



# EMPLOYEE PERFORMANCE MANAGEMENT STRATEGY THROUGH JOB SATISFACTION MODERATED BY WORK MOTIVATION IN THE ASSOCIATION OF INDONESIAN SHOPPING CENTER MANAGERS IN EAST JAVA

By

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## Article Info

### Article history:

Received Jul 26, 2025

Revised Aug 12, 2025

Accepted Aug 29, 2025

### Keywords:

Employee Performance

Job Satisfaction

Motivation

Association of Indonesia

Shopping Center Manager

## ABSTRACT

The purpose of this study is to analyze the influence of Organizational Commitment, Organizational Culture, Work Environment, Incentives, Awards, and Leadership Style on Employee Performance through Job Satisfaction and moderated by Work Motivation. This study uses a quantitative approach with a causal research type. The study population is all permanent employees at the Indonesian Shopping Center Management Association East Java, totaling 318 people. The sampling method uses Purposive Sampling and Slovin techniques so that a sample of 177 permanent employees at the Indonesian Shopping Center Management Association East Java is obtained. The data collection method uses a Questionnaire with SEM Partial Least Square data analysis techniques. The results of the study prove that Organizational Commitment, Organizational Culture, Work Environment, and Leadership Style have a significant positive effect on Employee Performance. However, Incentives and Awards do not have a significant positive effect on Employee Performance. Job Satisfaction is able to significantly mediate the relationship between Organizational Culture, Incentives, and Awards on Employee Performance. However, Job Satisfaction was unable to significantly mediate the positive relationship between Organizational Commitment, Work Environment, and Leadership Style on Employee Performance. Work Motivation was unable to significantly moderate the positive relationship between Job Satisfaction and Employee Performance.

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## 1. INTRODUCTION

A crucial factor in any company is its human resources (HR). The crucial role of HR determines the success or failure of a company. Therefore, high-quality HR is essential to achieve the company's goals of increasing productivity. Achieving these goals also depends on the performance of its employees. Employee performance is a key factor in determining individual task accomplishment, which can lead to organizational performance [1]. Performance is the willingness of a person or group of people to carry out activities or perfect them according to their responsibilities with the expected results [2].

Improving employee performance is a crucial factor in achieving organizational goals, namely to gain significant profits. Effective employee performance management plays a vital role in ensuring that employees work efficiently and productively. The Indonesian Shopping Center Management Association (APPBI) of East Java is a

non-profit organization whose members are shopping center managers/owners throughout Indonesia. The goal of APPBI is to collaboratively build relationships between members, the government, and other parties related to shopping centers through communication and cooperation in order to achieve economic success and national development. The research object selected in APPBI is the existence of employee performance issues in each existing mall. In efforts to improve employee performance, there are several influencing factors such as organizational commitment, organizational culture, work environment, incentives, rewards, leadership style, job satisfaction, and work motivation.

To improve employee performance, management needs to pay attention to the aspect of job satisfaction. Job satisfaction is a positive and optimistic emotional state related to the assessment of work results and work experiences [3]. Job satisfaction refers to an individual's satisfaction with their job, including aspects such as recognition, rewards, the work environment, and career development opportunities. Carvalho's research also shows that job satisfaction significantly influences employee performance [4]. However, this differs from Romadhani's research which states that job satisfaction has no significant effect on employee performance [5].

Organizational commitment is the extent to which employees believe in and accept the goals of the organization, and wish to remain with the organization or even leave the company in the end, which is reflected in absenteeism and employee turnover rates [6]. Yuniarto & Lathifah's research proves that there is a significant relationship between organizational commitment and employee performance [7]. This differs from research by Surohmat & Yuniar which states that organizational commitment does not have a significant effect on employee performance [8].

Organizational culture is a pattern of shared beliefs, behaviors, assumptions, and values. Organizational culture shapes the way members of an organization behave and interact and influences their performance. In turn, it is hoped that this organizational culture will be able to create an environment that is conducive to improving individual and organizational performance [9]. Suwandi's research also stated that organizational culture has a significant impact on employees in the Environmental Service environment [10]. This is different from Ferdian & Alya's research which proves that organizational culture has no effect on employee performance [11].

The work environment is a very important part in employees carrying out work activities [12]. Yani's research shows that the work environment has a positive and significant relationship with performance [13]. This is different from research conducted by Warongan which showed that the work environment did not have a significant effect on performance [14].

Incentives are means in the form of material, which are given as a stimulus or encouragement intentionally to workers so that they develop a great enthusiasm to increase their work productivity in the organization [15]. The higher the incentives a company provides to employees, the higher the job satisfaction and performance of the employees, allowing them to meet their living needs. Oktaria & Rinto's research also found that incentives influence employee performance at the Honda Utama Putra Dealership in Pangkalan Bun [15]. This differs from Fatmawati's study which stated that incentives do not have a significant effect on performance [16].

Awards are a form of appreciation for efforts to obtain professional workers in accordance with job demands. Balanced development is required, namely an effort to plan, organize, use and maintain workers so that they are able to carry out tasks effectively and efficiently [17]. Rewards don't have to be monetary, but can also be praise, certificates, cups, trophies, badges, stars, honorary badges, promotions, higher positions, or promotions to lead an area. Hukubun's research indicates that rewards have a significant positive effect on employee performance [18]. However, this is not in line with Aviantoro's research which proves that awards have a positive but insignificant effect on employee performance [19].

Leadership style is a leader's way of moving and directing his subordinates to take targeted actions to support goal achievement [20]. Hermawati's research states that leadership style and work discipline have a significant influence on employee performance at PT. Fa Antares Medika – BSD City [21]. This differs from the study by Mardiani & Yon which stated that leadership style does not have a significant effect on employee performance [22].

In addition to the direct relationship, there is also an indirect influence, namely the moderation of work motivation on the relationship between job satisfaction and employee performance. Work motivation is a conscious effort to influence a person's behavior so that they are moved to take action to achieve a specific result or goal [23]. Larosa's research states that there is a very strong relationship between employee job satisfaction and employee performance at the PTSP of the West Jakarta Mayor's office, which is moderated by work motivation [24].

Based on the above problems, it is known that there are still inconsistencies in the research results from each previous study, so this study will prove the relationship between these variables. In addition, the results of field observations indicate that there is an influence of Organizational Commitment, Organizational Culture, Work Environment, Incentives, Awards and Leadership Style on Employee Performance and Job Satisfaction among employees of the Indonesian Shopping Center Management Association (APPBI) East Java. The purpose of this study



is to analyze the influence of Organizational Commitment, Organizational Culture, Work Environment, Incentives, Awards and Leadership Style on Employee Performance through Job Satisfaction and Work Motivation Moderation.

## 2. RESEARCH METHOD

The approach used by the researcher is a quantitative method, namely research that uses research data in the form of numbers and analysis using statistics [25]. Meanwhile, the type of research used is causal research which analyzes causal relationships [26]. The population in this study were all permanent employees at 5 Shopping Centers that are members of the Indonesian Shopping Center Management Association (APPBI) East Java and according to the criteria there were 196 people. The reason for determining the research population at 5 Shopping Centers was due to the Performance problems in the 5 Companies so that they became the focus of the research discussion. The research sample determination technique used Purposive Sampling technique where the sample determination with certain criteria was that they had worked at an APPBI Member Mall for at least 1 year, understood the work process in the Mall and had the status of a permanent employee. Then to determine the number of samples using the Slovin formula so that the research sample was obtained, namely 177 permanent employees at the Indonesian Shopping Center Management Association (APPBI) East Java. The data collection method was through distributing questionnaires which will be analyzed using SEM Partial Least Square analysis.

## 3. RESULTS AND ANALYSIS

### 3.1. Convergent Validity

Table 1. Convergent Validity

Variable	Item	Original Sample	P-Values	Note
Organizational Commitment (X1)	X1.1	0,868	0.000	Valid
	X1.2	0,841		
	X1.3	0,926		
Organizational Culture (X2)	X2.1	0,713	0.000	Valid
	X2.2	0,784		
	X2.3	0,679		
	X2.4	0,680		
	X2.5	0,839		
	X2.6	0,757		
	X2.7	0,775		
Work Environment (X3)	X3.1.1	0,779	0,000	Valid
	X3.1.2	0,772		
	X3.1.3	0,787		
	X3.1.4	0,814		
	X3.1.5	0,788		
	X3.1.6	0,681		
	X3.1.7	0,810		
	X3.2.1	0,737		
	X3.2.2	0,720		
	X3.2.3	0,783		
	X3.2.4	0,691		
Incentive (X4)	X4.1	0,879	0.000	Valid
	X4.2	0,902		
	X4.3	0,870		
Reward (X5)	X5.1	0,757	0,000	Valid
	X5.2	0,688		
	X5.3	0,768		

Variable	Item	Original Sample	P-Values	Note
Leadership Style (X6)	X5.4	0,837	0.000	Valid
	X5.5	0,810		
	X5.6	0,794		
	X6.1	0,795		
	X6.2	0,765		
	X6.3	0,772		
Job Satisfaction (Z)	X6.4	0,634	0.000	Valid
	X6.5	0,638		
	Z.1	0,825		
	Z.2	0,912		
Work Motivation (M)	Z.3	0,891	0.000	Valid
	Z.4	0,830		
	M.1	0,815		
	M.2	0,815		
	M.3	0,835		
	M.4	0,779		
	M.5	0,739		
	M.6	0,828		
Employee Performance (Y)	M.7	0,746	0.000	Valid
	M.8	0,773		
	Y1	0,747		
	Y2	0,845		
	Y3	0,765		
Job Satisfaction (Z) * Work Motivation (M)	Y4	0,797	0.000	Valid
	Y5	0,836		
	Z*M	1,581		

All indicators in each variable are declared valid as research measuring tools because all have convergent validity values above 0.6.

### 3.2. Discriminant Validity

Table 2. Discriminant Validity

Variable	Average Variance Extracted (AVE)
Organizational Commitment (X1)	0,772
Organizational Culture (X2)	0,561
Work Environment (X3)	0,581
Incentive (X4)	0,782
Reward (X5)	0,604
Leadership Style (X6)	0,524
Job Satisfaction (Z)	0,748
Work Motivation (M)	0,627
Employee Performance (Y)	0,639
Z*M	1,000



The AVE value results for the indicator block that measures can be stated to have a good discriminant validity value because the AVE value is > 0.5.

### 3.3. Reliability Test

Table 3. Reliability Test

Variable	Composite Reliability	Cronbach Alpha
Organizational Commitment (X1)	0,910	0,853
Organizational Culture (X2)	0,899	0,870
Work Environment (X3)	0,943	0,934
Incentive (X4)	0,915	0,860
Reward (X5)	0,901	0,868
Leadership Style (X6)	0,845	0,770
Job Satisfaction (Z)	0,922	0,887
Work Motivation (M)	0,931	0,915
Employee Performance (Y)	0,898	0,858
Z*M	1,000	1,000

Based on the table above, it can be seen that the composite reliability and Cronbach alpha values of all research variables are > 0.70 so they are declared reliable.

### 3.4. Regression Equation

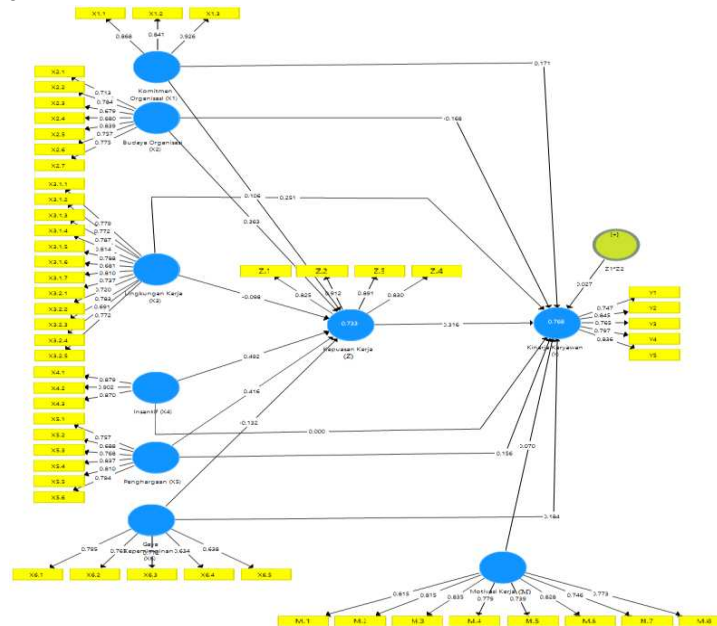


Figure 1. Measurement Model PLS

Based on the image above, it is known that Job Satisfaction (Z) is influenced by the variables of Organizational Commitment (X1), Organizational Culture (X2), Work Environment (X3), Incentives (X4), Awards (X5), and Leadership Style (X6). In addition, the Employee Performance Variable (M) is influenced by the variables of Organizational Commitment (X1), Organizational Culture (X2), Work Environment (X3), Incentives (X4), Awards (X5), Leadership Style (X6), Job Satisfaction (Z) and Moderation of Work Motivation on Job Satisfaction (Z\*M). The following is the structural equation of the relationship:

$$Z = 0,106 X1 + 0,363 X2 - 0,098 X3 + 0,492 X4 + 0,416 X5 - 0,132 X6$$

$$Y = 0,171 X1 - 0,168 X2 + 0,251 X3 + 0,006 X4 + 0,156 X5 + 0,184 X6 + 0,316 Z + 0,027 Z*M$$

### 3.5. R-Square

Changes in the R-Square value can be used to assess the influence of certain independent latent variables on the dependent latent variable to determine whether they have a substantive influence. For endogenous latent variables in a structural model that have an R2 result of 0.75 indicates a "strong" model, an R2 of 0.50 indicates a "moderate" model, and an R2 of 0.25 indicates a "weak" model.

**Table 4. R-Square**

Variabel	<i>R-Square</i>
Job Satisfaction (Z)	0,733
Employee Performance (Y)	0,768

Based on the results of the R-Square value test above, it can be interpreted that the variables of Organizational Commitment (X1), Organizational Culture (X2), Work Environment (X3), Incentives (X4), Awards (X5) and Leadership Style (X6) which influence the Job Satisfaction variable (Z) have an R2 value of 0.733 which indicates that the model is "Moderate". The variables of Organizational Commitment (X1), Organizational Culture (X2), Work Environment (X3), Incentives (X4), Awards (X5), Leadership Style (X6) and Job Satisfaction (Z) which influence Employee Performance (Y) have an R2 value of 0.768 which indicates that the model is "Strong".

### 3.5. Hypothesis Test

**Table 4. Hypothesis Test**

Hypothesis	Variable Relationship	Original Sample	T Statistics	P Value	Results
H <sub>1</sub>	Organizational Commitment (X1) -> Job Satisfaction (Z)	0,106	1,251	0,212	Not significant
H <sub>2</sub>	Organizational Culture (X2) -> Job Satisfaction (Z)	0,363	4,954	0,000	Significant
H <sub>3</sub>	Work Environment (X3) -> Job Satisfaction (Z)	-0,098	0,764	0,445	Not significant
H <sub>4</sub>	Incentives (X4) -> Job Satisfaction (Z)	0,492	5,755	0,000	Significant
H <sub>5</sub>	Rewards (X5) -> Job Satisfaction (Z)	0,416	4,111	0,000	Significant
H <sub>6</sub>	Leadership Style (X6) -> Job Satisfaction (Z)	-0,132	1,557	0,120	Not significant
H <sub>7</sub>	Organizational Commitment (X1) -> Employee Performance (Y)	0,171	2,500	0,013	Significant
H <sub>8</sub>	Organizational Culture (X2) -> Employee Performance (Y)	-0,168	2,197	0,029	Significant
H <sub>9</sub>	Work Environment (X3) -> Employee Performance (Y)	0,251	2,581	0,010	Not significant
H <sub>10</sub>	Incentives (X4) -> Employee Performance (Y)	0,006	0,002	0,999	Significant
H <sub>11</sub>	Rewards (X5) -> Employee Performance (Y)	0,156	1,560	0,119	Not significant
H <sub>12</sub>	Leadership Style (X6) -> Employee Performance (Y)	0,184	2,160	0,031	Significant
H <sub>13</sub>	Job Satisfaction (Z) -> Employee Performance (Y)	0,316	3,105	0,002	Not significant
H <sub>14</sub>	Z*M -> Employee Performance (Y)	0,027	0,820	0,413	Not significant

### 3.6. Discussion

#### 1) The Influence of Organizational Commitment on Job Satisfaction

Based on the research results, it was found that Organizational Commitment did not have a significant effect on Job Satisfaction, because it had a T-statistic value of 1.251, which means it was smaller than 1.96. This is in accordance with Ponumbol's research which stated that Organizational Commitment did not have a significant effect on job



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satisfaction at PT. Shield on Service Indonesia Manado Branch [27]. The insignificant influence between Organizational Commitment and Job Satisfaction of APPBI East Java Employees is caused by the attitude of employees who only care about themselves and do not have the desire to make the organization better.

**2) The Influence of Organizational Culture on Job Satisfaction**

Based on the research results, it was found that Organizational Culture has a significant effect on Job Satisfaction, because the T-statistic value is 4.954, which is greater than 1.96. This is in accordance with the research of Ellys & Mei, which found a significant positive influence between Organizational Culture and Job Satisfaction. [28].

**3) The Influence of Work Environment on Job Satisfaction**

Based on the research results, it was found that the work environment has no significant effect on job satisfaction, because the T-statistic value is 0.764, which is smaller than 1.96. The research results are in line with Nurandini's research which stated that the work environment does not have a negative effect on job satisfaction [29]. The negative relationship between work environment and job satisfaction is caused by overly comfortable work environments, which prevent competition and challenges for employees to work and develop themselves. This leads to employees' job satisfaction and the desire to improve their quality of life being unfulfilled.

**4) The Influence of Incentives on Job Satisfaction**

Based on the research results, it was found that incentives have a significant effect on job satisfaction, because the T-statistic value is 5.755, which is greater than 1.96. The research results are in line with Fahriah's research, where incentives have a significant effect on job satisfaction. [30].

**5) The Influence of Rewards on Job Satisfaction**

Based on the research results, it was found that awards have a significant effect on job satisfaction, because the T-statistic value is 4.111, which is greater than 1.96. The research results are in line with Yuni & Muhammad's research, which proves that awards have a significant effect on job satisfaction. [31].

**6) The Influence of Leadership Style on Job Satisfaction**

Based on the research results, it was found that leadership style does not have a significant effect on job satisfaction, because the T-statistic value is 1.557, which is smaller than 1.96. The research results are in line with the research of Pally & Epsilandri which stated that leadership style has a negative and insignificant effect on job satisfaction [32]. The negative influence between leadership style and job satisfaction is caused by employees' feelings of dependence on their leaders' direction. Employees become lazy and unable to solve problems independently, resulting in reduced job satisfaction.

**7) The Influence of Organizational Commitment on Employee Performance**

Based on the research results, it was found that Organizational Commitment has a significant effect on Employee Performance, as it has a T-statistic value of 2.500, which is greater than 1.96. This is in line with Suharto's research, which also proves that Organizational Commitment has a direct effect on Employee Performance. [33].

**8) The Influence of Organizational Culture on Employee Performance**

Based on the research results, it was found that Organizational Culture has a significant effect on Employee Performance, because it has a T-statistic value of 2.197, which means it is greater than 1.96. The negative influence between Organizational Culture and Employee Performance is caused by the presence of employees who do not care about the values that exist in the organization. This is accordance with Suwandi's which states that organizational culture has a significant impact on employee performance in the Environmental Service environment. [10].

**9) The Influence of Work Environment on Employee Performance**

Based on the research results, it was found that the work environment has a significant effect on employee performance, because it has a T-statistic value of 2.581, which means it is greater than 1.96. This is in accordance with the research of Widiana & Heryanda which showed that the work environment has a positive and significant relationship with employee performance. [34].

**10) The Influence of Incentives on Employee Performance**

Based on the research results, it was found that incentives do not have a significant effect on employee performance, because it has a statistical T value of 0.002, which means it is smaller than 1.96. The research results are in line with Fatmawati who stated that incentives do not have a significant effect on employee performance [16]. The insignificant relationship between incentives and employee performance at the Indonesian Shopping Center Management Association (APPBI) East Java in Surabaya is due to poor incentive management where the provision of incentives is considered less objective because it does not look at the employee's performance that has been carried out.

#### 11) The Influence of Awards on Employee Performance

Based on the research results, it was found that awards do not have a significant effect on employee performance, because it has a statistical T value of 1.560, which means it is smaller than 1.96. The research results are in line with Aviantoro, which proves that awards have a positive but insignificant effect on employee performance [19]. The insignificant relationship between Awards and Employee Performance at the Indonesian Shopping Center Management Association (APPBI) East Java in Surabaya is due to the absence of awards given by the company to employees who have worked for more than 5 years.

#### 12) The Influence of Leadership Style on Employee Performance

Based on the research results, it was found that Leadership Style has a significant effect on Employee Performance, because it has a statistical T value of 2.160 which means it is greater than 1.96. This is in accordance with Batubara's research which shows that Directive Leadership Style has a significant effect on employee performance in the Procurement Department of PT Inalum (Persero) [35].

#### 13) The Influence of Job Satisfaction on Employee Performance

Based on the research results, it was found that Job Satisfaction had a significant effect on Employee Performance, because it had a statistical T value of 3.105, which means it was greater than 1.96. This is in accordance with Mubarak's study which stated that Job Satisfaction had a significant effect on Employee Performance [36].

#### 14) The Influence of Job Satisfaction on Employee Performance is Moderated by Work Motivation

Based on the research results, it was found that Job Satisfaction does not have a significant effect on Employee Performance moderated by Work Motivation, because it has a T-statistic value of 0.820 which means it is smaller than 1.96. Therefore, Employee Performance cannot be influenced by Job Satisfaction and Work Motivation Moderation. The results of this study are in line with Apdiar's research which states that Work Motivation does not moderate the relationship between job satisfaction variables and employee performance at PT. Pinus Merah Abadi Metro Branch employees. [2].

### 4. CONCLUSION

Based on the results of the research analysis and discussion, the research conclusion is that Organizational Commitment, Organizational Culture, Work Environment, and Leadership Style have a significant positive effect on Employee Performance. However, Incentives and Awards do not have a significant positive effect on Employee Performance. Job Satisfaction is able to significantly mediate the relationship between Organizational Culture, Incentives, and Awards on Employee Performance. However, Job Satisfaction is not able to significantly mediate the relationship between Organizational Commitment, Work Environment, and Leadership Style on Employee Performance. Work Motivation is not able to significantly moderate the relationship between Job Satisfaction and Employee Performance.

### 5. ACKNOWLEDGEMENTS

Thank you to all parties who helped complete this research until it was finished.

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