

The Role of Organizational Commitment as A Mediator on The Influence of Motivation and Training on Employee Performance (Study on the Mataram Class A Search and Rescue Office)

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Abstract

This study aims to analyze the effect of motivation and training on employee performance, with organizational commitment as a mediating variable, at the Mataram Class A Search and Rescue Office. The study employs a quantitative approach. This study uses a saturated sampling technique, which involves selecting the entire population as the research sample. Therefore, the sample size used in this study is 115 employees. Data collection was conducted through questionnaires, observations, and documentation. Data analysis utilized path analysis and the Sobel test to examine the mediating role of organizational commitment. The results indicate that motivation has a positive and significant effect on organizational commitment; training has a positive and significant effect on organizational commitment; motivation has a positive and significant effect on employee performance; training has a positive and significant effect on employee performance; and organizational commitment has a positive and significant effect on employee performance. Furthermore, organizational commitment was found to mediate the effect of motivation on employee performance and to mediate the effect of training on employee performance. These findings suggest that enhancing motivation and training, supported by strong organizational commitment, can optimally improve employee performance at the Class A Search and Rescue Office in Mataram. The implications of this study highlight the importance of boosting motivation through the fulfillment of work needs, the provision of rewards, and opportunities for self-development, as well as the implementation of continuous training programs to strengthen organizational commitment and enhance employee performance.

Keywords

Motivation, Training, Organizational Commitment, Employee Performance, Path Analysis



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INTRODUCTION

The success of an organization, both in the government and private sectors, is highly determined by the quality of its human resources (HR). In the context of

government organizations, employee performance is a crucial factor in determining the effectiveness of the implementation of duties and the quality of public services provided to the community. High-performing employees not only demonstrate qualified technical skills, but also dedication, integrity, and a strong commitment to organizational values. Human resources play a central role in determining and realizing the success of the organization in achieving its goals, so that improving employee performance is a priority that must be carried out continuously through improving employees' work abilities (Nawawi, 2020).

Employee performance is influenced by various factors, including motivation, training, and organizational commitment. Motivation is the power that results from a person's desire to satisfy their needs, such as hunger, thirst, and social needs (Casio in Umar, 2018). Siagian (2017) defines motivation as an intrinsically and extrinsically driven drive that makes a person willing and willing to work as hard as possible by directing all the abilities they have for the success of the organization in achieving its goals and various objectives. Strong motivation encourages employees to have the desire to participate in training organized by the organization, which is ultimately expected to improve employee performance.

Training is another important factor that affects employee performance. Harianja (2015) defines training as a planned effort by an organization to improve the knowledge, skills, and abilities of employees. Training programs must be planned and arranged appropriately to suit the needs of employees and organizations, so that they can realize company goals that are in line with individual employee goals. Effective training components include training instructors, trainees, training materials, training methods, and training objectives that are prepared based on the needs of the company and employees (Handoko, 2014). With consistent and planned training, employees can improve their competencies both in terms of skills, knowledge, and attitudes at work, which ultimately has an impact on improving performance.

Organizational commitment also plays an important role in encouraging employee performance. Nawawi's research (2020) shows that one of the factors that causes an increase in employees' employability is the existence of organizational commitment. Organizational commitment reflects an employee's level of loyalty and attachment to the organization they work for, which affects the employee's willingness to make his or her best contribution to the achievement of the organization's goals. In the context of government organizations, organizational commitment is an important factor because employees are not only required to work

professionally but also have dedication to public service.

The Mataram Class A Search and Rescue Office is a central government agency located in Mataram City, West Nusa Tenggara Province, with a total of 124 employees. As an institution engaged in search and rescue (SAR), this organization is required to provide high-quality services to the community. Therefore, employees need to be given adequate training in order to have skills in accordance with the Standard Operating Procedures (SOP) that have been set. Intensive and continuous training is needed so that organizations have human resources with optimal performance who are able to provide excellent SAR services to the community.

A conducive work environment is also a factor that cannot be ignored in efforts to improve employee performance. Nitisemito (2017) states that the work environment is everything that exists around workers and can affect themselves in carrying out the tasks they are assigned. A conducive work environment will create a sense of security and peace and can increase good work results. With a supportive work environment, employee motivation will increase and the desire to participate in training will also increase, which in turn will have a positive impact on employee performance.

Performance appraisal has various benefits for the organization, including as a basis for improving or developing job descriptions and job specifications, recruitment and selection criteria as well as employee placement, measuring employee contributions in achieving organizational goals, evaluation of training programs and development of work methods, organizational structure, working conditions and work equipment, as well as feedback for employees about abilities, advantages, disadvantages, and potential they have for career development (Suharyati, 2015). Job appraisal information can also be used as a monitoring tool, the basis for determining the amount of salary/wages that are appropriately given, designing future organizational targets, and identifying employee training and development needs both now and in the future.

This study aims to analyze the influence of motivation and training on employee performance with organizational commitment as a mediating variable in the Mataram Class A Search and Rescue Office. More specifically, this study examines the influence of motivation on organizational commitment, the effect of training on organizational commitment, the effect of motivation on employee performance, the effect of training on employee performance, the influence of organizational commitment on employee performance, and the role of organizational commitment in mediating the influence of motivation and training on employee

performance. This research is expected to contribute ideas in the field of human resource management, especially regarding motivation, training, organizational commitment, and employee performance, as well as become information and reference material for parties who want to conduct further research. Practically, the results of this study are expected to be a source of information and consideration for management in making policies related to increasing motivation, training, organizational commitment, and employee performance at the Mataram Class A Search and Rescue Office.

METHODS

This study uses a quantitative approach with the causal associative method which aims to determine the relationship and influence between the variables studied (Sugiyono, 2022). The research was carried out at the Mataram Class A Search and Rescue Office with a focus on the influence of motivation (X1) and training (X2) on employee performance (Y2) through organizational commitment (Y1) as a mediating variable. The population in this study is all employees of the Mataram Class A Search and Rescue Office which totals 115 people. Given the relatively limited population, this study uses a saturated sample technique, which is to make all members of the population as a research sample, so that the number of samples used is 115 employees. This approach was chosen to obtain more representative and accurate results because the entire population can be reached and included in the study (Arikunto, 2018).

The research variables are defined operationally to facilitate measurement. Motivation (X1) is measured through indicators of physical needs, security needs, social needs, needs for appreciation, and self-realization needs (Hasibuan, 2019). Training (X2) is measured by the indicators of training instructors, trainees, training materials, training methods, and training objectives (Mangkunegara, 2018). Organizational commitment (Y1) as a mediating variable was measured using indicators of affective commitment, sustainable commitment, and normative commitment (Schermerhorn et al., 2023). Employee performance (Y2) as a dependent variable is measured through indicators of work quality, work quantity, punctuality, effectiveness, and independence (Robbins & Judge, 2019). The data collection method was carried out through the distribution of questionnaires with the Likert scale, direct observation, and documentation to obtain primary and secondary data that supported the research. The research instrument was first tested for validity using Pearson's product moment correlation and reliability test with Cronbach's Alpha, where the instrument was declared reliable if the alpha value was greater than 0.60

(Maholtra, 2018; Sugiyono, 2018).

The data analysis technique in this study uses descriptive analysis and inferential statistical analysis. The descriptive analysis is intended to obtain an overview of the characteristics of the research respondents from various aspects such as age, gender, education, and position of position, as well as describe the respondents' perception of the indicators of each research variable based on the respondents' response tendencies. Before conducting path analysis, a classical assumption test was first carried out which included a normality test with Kolmogorov Smirnov, a multicollinearity test through the Variance Inflation Factor (VIF) value, and a heteroscedasticity test with the Glejser test to ensure that the research model is suitable for use and truly describes the causal and correlational phenomena between the variables being studied (Solimun, 2017).

Path analysis is used to test the direct and indirect influence between motivation and training variables on employee performance through organizational commitment as a mediating variable. This analysis involves two regression equations, namely the first equation tests the influence of motivation and training on organizational commitment, and the second equation tests the influence of motivation, training, and organizational commitment on employee performance. To determine the significance of the indirect influence or the role of mediation, a Sobel test is carried out with the criterion that if the value of $Z > 1.98$ at a significance level of 5%, then the mediator variable is able to mediate the relationship of the free variable to the bound variable, and vice versa if the value of $Z < 1.98$, then the mediator variable is unable to mediate the relationship. All data analysis in this study was processed using the SPSS 26.0 for Windows program with a significance level of 5% (Solimun, 2017).

FINDINGS AND DISCUSSION

Validity and Reliability Tests

Table 1 Validity and Reliability Test Results

Variabel	Indicator	Validity Test		Reliability Test	
		Coefazine Regresi	Remarks	Cupechi na	Remarks
Motivation (X1)	X1.1	0,779	Valid	0,771	Reliabel
	X1.2	0,789	Valid		
	X1.3	0,556	Valid		
	X1.4	0,817	Valid		
	X1.5	0,774	Valid		

Training (X2)	X2.1	0,840	Valid	0,924	Reliabel
	X2.2	0,891	Valid		
	X2.3	0,897	Valid		
	X2.4	0,897	Valid		
	X2.5	0,855	Valid		
Organization al Commitment (Y1)	Y1.1	0,846	Valid	0,931	Reliabel
	Y1.2	0,862	Valid		
	Y1.3	0,877	Valid		
	Y1.4	0,894	Valid		
	Y1.5	0,832	Valid		
	Y1.6	0,867	Valid		
Employee Performance (Y2)	Y2.1	0,896	Valid	0,927	Reliabel
	Y2.2	0,903	Valid		
	Y2.3	0,878	Valid		
	Y2.4	0,855	Valid		
	Y2.5	0,871	Valid		

Classic Assumption Test

Normality Test

Table 2 Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		115
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.30056949
Most Extreme Differences	Absolute	.112
	Positive	.112
	Negative	-.056
Test Statistic		.112
Asymp. Sig. (2-tailed)		.200 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: appendix 7

Multicollinearity Test

Table 3 Multicollinearity Test
Coefficients^a

		Collinearity Statistics		Source:
		Toleranc		
Model		e	LIVE	
1	X1	.389	2.573	Appendix 7
	X2	.326	3.065	
	Y1	.349	2.861	
a. Dependent Variable: Y2				

Heteroscedasticity**Test****Table 4 Heteroscedasticity Test**

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.116	.544		2.051	.043
	X1	.044	.041	.161	1.066	.289
	X2	-.044	.040	-.181	-1.099	.274
	Y1	-.005	.032	-.024	-.152	.879

a. Dependent Variable: ABS

Model Fit Testing

Based on the results of the calculation of the multiple determination coefficient for the proposed model, the values of $R_1^2 = 0.651$ and $R_2^2 = 0.871$ were obtained. Through the calculation of the total determination coefficient (total R^2) in the path analysis, a value of 0.955 was obtained. This value indicates that the research model has a very strong ability to explain the relationship between the variables studied, where the variables of motivation and training through organizational commitment are able to explain the variation in employee performance by 95.5 percent, while the remaining 4.5 percent is explained by other factors outside the research model such as leadership style, compensation system, work discipline, organizational culture, job satisfaction, as well as individual employee characteristics. The high value of the total determination coefficient shows that the path analysis model used has a very good level of accuracy in explaining the relationship between motivation, training, organizational commitment, and employee performance at the Mataram Class A Search and Rescue Office.

Path Analysis Test Results

Table 5 Direct and Indirect Effects Test Results

N o	Relationships Between Variables	Direct Effects	Indirect Effects	Total Effect	Sig	Remarks
1	Motivation (X1) → Organizational Commitment (Y1)	0,330	-	0,330	0,000	H1 accepted
2	Training (X2) → Organizational Commitment (Y1)	0,530	-	0,530	0,000	H2 accepted
3	Motivation (X1) → Employee Performance (Y2)	0,127	-	0,127	0,022	H3 accepted
4	Training (X2) → Employee Performance (Y2)	0,290	-	0,290	0,000	H4 accepted
5	Organizational Commitment (Y1) → Employee	0,587	-	0,587	0,000	H5 accepted

	Performance (Y2)					
6	Motivation (X1) → Organizational Commitment (Y1) → Employee Performance (Y2)	-	0,194 (0,330*0,587)	0,194	-	H6 accepted
7	Training (X2) → Organizational Commitment (Y1) → Employee Performance (Y2)	-	0,311 (0,530*0,587)	0,311	-	H7 accepted

Hypothesis Testing

Based on the results of the analysis, all hypotheses in this study were accepted because they showed a positive and significant influence. Motivation and training have been proven to have a positive and significant effect on organizational commitment and employee performance, both directly and through organizational commitment as a mediating variable. Organizational commitment has also been proven to have a positive and significant effect on employee performance. The results of the Sobel test showed that organizational commitment was able to mediate the influence of motivation and training on employee performance, with a Z value of 3.67 and 5.37, respectively, which was greater than 1.98. Thus, the higher the motivation and quality of training provided, the higher the commitment of the employee organization which ultimately improves the performance of employees at the Mataram Class A Search and Rescue Office.

Discussion

The Effect of Motivation on Organizational Commitment at the Mataram Class A Search and Rescue Office

The results of the analysis showed that motivation (X1) had a positive and significant effect on organizational commitment (Y1) with a path coefficient value of 0.330 and a significance value of 0.000 ($p < 0.05$). This means that the better the motivation, the higher the level of organizational commitment to the Mataram Class A Search and Rescue Office. This finding indicates that the increase in motivation felt by employees will be followed by an increase in organizational commitment to the Mataram Class A Search and Rescue Office. Berelson et al. (2019) define motivation as an inner state that energizes, activates, and directs behavior toward goals, namely an impulse from within an individual that moves and directs behavior toward certain goals. In an organization, motivation is an important factor that affects employees' attitudes towards their work and towards the organization where they work. Highly motivated employees tend to show greater engagement, stronger loyalty, and a willingness to make the best contribution to the organization.

Motivation in this study was measured through indicators of physical needs, security needs, social needs, the need for appreciation, and the need for self-manifestation. Fulfilling physical needs provides a guarantee for the welfare of employees so that they can work more calmly. The need for a sense of security creates a feeling of protection in carrying out duties, while social needs encourage the formation of harmonious working relationships between employees. In addition, the need for awards provides recognition for the contributions made by employees, while the need for self-realization provides opportunities for employees to develop their potential and abilities.

Fulfilling these various needs can strengthen employees' attachment to the organization. When employees feel that the organization is able to meet their needs and expectations, there will be a sense of belonging, loyalty, and a desire to remain part of the organization. This condition is reflected in the increase in organizational commitment which is shown through the willingness of employees to support the achievement of organizational goals. The results of this study show that the motivation of the Mataram Class A Search and Rescue Office employees has contributed to shaping organizational commitment. Employees who feel motivated at work tend to have a stronger psychological relationship with the organization, so they are more willing to maintain their membership and make optimal contributions to the implementation of tasks.

These findings are in line with previous research conducted by Mubarak et al. (2022) which proved that motivation has a positive and significant effect on employee organizational commitment. Similar results were also found by Dhameria and Ghazali (2020) who stated that work motivation has a positive and significant effect on organizational commitment. The similarity of these results reinforces that motivation is one of the important factors in increasing employee commitment to the organization.

The Effect of Training on Organizational Commitment at the Mataram Class A Search and Rescue Office

The results of the analysis showed that training (X2) had a positive and significant effect on organizational commitment (Y1) with a path coefficient value of 0.530 and a significance value of 0.000 ($p < 0.05$). This means that the better the training implemented, the higher the level of organizational commitment to the Mataram Class A Search and Rescue Office. These findings indicate that the improvement in the quality of training provided by the organization will be followed by an increase in the commitment of the employee organization at the Mataram Class A Search and Rescue Office. According to Andrew E. Sikula quoted by Mangkunegara (2018), training is a short-term educational process utilizing a systematic and organized procedure by which nonmanagerial personnel learn technical knowledge and skills for a definite purpose. The definition explains that training is a learning process that is systematically designed to improve the knowledge and skills of employees to be able to carry out work more effectively. Through training, employees not only acquire the technical skills needed in the job, but also get the opportunity to develop competencies that are relevant to the demands of the organization.

The training in this study was measured through the indicators of training instructors, trainees, training materials, training methods, and training objectives. Competent instructors are able to convey the material clearly so that it is easier for participants to understand the knowledge and skills provided. The quality of the trainees also determines the success of the learning process because active participation will increase the effectiveness of knowledge transfer. In addition, materials that are in accordance with the needs of the job will provide greater benefits for employees in carrying out their duties. The right training method also plays a role in improving participants' understanding and skills. The use of interesting and easy-to-understand methods can create a more effective learning experience. Meanwhile, the clear purpose of the training provides direction for the

implementation of the program so that the results obtained can support the needs of the organization and the individual development of employees. The implementation of good training can foster a positive perception of employees towards the organization. The opportunity to participate in training is often seen as a form of organizational attention to career development and employee competency improvement. When employees feel that the organization is investing in their own development, there will be a sense of appreciation and recognition as an important part of the organization. These feelings can further strengthen employees' loyalty and attachment to the organization.

At the Mataram Class A Search and Rescue Office, training has an important role considering the characteristics of the job that requires technical skills, preparedness, and the ability to make quick and precise decisions. An ongoing training program not only enhances employees' ability to carry out search and rescue tasks, but also strengthens the belief that the organization supports their professional development. This condition encourages the growth of stronger organizational commitment. The results of this study are in line with the research of Wiraguna et al. (2021) which found that education and training have a positive effect on organizational commitment. Similar findings were also put forward by Setiawanto, Indrawati, and Utari (2024) which showed that training had a positive effect on employee commitment. The similarity of these results shows that training is one of the important instruments that organizations can use to increase employee attachment and loyalty to the organization.

The Effect of Motivation on Employee Performance at the Mataram Class A Search and Rescue Office

The results of the analysis showed that motivation (X1) had a positive and significant effect on employee performance (Y2) with a path coefficient value of 0.127 and a significance value of 0.022 ($p < 0.05$). This means that the better the motivation, the higher the level of employee performance at the Mataram Class A Search and Rescue Office. These findings indicate that increasing work motivation will be followed by improving employee performance at the Mataram Class A Search and Rescue Office. According to Hasibuan (2019), motivation is a factor that encourages a person to work optimally in achieving certain goals. High motivation will encourage employees to exert their abilities, time, and energy in carrying out the tasks for which they are responsible. Motivation is not only related to meeting economic needs, but also includes psychological and social needs that can affect employee morale.

The motivation variables in this study were measured through physical needs, security needs, social needs, the need for appreciation, and the need for self-realization. Fulfilling physical needs provides support for employees to work in more comfortable conditions. The need for a sense of security creates peace of mind in carrying out work so that employees can focus more on the tasks given. Meanwhile, social needs allow the formation of good working relationships between employees so that they can increase cooperation and coordination in the implementation of work. The need for an award provides recognition for the contribution that employees make to the organization. This recognition can foster a sense of pride and increase the desire to maintain or even improve work performance. In addition, the need for self-realization provides opportunities for employees to develop their abilities and potentials so that they can provide more optimal work results.

The existence of these various motivational factors encourages employees to work more productively, responsibly, and oriented towards achieving good work results. Highly motivated employees tend to show greater initiative, are able to complete work according to targets, and strive to provide the best quality of work for the organization. The findings of this study show that motivation is one of the factors that contribute to improving employee performance at the Mataram Class A Search and Rescue Office. Although the value of the influence coefficient is not as large as other variables in the research model, motivation still plays an important role in encouraging employees to carry out their tasks optimally and achieve the performance standards expected by the organization.

The results of this study support the findings of Mubarak et al. (2022) which stated that motivation has a positive and significant effect on employee performance. Similar findings were also put forward by Nur, Harsono, and Prawitowati (2024) and Wirmayanis (2019) who found that work motivation is able to improve employee performance. The similarity of these results shows that motivation is an important factor in efforts to increase the effectiveness of work implementation.

The Effect of Training on Employee Performance at the Mataram Class A Search and Rescue Office

The results of the analysis showed that training (X2) had a positive and significant effect on employee performance (Y2) with a path coefficient value of 0.290 and a significance value of 0.000 ($p < 0.05$). This means that the better the training applied, the higher the level of employee performance at the Mataram Class A Search and Rescue Office. These results indicate that the better the implementation of the

training, the higher the level of employee performance produced. According to Mangkunegara (2018), training is a process that aims to improve employees' employability through the development of knowledge, skills, and attitudes needed in the implementation of work. Organizations that provide training in a planned manner will have human resources who are better prepared to face the demands of work and changes in the work environment.

In this study, training was measured through the indicators of training instructors, trainees, training materials, training methods, and training objectives. The quality of the instructor affects the success of knowledge transfer to participants. Materials relevant to the needs of the job will increase the benefits of training for employees. In addition, the right training methods can help participants understand the material more effectively so that the skills gained can be applied directly on the job. Clear training goals are also an important factor because they provide direction to the competencies to be achieved. When all components of the training run well, employees will gain more adequate ability to complete work effectively and efficiently.

Improving competencies obtained through training will affect the quality of work results, the ability to complete tasks according to targets, and accuracy in decision-making. For employees of the Mataram Class A Search and Rescue Office who face tasks with high levels of risk and complexity, training is an important means to ensure the readiness of human resources in carrying out operational tasks and services to the community. The findings of this study show that training not only functions as a means of developing individual abilities, but also contributes to improving organizational performance through improving the quality of employee performance. Therefore, the implementation of continuous training is one of the strategies that organizations can carry out to maintain and improve the quality of service. The results of this study are in line with the research of Wiraguna et al. (2021) which found that training has a positive effect on employee performance. Similar findings were also put forward by Setiawanto, Indrawati, and Utari (2024) who stated that training is able to improve employee performance through improving their competencies.

The Effect of Organizational Commitment on Employee Performance at the Mataram Class A Search and Rescue Office

The results of the analysis showed that organizational commitment (Y1) had a positive and significant effect on employee performance (Y2) with a path coefficient value of 0.587 and a significance value of 0.000 ($p < 0.05$). The value of the coefficient

shows that organizational commitment is one of the variables that has a strong contribution in improving employee performance. This means that the better the organizational commitment that is implemented, the higher the level of employee performance at the Mataram Class A Search and Rescue Office.

According to Luthans (2020), organizational commitment is an attitude that reflects employee loyalty to the organization and the desire to remain part of the organization in the long term. High commitment indicates the existence of emotional attachment and the willingness of individuals to support the achievement of organizational goals. Organizational commitment in this study was measured through affective commitment, continuance commitment, and normative commitment. Affective commitment describes the emotional attachment of employees to the organization. Employees who have strong emotional attachment usually show higher enthusiasm in carrying out the work. Continuance commitment is related to the consideration of employees to stay in the organization because of the benefits obtained. Meanwhile, normative commitment reflects a sense of moral responsibility to remain loyal and contribute to the organization.

These three forms of commitment can encourage employees to work more responsibly and consistently in achieving the work targets that have been set. Employees who have high commitment tend to show a willingness to give their best effort, maintain the quality of work, and support the success of the organization as a whole. The findings of this study show that organizational commitment has a very important role in shaping the performance of employees at the Mataram Class A Search and Rescue Office. The high level of loyalty and attachment of employees to the organization is the capital that supports the creation of better work quality, higher productivity, and more effective task execution. The results of this study support the findings of Dhameria and Ghazali (2020) who stated that organizational commitment has a positive and significant effect on employee performance. Similar findings were also obtained by Wirmayanis (2019) and Juliansyah and Aprianto (2024) which showed that employees with a higher level of organizational commitment tend to be able to produce better performance. The similarity of these results reinforces that employee attachment to the organization can encourage an improvement in the quality of work implementation.

The Effect of Motivation on Employee Performance through Organizational Commitment at the Mataram Class A Search and Rescue Office.

Indirect influence testing showed that motivation (X1) had an influence on employee performance (Y2) through organizational commitment (Y1) of 0.194. This

value was obtained from the result of multiplying the coefficient of the motivation path to organizational commitment (0.330) and the coefficient of the organizational commitment path to employee performance (0.587). Based on the results of the Sobel Test, a Z value of 3.67 was obtained greater than the critical value of 1.98 at a significance level of 5 percent. Therefore, organizational commitment has been proven to be able to mediate the influence of motivation on employee performance at the Mataram Class A Search and Rescue Office.

These results show that motivation not only contributes directly to improving employee performance at the Mataram Class A Search and Rescue Office, but also exerts influence through the formation of organizational commitment. When employee needs are met and they gain the drive to grow, there will be a stronger attachment to the organization. This attachment then encourages employees to work with a higher level of responsibility and dedication. The mediating role of organizational commitment at the Mataram Class A Search and Rescue Office indicates that the motivation of employees will have a greater impact on performance if accompanied by loyalty and attachment to the organization. In other words, motivation is a driving factor, while the organization's commitment to strengthen the process of transforming motivation into productive work behavior. The results of this study show that efforts to improve employee performance at the Mataram Class A Search and Rescue Office are not enough to be carried out only through increased motivation, but also need to be balanced with the formation of a strong organizational commitment. When these two aspects develop simultaneously, the employee's contribution to the achievement of organizational goals will be more optimal.

The findings of this study are in line with the research of Mubarak et al. (2022) which shows that organizational commitment is able to mediate the influence of motivation on employee performance. Similar results were also found by Nur, Harsono, and Prawitowati (2024) which prove that organizational commitment plays a role as a mediating variable in the relationship between motivation and employee performance. The similarity of these results provides empirical evidence that high motivation not only has a direct impact on performance improvement, but can also strengthen employee organizational commitment which ultimately contributes to performance improvement. Thus, organizational commitment is a mechanism that bridges the influence of motivation on the achievement of employee performance.

The Influence of Training on Employee Performance through Organizational Commitment

The test results showed that training (X2) had an indirect influence on employee performance (Y2) through organizational commitment (Y1) of 0.311. This value was obtained from the result of multiplying the coefficient of the training path to organizational commitment (0.530) and the coefficient of the organizational commitment path to employee performance (0.587). Based on the calculation of the Sobel Test, a Z value of 5.37 was obtained, which was greater than the value of 1.98 at a significance level of 5 percent. Thus, organizational commitment has proven to be able to mediate the influence of training on employee performance at the Mataram Class A Search and Rescue Office.

These results show that the benefits of training are not only reflected in improving employees' technical skills, but also in increasing employee attachment to the organization. The opportunity to participate in training is often seen as a form of organizational investment in human resource development. This positive perception can foster a sense of appreciation and strengthen employee loyalty to the organization. When organizational commitment increases, employees at the Mataram Class A Search and Rescue Office will be encouraged to utilize the competencies obtained through training to the maximum in the implementation of work. This condition makes training have a wider impact because it not only improves individual abilities, but also strengthens attitudes and work behaviors that support the achievement of organizational goals.

The magnitude of the indirect influence generated shows that the organization's commitment to the Mataram Class A Search and Rescue Office plays an important role in bridging the relationship between training and employee performance. This means that the effectiveness of the training program will be higher if it is able to build a sense of belonging, loyalty, and attachment of employees to the organization. The findings of this study are in line with the research of Wiraguna et al. (2021) which proves that organizational commitment is able to mediate the relationship between training and employee performance. Similar results were also found by Setiawanto, Indrawati, and Utari (2024) who stated that employee commitment plays a role as a mediating variable in the effect of training on employee performance. These findings reinforce that competency development through training will provide more optimal results when accompanied by a high level of organizational commitment.

CONCLUSION

Based on the results of analysis and discussion, this study concludes that motivation and training have a positive and significant effect on organizational

commitment and employee performance directly at the Mataram Class A Search and Rescue Office. Organizational commitment has also been proven to have a positive and significant effect on employee performance, and is able to play a mediating variable in the relationship between motivation and training and employee performance. These findings confirm that increasing work motivation through meeting needs and awarding, as well as the implementation of quality training, not only has a direct impact on improving employee performance, but also strengthens organizational commitment which ultimately contributes to optimizing employee performance in carrying out search and rescue tasks.

Based on this conclusion, it is recommended to the Head of the Mataram Class A Search and Rescue Office to increase employee motivation in the aspect of social needs through togetherness and team building activities, as well as improve the quality of training in the aspect of participant suitability and material through a more accurate analysis of training needs. In addition, strengthening employee normative commitment needs to be done through instilling organizational values and giving rewards to highly dedicated employees, as well as increasing the effectiveness of employee performance through supervision of work procedures and consistent discipline enforcement. This research has limitations because it is only conducted in one agency with a cross-sectional approach and limited variables, so further research is recommended to expand the scope of the research object, add other variables such as organizational culture and leadership, and use a longitudinal approach to obtain a more comprehensive understanding of the factors that affect employee performance.

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