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Int. J. Business Performance Management, Vol. 20, No. 1, 2019 1 training, compensation, motivation and organisational commitment as predictors of work performance in private commercial banks Indonesia Musriha Musriha Maaen earmet BhyakanesIndoes, Suaadon Emainmurih9@gim model strategyimproving motvtion adognsia otn opefrnce hi u e dsj.Temandt ei i s u ee iryda o e ottersodnso ia e oril bnsi noei.T mIngwsdn iproiesml t trietesapebse r. he esult compensation, mmimetpste fette pefrac.

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2.2 Compensation Ian rgnatio f mpna a ercmp ebu mpnaint mpoes muthv ainlbsst o ignore th s g info stem of complayee taskclear thy th lainit Undthese nds, e first catin all todterminthvlue fe achponwith ernl uity rthr Muof e re adscribs e o coe n.

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(1) state that a m ect hehio e an indidu work torov h 2.4 Maslow's motivation theory Basically human needs are edi irrya olw: a to eat, din, hou an cloin b f j securad en of security): namely the need for a sen ear, getting a job, an d thistence of regunat pidid anean ircint c.

c mely the need f o ss oe rcise and accepted by for affiliatio, oersh a d m ns (nr recognn), nme, th n for sel f-recognition, power, recognn s and prestige. e an nede n eed for self-realisation), nam ely, the need to yoy uine maimucapility, sills ando . because person anto so. people pthey are rto dosomein eause they ee act meaningful o em. actions, exa mpe ystsysteme their needs.

Meetin e eedas ell a mptoeminte r ce feelings despair well etoinempyee tian. bll dC ocn 99 .87 says tht thtivn asso with 1 ietoneavou 2 e strnge rspon i.e., buess) after thlo yee

chooses, to follow certain precautions. 3 urne biou h lo e pr wtin 6 M. Musriha 2.5 Organisational commitment Thseveral dof eoretical rgisatioascienblie conleadipis ossibdetosoidnn , ichenlethfowers tolet oftheirpsoaintersts r r d f e isdictio fth aer inecouagth row rgistioameesa rv ngth omenof ledrwoldedavo cieceorananl jcesw moie ftefloeso unrsucso h raian al Bu, 8)Klly ofnl es and bhieur , egerl in f gisanl mmitn 1 e comena empeeling 2 nanecomet th aa by eeloecc cost leavin reater 3 e cott is th ennib 2.6

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6 itiativamey thirit to carry ouew task ana ne resprib 7 nl qu to p rsoershoital ity, andersonl in 3.1 Population and sample caaterctics epola th tuy eempyeso th C nSrby.I stuy pun too cholargarsearermay t learn that is the fexampb a le rawnfrothpu.Becae th tatio thnth ale e k eta mot.I ermin avle. ere nolimit r re a le eosmal l. e uoa y arch esign, the ng.

the tudy part tivo awill e exedthis on ecauit gnralise e lts Purposive le a le efselected thr t thsy esign Researchwill tomakinthslre repesene earch The s inth in frsearertosrrc(Son means every mee fte ouainhs neqa potnt ob cld 3.2 Data analysis e rTo s fo = + + + + 8 M. Musriha  $Y = \text{employee performance}$   $a = \text{constant}$   $b_{1,2,3}$   $X_1 = \text{train}$   $X_2$   $X_3 = \text{moatio}$   $X_4 = \text{oannl cott}$ . 4.1

SEM analysis result Ththretical dl nthconepal wo thstud supportedbempirical ata. test lts f e mpm resuof anSEM alysis esuinthform f are presen follows. Table 1 Independent variable Dependent variable Standardised path coefficient p-value Result Tanig(1Pefrac Y027 02 gjia Cmpesain(X2 romac ) .80.1Sinfcnt Mtvto(3Pefrac Y018 01 gjia Promne() .30.1Sinfcnt Reerg Fur 1andT ,th otadeu oho thsstsiga olw. 1 rin signat fconmpye errc.SM nl ysis gen coefficient of 0.267 marke coefficient indicates that the better thingne 2 oesto sgiaan ffoelye errene SM analysis gener Thdae s in. 3 tivn signt effect o n mpoepefomac.SEa alysis generates path coefficient of 0.178 marke coefficient indicates that higher empyee moatioe 4 rgiaincotn infcn fc oelye rr mac.SMaayi marksefficienicates tht thighe commi The implication of strategy improving employees training 9 Trani (X1) Moiaian X31 X32 X33 X34 (X Peorce X21 X22 Y2 Y3 Y4 X1.

X1. X1. X35 X23 X24 Y5 X41 X43 X42 4.2 Hypothesis test 4.2.1 First hypothesis test Training 1 2 ), tivn(X 3 ) n rgnstoa mmimet( 4 dicated the efficient thcontioo train 1 ),cmpnain( 2 ), dmoatio(X 3 (X 4 ),o epfomac )i qa o9.2 dth emann .8is nlucedby M. Musriha this tudy. on moe umr nTbe2 Table 2 Model Change statistics Durbin- Watson R R square Adjusted R square Std.

Error of the estimate R square change F. change Df1 df2 Sig. F change 1.5a.1.1.42 92 0.833 00 93 omesto,tann,mtvai e: performance. sh ewe ann (X 1 ),cmpnto 2 ) moatio 3 ), ndorgisatioacott 4 pce is wnw ltipR f .95or y .5 4.2.2 Second hypothesis test Bae oclctiosSPS ge ionanlts are p en Tab Table 3 Model Unstandardised coefficients Standardised coefficients t Sig. Correlations B Std.

Error Beta Zero order Partial Part (osat.4.1 1.5.5 Tanig 31 10 .03.4.4.2.3.5 Cmesto 54 05 .46.0.0.8.6.9 Mtvto.0.9 12 15 01 71 18 01 Organisationa .1.8 78 28 02 57 49 18 Frole 3 bd mule lin equ fows: = + + + + Costs()fo .3 owtht vrtrinin 1 ),Cmpnain( 2 ), n tivn (X 3 ) n rgnstoa mmimet( 4 ), ispsoequl zero enth 4.2.2.1

Effect of training on performance Training as sef wnan h auo e 1 The implication of strategy improving employees training 11 1 ) ul will eflowedba crease f0.3 4.2.2.2 Compensation effect on performance Coestio hsnicn influence on performance, it can 2 2 ) ato1it b owedbthe increase in rmance of 0.554. 4.2.2.3 Motivational influence on performance Moiainh s infcn f ect performance, can e no m e ae fthe variabprobability f obelow is each ase tivation 3 will b fo bec prmace b. 4.2.2.4 The influence of organisational commitment to performance frothve f e le robility 0.001or elo0 4 ), al 1it bfowedbth cin 4.2.3

Third hypothesis test (dominant influence test) mac tcnb en riabTs e ariab comp tedtruth 4.3 Relationships between variables 4.3.1 Effect of training on employee performance (X1 ? Y) Bae e eu ypths s n 1)wichs tes at etrain variabsignificantly to e rrect r acceptable. pcois meaning cally th relatioshof ingtoprmanis idaTis hclolinkw pce, s e etter e that rare accordan ce the ot oyees, they e rwill a cotexosg enTe esuare ont rces ge impressio and is long-term ey pfin e fure roeloif, edcationan ingAlth he st uthtraing enses ill e enb thf facilities or career received after training. M.

Musriha 4.3.2 Compensation effect on employee performance (X2 ? Y) Bae n ereu ypoeistetingo o )th u t viable ensation coefficient ( 1 ) ariabempyepce = ithproab compsignificantly ence variables edto e rror acceptable. pcois meaning cally th This tht ecmpnstio aacs etiosh ith eelo Coenn gerally tend d r beit oan isatioeloan government/society.

interests accommodate a direct relationship (positive influence). s  
96) in Wwo (2012, .348) at a somewhat acceptable as a correlation coefficient  
lining a question to the employees used an empirical approach for  
Marketing and Business Development, which is a significant variable. 4.3.3

Effect of motivation on employee performance (X3 ? Y) Based on the relationship between the  
regression coefficient (3) equation ( $= .05$ ) a positive relationship with the employee's performance  
indicating a significant effect. Results concluded that motivation is a significant and significant on  
tendency, both are significant. The also support research (Fransiska 2010). research results  
(2011) concluded that this strong relationship on empirical. 4.3.4

Influence of organisational commitment on employee performance (X4 ? Y)  
Based on the results of the test of the efficiency of organisational commitment and all variables. The  
implication of strategy improving employees training is effective or acceptable. The path coefficient  
positive, significant and strong. The relationship between organisational commitment and employee performance  
is dependent, consistent and strong. This tends to affect performance, each interaction effect  
formed organisational commitment and work performance. In the regression analysis (9) also  
worth noting is that the regression coefficient is based on the relationship between (X  
1), commitment (X 2), motivation (X 3), and performance (X 4), partial regression coefficient on  
employee performance (X 1), commitment (X 2), motivation (X 3) and performance (X 4), partial regression coefficient on  
(X 1), commitment (X 2, 3, 4), partially dependent on the relationship between (X 2) variable and performance  
increased.

Musriha Refees Procedia – Social and Behavioral Sciences [<http://doi.org/10.1016/j.probs.2011.12.115>]  
t/w [www.sciencedirect.com/science/article/pii/S1877042815054555](http://www.sciencedirect.com/science/article/pii/S1877042815054555). Effect of Compensation for  
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