



Mediation of Job Satisfaction on Employee Performance Through Influence Incentives and Organizational Commitment

(A Study of Islamic Economics and Business Baitul Maal Hidayatullah, Banten Province)

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Abstract

This study investigates the influence of incentives and organizational commitment on employee performance, with job satisfaction as a mediating variable. The research was conducted at Baitul Maal Hidayatullah (BMH) Banten Province, a non-profit organization engaged in zakat, infaq, and sadaqah management. The study employed a quantitative method with a saturated sample of 100 employees. Data were collected through questionnaires and analyzed using Structural Equation Modeling with SmartPLS 4.0. The results reveal that both incentives and organizational commitment have a significant and positive impact on job satisfaction and employee performance. Furthermore, job satisfaction significantly enhances employee performance and partially mediates the relationship between organizational commitment and performance. However, its mediating effect between incentives and performance is not significant. These findings underscore the critical role of intrinsic factors such as commitment and satisfaction in improving performance, especially in non-profit organizational contexts

Keywords: Incentive, Organizational Commitment, Job satisfaction, Employee Performance

Introduction

In the era of growing competition and increasing performance demands, organizations both for profit and nonprofit must strategically manage their human resources to maintain and improve performance outcomes. Employee performance is not only determined by individual competencies but also by organizational practices such as incentive systems and the cultivation of organizational commitment. In the context of non-profit institutions such as Baitul Maal

Hidayatullah (BMH), employee performance plays a pivotal role in ensuring the success of social missions, particularly in the collection and distribution of zakat, infaq, and sadaqah.

In 2023, BMH Banten experienced a decline in employee performance, evidenced by the failure to meet monthly performance targets during several months. Preliminary observations and interviews suggest that this issue may stem from ineffective incentive structures and varying levels of organizational commitment among employees. While monetary rewards can serve as a strong motivator, the success of such incentives is contingent upon their perceived fairness and alignment with employee expectations. Prior studies have confirmed a significant relationship between incentives and employee performance (Al-Zahrani & Al-Harbi, 2023; Zain et al., 2022), yet other research presents conflicting results, indicating the need for deeper examination. Organizational commitment is another critical factor that influences employee behavior and performance. Employees with strong affective, normative, and continuance commitment are more likely to remain engaged and contribute positively to their organization (Nadapdap, 2017). However, research also presents inconsistent findings on its effectiveness in driving performance, particularly in non-profit environments where financial incentives are often limited. Furthermore, job satisfaction has emerged as a key mediating variable in the relationship between incentives, organizational commitment, and performance. Employees who are satisfied with their jobs tend to exhibit higher motivation, lower turnover intentions, and greater commitment to organizational goals (Alam & Rijal, 2021; Rahmat & Kurniawati, 2022). Satisfaction reflects the extent to which job conditions meet an individual's expectations and values, and may therefore play a central role in linking workplace practices to performance outcomes.

BMH Banten provides an insightful case study due to its unique structure, dual-location operations in Serang and BSD, and the implementation of a performance-based incentive system derived from zakat distribution allocations. Despite its strategic initiatives—such as the "Da'i Pedalaman" program that strengthens its social presence in rural and underserved areas—the organization still struggles with performance consistency among staff. Given the mixed empirical evidence and organizational challenges faced by BMH Banten, this study aims to investigate the impact of incentives and organizational commitment on employee performance, with job satisfaction acting as a mediating variable. By understanding these relationships, the research seeks to offer practical insights for non-profit human resource strategies and contribute to the theoretical discourse on employee motivation and organizational effectiveness.

Literature Review

Incentives and Employee Performance

Incentives play a vital role in motivating employees and enhancing their performance. According to (Astuti, 2022), incentives refer to financial or non-financial rewards given to employees based on their contribution and achievements. Properly structured incentive systems can increase motivation, engagement, and productivity. Several studies have confirmed the positive and significant impact of incentives on performance (Fadli Yudistira et al., 2023; Panji

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Utomo et al., 2022). In the context of non-profit organizations, incentives not only act as a motivational tool but also serve as recognition for employees who contribute to the organization's mission.

Organizational commitment and Employee Performance

Organizational commitment refers to the psychological attachment an employee has toward their organization, which influences their desire to remain and contribute meaningfully. Allen and Meyer (1990) conceptualized commitment into three dimensions: affective, continuance, and normative. Employees with high commitment levels are more likely to demonstrate strong work ethic, lower turnover intentions, and improved job performance (Adnyana & Suardhika, 2024; Febriyanti & Suryalena, 2023). Organizational commitment is especially critical in non-profit settings where intrinsic motivation and alignment with the organizational mission are essential.

Job Satisfaction as a Mediator

Job satisfaction is defined as the emotional response of employees toward their job, which reflects the match between expectations and actual experiences (Suryawan & Salsabilla, 2022). It is influenced by factors such as compensation, supervision, work environment, and opportunities for growth (Aliefiani et al., 2023). Research by (Alam & Rijal, 2021; Mera Diviani & Djastuti, 2015) found that job satisfaction can mediate the relationship between incentives and performance, and between organizational commitment and performance. Satisfied employees are more likely to remain committed, be productive, and contribute positively to organizational outcomes.

Employee Performance

Employee performance refers to how well an individual performs their job tasks and responsibilities. It is often measured through indicators such as quality, quantity, timeliness, effectiveness, and independence (Glorianismus et al., 2023). High performance is crucial for achieving organizational goals, especially in non-profit institutions that rely on social impact and public trust. Factors influencing performance include incentives, commitment, satisfaction, and supportive leadership (Paparang et al., 2021; Umar & Norawati, 2022).

Research Method

This research used a quantitative approach to analyze the influence of incentives and organizational commitment on employee performance, with job satisfaction as a mediating variable. The study focused on employees of Baitul Maal Hidayatullah (BMH) Banten, covering both the Serang and Tangerang BSD offices. The sampling method used was saturated sampling, in which all 100 permanent employees were included as research respondents. The type of data used in this study included primary data from interval-scale questionnaires (using a Likert scale of 1 to 10) and secondary data obtained from books, journals, and organizational documentation. Additional data were also collected through direct observation, informal interviews, and documentation studies to strengthen the findings.

Before full-scale distribution, the instrument underwent validity and reliability testing with 30 respondents. The instrument items were tested using outer model analysis to ensure they met construct validity and reliability standards.

The data were analyzed using Partial Least Squares - Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The analysis steps included:

- Evaluating the outer model (validity and reliability of indicators),
- Testing the inner model (path coefficients and significance),
- Assessing mediation effects through job satisfaction,
- Evaluating R-square (R^2) and Goodness of Fit (GoF) values.

This method allows for the testing of both direct and indirect effects among variables, aligning with the study's goal to examine the mediating role of job satisfaction in improving employee performance.

Result

This study analyzed the relationship between incentives and organizational commitment on employee performance, mediated by job satisfaction, using SmartPLS 4.0. The following are the main results from the measurement model (outer model) and structural model (inner model).

The following figure displays the cross loading output from SmartPLS. Each indicator loads highest on its respective construct, confirming discriminant validity:

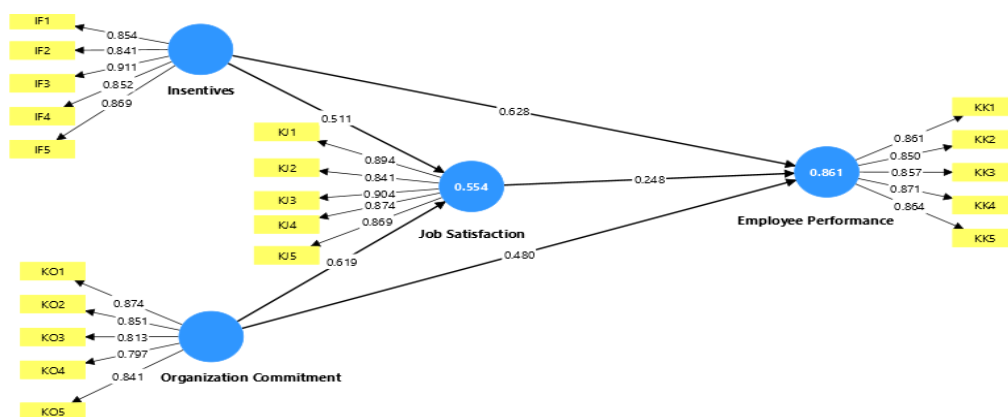


Figure 1. Merasurement of Outer Loading

Based on figure 1, all outer loading values of indicator on incentives, organizational commitment, job satisfaction, and employee performance show values above 0.5, which indicates that each indicator is declared valid.

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Table 1. Measurement of AVE Value

| Variabel | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Incentives | 0.916 | 0.921 | 0.937 | 0.750 |
| Organizational Commitment | 0.892 | 0.899 | 0.920 | 0.698 |
| Job Satisfaction | 0.925 | 0.926 | 0.943 | 0.769 |
| Employee Performance | 0.913 | 0.913 | 0.935 | 0.741 |

According to the data processing results, each variable's "Average Variance Extracted (AVE)" value is greater than 0.5, indicating that it satisfies the requirements for discriminant validity.

Table 2. Merasurement of Cross Loading Value

| Indicators | Incentives | Job Satisfaction | Employee Performance | Prganizational Commitment |
|------------|------------|------------------|----------------------|---------------------------|
| IF1 | 0.854 | 0.311 | 0.546 | -0.118 |
| IF2 | 0.841 | 0.363 | 0.515 | -0.167 |
| IF3 | 0.911 | 0.409 | 0.635 | -0.084 |
| IF4 | 0.852 | 0.338 | 0.559 | -0.183 |
| IF5 | 0.869 | 0.398 | 0.608 | -0.078 |
| KJ1 | 0.363 | 0.894 | 0.675 | 0.464 |
| KJ2 | 0.462 | 0.841 | 0.679 | 0.395 |
| KJ3 | 0.356 | 0.904 | 0.729 | 0.537 |
| KJ4 | 0.311 | 0.874 | 0.677 | 0.533 |
| KJ5 | 0.361 | 0.869 | 0.633 | 0.460 |
| KK1 | 0.624 | 0.664 | 0.861 | 0.457 |
| KK2 | 0.522 | 0.671 | 0.850 | 0.477 |
| KK3 | 0.516 | 0.676 | 0.857 | 0.446 |
| KK4 | 0.511 | 0.676 | 0.871 | 0.513 |
| KK5 | 0.675 | 0.651 | 0.864 | 0.373 |
| KO1 | -0.136 | 0.522 | 0.457 | 0.874 |
| KO2 | -0.097 | 0.492 | 0.476 | 0.851 |
| KO3 | -0.191 | 0.399 | 0.369 | 0.813 |
| KO4 | -0.126 | 0.386 | 0.404 | 0.797 |
| KO5 | -0.061 | 0.463 | 0.477 | 0.841 |

Based on the cross-loading results presented in the table, it is evident that each indicator has the highest loading value on its respective construct. This finding confirms that all constructs exhibit good discriminant validity, allowing them to be clearly distinguished from

one another within the model. Therefore, it can be concluded that each indicator correlates most strongly with its associated construct, indicating no issues related to discriminant validity.

Table 3. Reliability Test

| Variabel | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---------------------------|------------------|-------------------------------|-------------------------------|----------------------------------|
| Incentives | 0.916 | 0.921 | 0.937 | 0.750 |
| Organizational Commitment | 0.892 | 0.899 | 0.920 | 0.698 |
| Job Satisfaction | 0.925 | 0.926 | 0.943 | 0.769 |
| Employee Performance | 0.913 | 0.913 | 0.935 | 0.741 |

Based on the data in Table 3, the Cronbach's Alpha, Composite Reliability, and rho-A values for each variable fulfill the requirements, indicating that all variables in this study are trustworthy.

Table 4. R-Square Test

| Variable | R-square | R-square adjusted |
|----------------------|----------|-------------------|
| Job Satisfaction | 0.554 | 0.545 |
| Employee Performance | 0.861 | 0.857 |

Based on the inner model testing results, the R-square (R^2) value for the Job Satisfaction variable is 0.554, indicating that 55.4% of the variance in job satisfaction is explained by the Incentive and Organizational Commitment variables, while the remaining 44.6% is influenced by other factors not included in the model. Meanwhile, the R-square value for the Employee Performance variable is 0.861, meaning that 86.1% of the variance in employee performance can be explained by Job Satisfaction, Incentives, and Organizational Commitment. The remaining 13.9% is attributable to other variables outside the proposed model.

Table 5. Path Coefficient Test

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Incentives -> Job Satisfaction | 0.511 | 0.509 | 0.067 | 7.654 | 0.000 |
| Incentives -> Employee Performance | 0.628 | 0.627 | 0.060 | 10.418 | 0.000 |

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|--|-------|-------|-------|--------|-------|
| Job Satisfaction -> Employee Performance | 0.248 | 0.244 | 0.065 | 3.837 | 0.000 |
| Organizational Commitment -> Job Satisfaction | 0.619 | 0.622 | 0.057 | 10.773 | 0.000 |
| Organizational Commitment -> Employee Performance | 0.480 | 0.480 | 0.065 | 7.358 | 0.000 |

Based on the hypothesis testing results presented in Table 4.14, the following conclusions can be drawn:

- The results indicate that incentives have a positive and significant effect on job satisfaction, as evidenced by a positive path coefficient of 0.511 and a P-value of less than 0.05. This indicates that the hypothesis is accepted.
- The findings show that incentives also have a positive and significant effect on employee performance, demonstrated by a positive path coefficient of 0.628 and a P-value greater than 0.05. Therefore, the hypothesis is accepted.
- The study reveals that job satisfaction has a positive and significant impact on employee performance, with a path coefficient of 0.248 and a P-value greater than 0.05, supporting the acceptance of the hypothesis.
- The results also show that organizational commitment has a positive and significant influence on job satisfaction, with a path coefficient of 0.619 and a P-value greater than 0.05. Hence, the hypothesis is accepted.
- Finally, the analysis demonstrates that organizational commitment positively and significantly affects employee performance, as indicated by a path coefficient of 0.480 and a P-value greater than 0.05, confirming the hypothesis.

Table 6. Specific Indirect Effect Test

| | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics (O/STDEV) | P values |
|---|------------------------|--------------------|----------------------------------|-----------------------------|-------------|
| Incentives -> Job Satisfaction -> Employee Performance | 0.127 | 0.125 | 0.039 | 3.243 | 0.001 |
| Organizational Commitment -> Job Satisfaction -> Employee Performance | 0.153 | 0.151 | 0.040 | 3.791 | 0.000 |

Based on the results of the data analysis presented in Table 4.15, the following conclusions can be drawn:

- The analysis shows that job satisfaction positively and significantly mediates the relationship between incentives and employee performance. This is evidenced by a beta coefficient value of 0.127 and a P-value of 0.001, which is less than 0.05. This indicates

that job satisfaction plays a mediating role in the relationship between incentives and employee performance.

- b) Similarly, the results indicate that job satisfaction also positively and significantly mediates the relationship between organizational commitment and employee performance. This is demonstrated by a beta coefficient of 0.153 and a P-value of 0.000, which is also less than 0.05. Thus, job satisfaction plays a mediating role in the relationship between organizational commitment and employee performance.

Discussion

The results of this study provide empirical evidence supporting the theoretical model that connects incentives and organizational commitment to employee performance, with job satisfaction acting as a mediating variable. This research affirms that both incentives and organizational commitment significantly influence job satisfaction, and in turn, job satisfaction positively affects employee performance. These findings are in line with previous studies (Al-Zahrani & Al-Harbi, 2023; Zain et al., 2022) and reinforce the importance of strategic HR practices in non-profit organizations like BMH Banten.

The Effect of Incentives on Employee Performance

The analysis reveals that incentives have a positive and significant effect on employee performance. This finding supports the hypothesis that properly designed incentive systems motivate employees to improve their productivity and goal achievement. It aligns with prior research by (Fadli Yudistira et al., 2023; Panji Utomo et al., 2022), emphasizing that financial and non-financial rewards contribute to increased motivation and job outcomes. In the context of BMH Banten, performance-based incentives that are transparent and fair can encourage employees to engage more in fundraising and outreach activities.

The Effect of Organizational Commitment on Employee Performance

Organizational commitment was also found to significantly influence employee performance. This reflects that employees who feel emotionally attached and loyal to the organization are more likely to exhibit higher levels of effort and dedication. This result is consistent with previous findings (Adnyana & Suardhika, 2024; Wayan Bagia et al., 2020) and highlights the role of internal organizational culture and leadership in shaping commitment. For BMH Banten, strengthening the emotional and normative bonds between staff and the institution is essential to foster sustained engagement.

The Effect of Incentives on Job Satisfaction

The study demonstrates that incentives have a direct and significant effect on job satisfaction. Employees are more satisfied when they feel their contributions are recognized and rewarded. This result confirms the theories of motivation and previous empirical studies (Efendi Silalahi & Rosalina, 2023; Rezkiyani & Setiorini, 2023). At BMH Banten, timely and equitable distribution of performance incentives can foster greater satisfaction among

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employees, particularly in the context of meeting fundraising targets and executing field programs.

The Effect of Organizational Commitment on Job Satisfaction

Organizational commitment also positively affects job satisfaction, suggesting that when employees perceive a strong alignment between their values and the organization's mission, they experience greater fulfillment at work. This finding supports the research by (Nurhayati, 2024; Salsabila & Wirawan, 2024). At BMH, reinforcing shared values, mission alignment, and participation in decision-making processes may enhance satisfaction levels among the workforce.

The Effect of Job Satisfaction on Employee Performance

A key finding is the strong, positive influence of job satisfaction on employee performance. This indicates that satisfied employees are more likely to perform better, both in terms of quantity and quality. It validates the theories proposed by (Wulan Sari et al., 2024) and (Hastuti et al., 2022). For BMH Banten, fostering a supportive work environment and addressing employee concerns proactively can significantly enhance performance outcomes.

The Mediating Role of Job Satisfaction

The mediation analysis showed that job satisfaction partially mediates the relationship between organizational commitment and employee performance, and has a non-significant mediating effect between incentives and performance. This suggests that while incentives directly influence performance, their effect through satisfaction is weaker. Conversely, commitment influences performance both directly and indirectly through job satisfaction. These nuanced findings underscore the complex mechanisms of employee motivation and highlight the greater psychological role of commitment over monetary rewards in non-profit settings.

Conclusion

This study aimed to analyze the influence of incentives and organizational commitment on employee performance, with job satisfaction acting as a mediating variable in the case of Baitul Maal Hidayatullah (BMH) Banten. The findings reveal several key conclusions:

- 1) Incentives have a significant and positive effect on employee performance. A well-structured incentive system encourages motivation and productivity, reinforcing employees' efforts to achieve organizational goals.
- 2) Organizational commitment significantly affects employee performance. Employees who feel emotionally attached and loyal to the organization are more likely to perform their duties with greater dedication.
- 3) Incentives and organizational commitment both significantly influence job satisfaction. When employees receive fair incentives and feel valued by the organization, their satisfaction increases, which positively affects their work attitude.

- 4) Job satisfaction has a direct and significant impact on employee performance. Satisfied employees tend to be more motivated, responsible, and consistent in delivering quality work.
- 5) Job satisfaction partially mediates the relationship between organizational commitment and employee performance. This suggests that increasing commitment not only directly affects performance but also does so indirectly by improving satisfaction.
- 6) Job satisfaction shows no significant mediating effect between incentives and performance. While incentives directly influence performance, their impact through job satisfaction is minimal in this context.

Declaration of conflicting interest

The authors of this article declare that there is no conflict of interest in this work.

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