

# THE IMPACT OF WORK MOTIVATION, ADDITIONAL INCOME ALLOWANCES AND ORGANIZATIONAL COMMITMENT ON THE PERFORMANCE OF SECTOR POLICE MEMBERS IN SABU RAIJUA REGENCY

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## ABSTRACT

The aim of this research is to determine whether there is an influence of Motivation (X1), Additional Income Allowance (X2) and Organizational Commitment (X3) on the Performance (Y) of Sector Police Members in Sabu Raijua Regency. The sample for this research was 64 members of the Sector Police in Sabu Raijua Regency. The method used in this research is a quantitative method with multiple linear regression analysis techniques use SPSS Version 26 Software. The data used is secondary data and primary data, hypothesis testing uses the coefficient of determination test ( $R^2$ ), t test and F test. The results of this research are Work motivation (X1) has a positive and insignificant effect on performance, Additional Income Allowances (X2) and Organizational Commitment (X3) have a positive and significant effect on Performance (Y) and the three variables X1, X2 and X3 simultaneously influence police performance.

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## 1. INTRODUCTION

Current world developments require every organization to be able to compete and optimize all its resources in order to realize the organization's vision and mission. Humans are an important resource in an organization or company, because humans or employees are the main capital of an organization which has an important role in achieving the goals of an organization (Niha et al., 2021). Organizational goals that have been achieved can be seen from the final results in the form of employee performance. Basically, the performance of each individual is what determines the general performance of the organization whether it is successful or not (S. N. B. Burin & Manafe, 2022). Employee performance can be defined as the result of work both in quality and quantity achieved by a person in carrying out their duties in accordance with the responsibilities given to them (Pranita, 2017).

Every organization, both private and public, will certainly pay attention to the performance of each employee as the final result of employee responsibility for the tasks assigned. This also applies to the Indonesian National Police, which is generally abbreviated as POLRI, especially the Sabu Raijua Resort Police. Sabu Raijua Regency is one of 62 areas designated as underdeveloped. Disadvantaged areas are districts whose territory and society are less developed than other areas. This is a fundamental problem for National Police personnel who serve in the interior and outermost small islands and border areas which often encounter obstacles in the form of limited supporting infrastructure, distance and number of Police personnel. as experienced by the Sector Police (Polsek) in Sabu Raijua district.

The main duties and functions carried out by Sector Police Members in Sabu Raijua Regency as regulated in Article 13 of Law Number 2 of 2002 can be seen in Table 1 below:

**Table 1.** Target for completion, realization and variation of the main tasks of Sector Police personnel in Sabu Raijua Regency

No	Type of work	Completion target%	Realization %	Deviation %
1	Maintain security and public order	100	80	20
2	Enforce the law	100	92	8
3	Providing protection, protection and community services	100	75	25
4	Carrying out arrests, detention, searches and confiscations	100	75	25

Anev kamtibmas data for the Sabu Raijua resort in 2022

Based on Table 1 above, it can be seen that a lot of the work at the police station in Sabu Raijua Regency is not in accordance with the plan and the work deviation for each job is quite high, this means that there is no sincerity and seriousness in completing the work which has an impact on the performance of the police at the District Police and The Police Sector (Polsek) in Sabu Raijua district has experienced a decline.

There are various ways that organizations can do to achieve performance in accordance with the organization's vision and mission, namely by optimizing employee expectations as encouragement from within them to continue to provide good work results. This encouragement is called motivation. Without motivation, an employee will not be able to fulfill his duties according to standards or even exceed standards because his motives and motivation are not fulfilled (Taufik et al., 2022).

If an employee, in this case the police, has the motivation to work well, then in carrying out every effort, he will direct all his abilities to solve a job or problem. However, if motivation is low, goal achievement will be delayed and result in poor performance (S. Burin et al., 2023). Motivation is a driving source in individual behavior to carry out good actions that will determine the direction and resilience of every human behavior that contains an emotional element from the person concerned. (Hasmin et al., 2022).

One of the factors that can influence employee performance is additional income allowances (Sugiani et al., 2018). In this case, additional income allowances is included in the incentive (additional) compensation section. The main aim of providing additional compensation in the form of allowances, incentives, overtime and so on is to make employees live more prosperously. When the organization provides additional income allowances that is in accordance with the rules given, this will improve the performance of employees who try to work as best as possible and get the additional income allowances. Additional income allowances is really needed by police, especially those in disadvantaged areas, where they have to meet their living needs with existing limitations. Conditions in these areas are certainly different from more developed areas where all the goods you want to buy can be accessed, but because of the existing limitations, prices can increase if they are imported from other areas. When existing limitations are not supported by the provision of additional income allowances, the performance of the police in Sabu will decline.

Apart from that, another factor that can influence performance is organizational commitment. Of course, employee organizational commitment is one of the factors, namely an attitude that can produce high performance (Al Zefeiti & Mohamad, 2017). Organizational commitment is also important to improve employee performance. Organizational Commitment is the level of an individual's desire to continue working in an organization and actively participate in achieving organizational goals (Firmansyah & Goetha, 2023). The commitment of the police in Sabu needs to be considered as a form of improving performance. Employees (in this case also apply to the police) who show this commitment have a great desire to continue working at the company where they work and will be able to provide positive work results and show a strong desire to work for a long time in the company (Mohamad & Nawawi, 2020).

Based on several conditions that have been mentioned, this research will look at the influence of work motivation, additional income allowances and organizational commitment on the performance of Sector Police Members in Sabu Raijua Regency.

## Literature Review

### Employee Performance

Mangkunegara (2009) defines performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, according to Wibowo (2011), performance comes from the definition of performance. There are also those who define performance as the result of work or work achievement, but actually performance has a broader meaning, not only the results of work, but including how the work process takes place.

### Work motivation

Mangkunegara (2017) stated that motivation is a condition or energy that moves employees to be focused or directed to achieve the company's organizational goals. Donnie and Ernie (2018), argue that motivation is behavior and factors that influence employees in behaving towards their work.

### Organizational Commitment

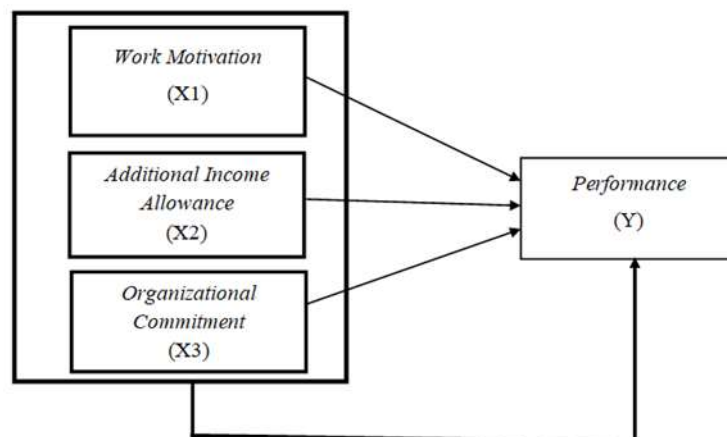
Organizational commitment is explained by Robbins and Coulter (2011), namely the extent to which an employee associates themselves with the organization and its goals.

### Additional Income Allowance

Additional Income Allowance is included in the incentive (additional) compensation section. The main aim of providing additional compensation in the form of allowances, incentives, overtime and so on is to make employees live more prosperously. Performance Allowances are in accordance with Presidential Regulation (PERPRES) Number 103 of 2018 concerning Employee Performance Allowances within the National Police of the Republic of Indonesia, whereas especially for Sector Police personnel in Sabu Raijua Regency, they also receive an Additional Income Allowance in the form of a special performance allowance for the outermost small islands, namely 100% of their salary. principal.

### Conceptual framework

Based on the description above, it can be built research framework as follows:



### Research Hypothesis

Based on the background and conceptual framework, the hypothesis that can be drawn is

1. Work motivation has a positive and significant effect on the performance of Sector Police Members in Sabu Raijua Regency
2. Additional Income Allowance has a positive and significant effect on the performance of Sector Police Members in Sabu Raijua Regency
3. Organizational commitment has a positive and significant effect on the performance of Sector Police Members in Sabu Raijua Regency
4. Motivation, Additional Income Allowance and Organizational Commitment simultaneously have a significant influence on the Performance of Sector Police Members in Sabu Raijua Regency

## 2. METHOD

### Types of research

This research uses quantitative methods. The method used in this paper is a survey method.

### Location and Time of Research

The research location chosen by the author is in Sabu Raijua Regency, especially in three police areas, namely the East Sabu Sector Police (Polsek) in Sabu Timur sub-district, the West Sabu Sector Police  
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(Polsek), the Hawu Mehara Sector Police (Polsek) in Hawumwhara sub-district. The research has been ongoing since the publication of the Decree of the Dean of the Faculty of Economics and Business, Widya Mandira Catholic University, Kupang regarding thesis supervision for the Odd Semester of the 2022/2023 Academic Year on 01 September 2022 to May 2023

### Sampling technique

The sampling method is a saturated sample, which is the entire population as a sample, namely 64 police officers.

### Types of Research Data

The primary data source is by distributing research questionnaires to respondents or research samples. The secondary data in this study are journal articles and books validated data relating to the research conducted.

**Table 2.** Operational Definition of Research Variables

Variable	Definition	Indicator	Size
Performance (Y)	Performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2009)	1. Quantity of work output 2. Quality of work results 3. Punctuality 4. Attendance at work 5. Cooperative attitude	Likert
Work Motivation (X1)	Stated that motivation is a condition or energy that moves employees to be focused or directed to achieve the company's organizational goals (Mangkunegara, 2017)	1. Work hard 2. Future orientation 3. High ideals 4. Task or goal orientation 5. Effort to progress 6. Perseverance 7. Use of time 8. Selected co-worker Source: Mangkunegara (2017:211)	Likert
Additional Income Allowance (X2)	Additional Income Allowance is included in the incentive (additional) compensation section. The main aim of providing additional compensation in the form of allowances, incentives, overtime and so on is to make employees live more prosperous.	1. Job suitability level 2. Work attendance rate 3. Ability to carry out tasks 4. Punctuality of work time 5. Amount of performance allowance, Source : Hasibuan (2009)	Likert
Organizational Commitment (X3)	Organizational commitment is explained by Robbins and Coulter (2011), namely the extent to which an employee associates themselves with the organization and its goals.	1. Desire to become a member of the organization 2. Feel involved in achieving company goals 3. Emotional connection 4. Brag about the company to other people 5. There is a feeling of guilt about leaving the company 6. Think about other people's opinions if you leave the company 7. Staying afloat is an obligation 8. Have a sense of responsibility towards the company 9. Hope to make a profit if you	Likert

- survive.  
 10. Staying in the company is a necessity.  
 11. Consider leaving the company.  
 12. It is difficult to leave the organization.  
 13. Confident in the Organization  
 Source: Robbins & Judge (2008:101)

### Measurement Scale

The scale used in this measurement is the Likert scale. To reduce the impact of bias and the occurrence of concentration of data during analysis, the scale used can be seen in the following table:

**Table 3.**

No	Question	Score
1	Strongly Agree (SS)	1
2	Agree (S)	2
3	Disagree (KS)	3
4	Disagree (TS)	4
5	Strongly Disagree (STS)	5

### Data Analysis Techniques

Data analysis was carried out by the multiple linear regression analysis use SPSS Versiom 26.

**Table 4.** Multiple Linear Regression Test Results

Model	Coefficients <sup>a</sup>			T	Sig.	Collinearity Statistics	
	Standardized Coefficients					Tolerance	VIF
	Beta						
(Constant)	2.167	2.190		5.557	0.000		
X1	0.285	0.264	0.325	1.080	0.284	0.026	2.087
X2	0.413	0.123	0.236	2.351	0.001	0.471	2.121
X3	0.863	0.180	1.390	4.808	0.000	0.028	2.424

Source: Data Processing Results 2023 SPSS Version 26 Software

Based on the results of the Multiple Regression Analysis test in table 4, a multiple linear regression equation model can be created as follows:

$$Y = 2.167 + 0.285X_1 + 0.413X_2 + 0.863X_3$$

Based on the regression equation above, the interpretation for the constant and each regression coefficient can be described as follows:

The number or constant 2.167 explains that if all independent variables, in this case, namely the variables Motivation (X1), Additional Income Allowance (X2) and Organizational Commitment (X3) are assumed to be constant or the change is zero, then Performance (Y) is 2.167. The regression coefficient of 0.285 explains that if the Additional Income Allowance (X2), Organizational Commitment (X3) variables are considered constant or fixed, and if there is a change (increase) in the Motivation variable (X1) by one unit, it will result in an increase in Performance (Y) amounting to 0.285 units; Likewise, if there is a decrease in the Motivation variable (X1) by one unit, it will result in a decrease in Performance (Y) by 0.285 units.

The regression coefficient of 0.413 explains that if the variables Motivation (X1), Organizational Commitment (X3) are considered constant or fixed, and if there is a change (increase) in the variable Additional Income Allowance (X2) by one unit, it will result in an increase in Performance (Y) of 0.413 units; Likewise, if there is a decrease in the Additional Income Allowance variable (X2) by one unit, it will result in a decrease in Performance (Y) of 0.413 units. The regression coefficient of 0.863 explains that if the Motivation (X1) and Additional Income Allowance (X2) variables are considered constant or fixed, and if there is a change (increase) in the Organizational Commitment variable (X3) by one unit, it will result in an increase in Performance (Y) of 0.863 units; Likewise, if there is a decrease in the Organizational Commitment variable (X3) by one unit, it will result in a decrease in Performance (Y) of 0.863 units.

**Hypothesis test**  
**Simultaneous Hypothesis Testing (F Test)**

**Table 5. F Test Results**

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1219.907	3	406.636	12.660	.000 <sup>b</sup>
Residual	198.952	60	3.316		
Total	1418.859	63			

Source: Data Processing Results 2023 SPSS Version 26 Software

Table 3 Anova F value is 12,660 with a significance value of 0.000. Because the significance value of 0.000 is smaller than the significance level used, namely 0.05 or 5%, the variables Motivation (X1), Additional Income Allowance (X2) and Organizational Commitment (X3) simultaneously have a positive and significant effect on the dependent variable Performance of Members Sector Police in Sabu Raijua Regency.

**Partial Hypothesis Test (t Test)**

**Table 6. t- Test Results**

Model	Coefficients <sup>a</sup>						
			Standardized	T	Sig.	Collinearity	
			Coefficients			Statistics	VIF
		Beta			Tolerance		
(Constant)	2.167	2.190		5.557	0.000		
X1	0.285	0.264	0.325	1.080	0.284	0.026	2.087
X2	0.413	0.123	0.236	2.351	0.001	0.471	2.121
X3	0.863	0.180	1.390	4.808	0.000	0.028	2.424

Source: Data Processing Results 2023 SPSS Version 26 Software

Based on Table 6, in the form of partial test results (t-test), it can be seen that the relationship between independent variables and fixed variables is as follows: The results of the analysis from the table have obtained a t value of 1.080 with a significant value of 0.284. Because the significance value (0.284) is greater than the alpha level used, namely 0.05 or 5%, the Motivation variable (X1) has a positive and insignificant effect on the performance of Sector Police Members in Sabu Raijua Regency. The results of this research are different from research conducted by (Rajagukguk, 2016) which says that work motivation has a positive and significant effect on performance. However, these results are in line with the research conducted (Inaray et al., 2016) dan (Manafe et al., 2022) which states that Motivation has no significant effect on Employee Performance. This means that increasing or decreasing performance is not influenced by motivation. It can be said that the motivation within the police to improve their performance has not been effective, this could be because the police are forced to carry out their duties and responsibilities, not because of their own desires. The role of leaders and organizations needs to be involved more deeply in order to fulfill the vision and mission.

The statistical test results for the Additional Income Allowance variable (X2) in the table above show that the value (t) is 2.351 with a significant value of 0.001. Because the significance value (0.001) is smaller than the alpha level used, namely 0.05 or 5%, the Additional Income Allowance variable (X2) partially has a positive and significant effect on the performance of Sector Police Members in Sabu Raijua Regency.

These results are different from research conducted by (Yiing & Ahmad, 2009) who found that organizational commitment did not have a significant effect on performance, but this result was in accordance with research conducted by (Madjid, 2016) and (Sugiani et al., 2018) which says that Additional Income Allowances have a positive and significant effect on employee performance. The location of Sabu district, which is a disadvantaged area in Indonesia, will certainly influence the performance of the local police. If Additional Income Allowances is provided, it will certainly improve police performance because all their needs in underdeveloped areas will be met. The location of the city which is far from access will take up time and money for them to buy all the necessities of life. This is in accordance with the opinion of Hasibuan (2006) who says that basically a person works because he wants to fulfill his life needs.

The system for providing additional income benefits must ensure that there is fairness through designing and determining an effective structure (grade) of additional income benefits. The Sector Police

in Sabu Raijua Regency uses additional income allowances to motivate employees in order to improve high performance. With the additional income allowance which is felt to be fair, the members of the Sector Police in Sabu Raijua Regency will feel satisfied and as a result will certainly be motivated to improve their performance. From the description above, it can be said that the willingness of Sector Police Members in Sabu Raijua Regency to dedicate their abilities, knowledge, skills, energy and time actually expects compensation (salary and allowances) from the organization where they work which can satisfy their needs and desires.

The statistical test results for the Organizational Commitment variable (X3) show that the value (t) is 4.808 with a significant value of 0.000. Because the significance value (0.000) is smaller than the alpha level used, namely 0.05 or 5%, the Commitment variable (X3) has a positive and significant effect on the performance of Sector Police Members in Sabu Raijua Regency. This is in accordance with the results of research conducted by (Dewi Astuti, 2022) and Nikpour (2017) who found that organizational commitment had a positive and significant effect on employee performance. The concept of organizational commitment relates to the level of involvement of people with the organization where they work and are interested in remaining in the organization. The loyalty that every police officer has makes them want to maintain their existing membership through improving performance that focuses on good service to the community.

#### Coefficient of Determination

**Table 7. Coefficient of Determination Test Results**

Model	Model Summary <sup>b</sup>			
	R	R Square	Adjusted R Square	Std. Error of the Estimate
1.	.927 <sup>a</sup>	0.860	0.853	1.821

a. Prediktors: XI,X2,X3  
 b. Dependent : Y

Source: Data Processing Results 2023 SPSS Version 26 Software

Based on the results of the analysis of the Coefficient of Determination t table of the model summary, it can be seen that the value of the Coefficient of Determination (R) Adjusted square is 0.853, which means that the contribution or contributions of the three independent variables in this research are: Motivation (XI), Additional Income Allowance (X2) and Organizational Commitment ( X3) of employee performance of 85.3%, while the remaining 14.7% is influenced by other variables that are not included in this study such as leadership style, organizational culture and work environment etc.

#### 4. CONCLUSION

This research was conducted at the police station in Sabu Raijua Regency with a total of 64 police respondents using the multiple linear regression analysis method using the SPSS Versiom 26 application. Based on the results of data analysis and proof of the 4 hypotheses proposed in the research entitled "The Impact of Work Motivation, Additional Benefits Income and Organizational Commitment on the Performance of Sector Police Members in Sabu Raijua Regency. So this research concludes that the four hypotheses proposed in this research are as follows: Work motivation (X1) has a positive and insignificant effect on performance, Additional Income Allowances (X2) and Organizational Commitment (X3) have a positive and significant effect on Performance (Y) and the three variables X1, X2 and X3 simultaneously influence police performance. Based on the research results obtained, there are several suggestions for improving the performance of Sector Police Members in Sabu Raijua district as follows: Increase the motivation of Sector Police Members in Sabu Raijua Regency, especially on work motivation indicators, namely Hard Work, Future Orientation and high aspirations for Police Members so that in carrying out their duties and responsibilities, police members develop more self-confidence and enthusiasm so that improving performance itself has an impact on good work results. Increase the level of work suitability and ability to carry out tasks so that members of the Police Sector in Sabu Raijua Regency are more optimal and efficient and develop their potential and abilities so that they can improve their performance to be even better. Increasing the Organizational Commitment of Sector Police Members in Sabu Raijua Regency, especially on the affective commitment indicator so that in carrying out their duties and responsibilities a sense of kinship is fostered, especially in feeling comfortable in the organization, feeling proud to be part of the organization, wanting to spend their life in the organization and having a sense of belonging. ups and downs for the organization so that improving the performance of the Sector Police Members in Sabu Raijua Regency itself has an impact on good work results.

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5.2.4 For researchers who will research performance, it is recommended to add other variables not examined in this research, including: Leadership style, work environment and loyalty. As well as increasing the number of respondents and it is also recommended that future research be carried out at different research locations.

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