded that Good soft skills for employees will be able to increase the employee's organizational commitment. The results of this study are in line with the study (Kayode et al., 2017)

In this case, the company is expected to continue to provide soft skills for its employees by increasing training, socialization and refreshment. Soft skills have a positive impact on employee performance. This will certainly encourage employees to be able to work better. The results of this study are also supported by (Mehta et al., 2010) and (Thanos et al., 2015)

b. The Effect of Motivation on Organizational Commitment

In the results of the first hypothesis testing (H2), it was found that the results of the analysis supported the H2 hypothesis, namely motivation to affect the commitment of marketing organizations at Bank Mandiri, it can be concluded that The motivation of the company is very good for employees and will also be able to increase the organizational commitment of those employees. The results of this study are in line with the research (Nadeak & Naibaho, 2020). In this case the company is expected to be able to continue to provide motivation for its employees by means of self-training courses and also visits from Motivators. Because motivation has a positive impact on employee performance. This will certainly encourage employees to be able to work better. The results of this study are also supported by (Shafi et al., 2020) and (Spakovska et al., 2015)

c. Effect of Job Satisfaction on Organizational Commitment

In the results of the first hypothesis testing (H3), it was found that the results of the analysis supported the H3 hypothesis, namely Job Satisfaction, which has a positive effect on the Commitment of Marketing Organizations at Bank Mandiri, can be concluded. That job satisfaction is a pleasant emotional attitude and loves his work. This attitude is reflected by work morals, discipline and good work performance for employees will be able to increase the employee's organizational commitment. The results of this study are in line with the study (Mehta et al., 2010).

In this case the company is expected to be able to continue to provide recognition, learning opportunities, fair remuneration and evaluate performance fairly. Because job satisfaction has a positive impact on employee performance. This will certainly encourage employees to be able to work better. The results of this study are also supported by (Rajput et al., 2016) and (Nadeak & Naibaho, 2020)

d. Influence of Soft Skills on Employee Performance

In the results of the first hypothesis test (H4), it was found that the results of the analysis supported the H4 hypothesis, namely Soft Skills, which had a positive effect on the Performance of Marketing Employees at Bank Mandiri, it can be concluded that Good soft skills for employees will be able to improve the performance of those employees. The results of this study are in line with the study (Botke et al., 2018)

In this case the company is expected to be able to continue to provide soft skills to its employees, if new soft skills will be transferred to the workplace, the first stage is being motivated to transferring and improving the work performance of its employees. Soft skills have a positive impact on employee performance. This will certainly encourage employees to be able to work better. The results of this study are also supported by (Schlichter & Buchynska, 2021) and (Ibrahim et al., 2017)

e. The Effect of Motivation on Employee Performance

In the results of the first hypothesis testing (H5), it was found that the results of the analysis supported the H5 hypothesis, namely motivation to affect the performance of marketing employees at Bank Mandiri, it can be concluded that Good motivation in employees is highly influential with good employee performance as well, the free variables in the study are motivation, job satisfaction, and compensation. Good for employees will be able to improve the performance of these employees. The results of this study are in line with the research (Karima et al., 2019)

In this case, the company is expected to be able to continue to provide motivation and also a sense of need for employees so that when they feel appreciated they will work better and creatively. . Because motivation has a positive impact on employee performance. This will certainly encourage employees to be able to work better. The results of this study are also supported by (Xiong & King, 2018) and (Ekhsan et al., 2019)

f. Effect of Job Satisfaction on Employee Performance

In the results of the first hypothesis testing (H5), it was found that the results of the analysis supported the H5 hypothesis, namely motivation to affect the performance of marketing employees at Bank Mandiri, it can be concluded that Good motivation in employees is very influential with good employee performance and employees will be able to improve the employee's performance. The results of this study are in line with the study (Ekhsan et al., 2019)

In this case the company is expected to be able to continue to provide an employee expected to develop a strong internal motivation to expend effort to give performance an extra role. When employees have a high level of motivation, they are more willing to invest time and effort. Because motivation has a positive impact on employee performance. This will certainly encourage employees to be able to work better. The results of this study are also supported by (Xiong & King, 2015) and (Karima et al., 2019).

g. Influence of Organizational Commitment on Employee Performance

In the results of the first hypothesis testing (H5), it was found that the results of the analysis supported the H5 hypothesis, namely motivation to affect the performance of marketing employees at Bank Mandiri, it can be concluded that Organizational commitment is good for employees will be able to improve the performance of those employees. The results of this study are in line with the research (Eliyana et al., 2019)

In this case the company is expected to be able to continue to provide Organizational Commitment to its employees by means of promotions, incentives, salaries, benefits and many others. Because motivation has a positive impact on employee performance. This will certainly encourage employees to be able to work better. The results of this study are also supported by (Jiang & Cheng, 2008) and (Al-edenat & Alhawamdeh, 2019).

V. Conclusion

The results that can be concluded from this study, the first is soft skills that have been given by Bank Mandiri to its employees are able to increase employee organizational commitment significantly. The second conclusion of the results of this study is the motivation that has been provided by Bank Mandiri to increase the Organizational Commitment of its employees significantly. The third conclusion of the results of this study is, Job Satisfaction is able to increase the Organizational Commitment of its employees significantly.

The fourth conclusion of the results of this study is that the soft skills that have been provided by Bank Mandiri are able to improve employee performance significantly. The fifth conclusion of the results of this study is the motivation that has been provided by Bank Mandiri to improve employee performance significantly. The sixth conclusion of the results of this study is that the job satisfaction that has

been provided by Bank Mandiri to its employees is able to improve employee performance significantly and the last conclusion The seventh of the results of this study is the Organizational Commitment that has been given by Bank Mandiri to improve employee performance significantly.

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