



## The Influence of Extrinsic Motivation, Affective Commitment, and Job Satisfaction on Employee Performance During COVID-19 Pandemic

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### ABSTRACT

**Objective** – The purpose of this research is to conduct an analysis of the interrelationships by testing hypotheses regarding the positive and significant impact of extrinsic motivation factors, affective commitment, and job satisfaction on the performance of employees at SMK PGRI 109 Tangerang, especially in the COVID-19 pandemic situation.

**Methodology/approach** – The method used in this research is a quantitative causal approach. A total of 78 individual employees participated as respondents in this study, and the sample was drawn from the entire population. Data was collected through questionnaires and analyzed using Smart PLS 3.2.9 software.

**Findings** – The results of this research indicate that there is a strong and significant relationship between extrinsic motivation, affective commitment, job satisfaction, and employee performance at SMK PGRI 109 Tangerang. These findings are proven to be applicable both partially and comprehensively across all tested paths. Therefore, the hypotheses regarding the positive and significant influence of these three factors on employee performance can be accepted.

**Novelty/value** - The findings provide deeper insights into the factors influencing employee performance, namely extrinsic motivation, affective commitment, and job satisfaction. With a better understanding of this relationship, management has the opportunity to design strategies aimed at enhancing employee performance through increasing extrinsic motivation, affective commitment, and job satisfaction. Moreover, this research also contributes novel insights to the literature on the relationships among the mentioned factors.

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### INTRODUCTION

The COVID-19 pandemic has drastically transformed the landscape of education and the working world, forcing many institutions and companies to adapt to remote learning and work. In Indonesia, Joint Decisions from the Ministry of Education, Culture, Research, and Technology; the Ministry of Religious Affairs; the Ministry of Health; and the Ministry of Home Affairs of the Republic of Indonesia have established guidelines for the implementation of learning during the COVID-19 pandemic, which require the use of virtual (online) learning in schools. SMK PGRI 109 Tangerang, as one of the Vocational High Schools in Indonesia, has been implementing online learning since 2019.

However, the implementation of remote learning and the COVID-19 pandemic situation have had a significant impact on the productivity of staff members at SMK PGRI 109 Tangerang. Performance Assessment Percentage data from 2019 to 2021 shows a decrease in employee productivity since the implementation of online learning in 2019, which worsened in 2020 due to the pandemic. An initial pre-survey was conducted with 30 respondents to identify potential factors that may have a significant influence on employee productivity. The results of the pre-survey indicate that extrinsic motivation, affective commitment, and job satisfaction are potential factors that affect employee productivity.



**Figure 1. Percentage of Work Performance Determination at SMK PGRI 109 Tangerang (2017-2021)**

Extrinsic motivation, which arises from external stimuli in individuals, such as rewards or punishments related to wages and administration, has been identified as an element that plays a role in shaping employees' work enthusiasm and performance. Affective commitment, involving emotional attachment and pride towards the organizational entity, is also recognized as a factor that could potentially influence job performance. Additionally, job satisfaction, which relates to the pleasantness or unpleasantness experienced by employees regarding the work environment and conditions, has the potential to significantly impact employee performance (Adu & Nawangsari, 2022; Hidayat & Muh. Abdul Aziz, 2022; Iskamto, 2022, 2023; Iskamto & Juariyah, 2023).

So far, previous research has noted a gap in the understanding of the impact of Extrinsic Motivation on employee performance. Research by Samuel & Septina (2020) argued that the impact of extrinsic motivation on employee performance is not significantly visible. However, this perspective contradicts the findings of Anwar (2019), which demonstrated that extrinsic motivation has a significant impact on employee achievement. Furthermore, Atmaja & Ratnasari (2019) found a positive correlation between Affective Commitment and Performance, explaining that Affective Commitment reflects the level of emotional engagement of employees within the organization. Nevertheless, Prasetya (2021) found that in certain situations, the impact of Affective Commitment on Employee Performance is not statistically significant. Narwadan's (2021) research concluded that job satisfaction has a positive influence on employee performance achievement. However, this view contradicts the research results obtained by Nabawi (2019), stating that there is no significant relationship between job satisfaction and employee performance.

This research will delve deeper into the impact of extrinsic motivation, affective commitment, and job satisfaction on employee performance at SMK PGRI 109 Tangerang during the pandemic period. The hope is that the results of this research will provide a more comprehensive understanding of how factors such as work motivation, organizational commitment, and job satisfaction may play a role in influencing employee performance, particularly in the context of distance learning amidst the COVID-19 pandemic situation.

## LITERATURE REVIEW

### Extrinsic Motivation

In the context of the working world, individuals' drive to achieve performance and engage in work activities is often triggered by internal and external factors known as motivation. According to Fahmi (2018), motivation is a positive driving force that may originate from within oneself or external factors that encourage individuals to improve their attitudes. One form of motivation from external sources, as outlined by Hamdani et al. (2019), is external factors that come from the individual's environment and have a significant impact on their behavior and actions. Waruwu (2019) states that positive attitude changes triggered by extrinsic motivation also have the potential to greatly impact individual performance in the workplace.

As cited by Mangkunegaran (2018), Herzberg identified dimensions of extrinsic motivation. One important dimension according to Herzberg is compensation, which includes various forms of financial rewards. Work environment conditions, including both its physical and psychological aspects, also play a crucial role in creating an environment that stimulates extrinsic motivation. Furthermore, company administration systems and policies, along with opportunities for self-development, also influence how individuals respond to extrinsic motivational factors within the work context.

### **Affective Commitment**

Affective commitment depicts the emotional bond between employees and the company, triggering active engagement and a drive towards organizational goals (Prayitno et al., 2022). This concept encompasses two important dimensions: continuous commitment arising from the consideration of costs related to leaving the organization, and normative commitment referring to employees' moral responsibility to remain loyal to the company (Lee et al., 2018). Affective commitment involves elements of identification, emotional participation, and sincere attachment to the company, driving employees' enthusiasm to contribute to the company's goals (Alzayed et al., 2019).

Dimensions of Affective Commitment are measured through elements such as emotional attachment, identification with the company, and the drive to participate in various company activities (Allen & Mayer in Prayitno et al., 2022). Emotional attachment involves implanted feelings and emotional efforts to achieve the company's goals; identification with the company involves a sense of unity and pride as part of the entity; while the drive to participate involves active participation and contribution in decision-making processes within the company environment.

### **Job Satisfaction**

According to Luthans (2018), extrinsic motivation comes into play when employees assess that their jobs hold significant value, and this varies individually based on personal values. As described by Sutrisno (2019), extrinsic motivation is the emotional response of employees to their work. Tiffin's view, as articulated by Sutrisno (2019), emphasizes that extrinsic motivation is related to attitudes towards the job, work situations, and interactions with colleagues and superiors. According to Robbins' definition (2019), extrinsic motivation is the difference between received rewards and expected rewards. The dimensions of affective commitment, according to Hariandja & Sembiring (2014), encompass several aspects. First, the connection of wages to needs and perceptions of fairness. Second, job content that fulfills the individual. Third, interactions with colleagues that can be pleasant or otherwise. Fourth, the relationship with superiors that also affects the level of affective commitment. Fifth, opportunities for promotion that influence views on career development. Lastly, the work environment, both physical and psychological, has an impact on someone's affective commitment.

### **Performance**

In Sinambela's perspective (2018), the concept of performance refers to the individual's achievement or success level in carrying out their tasks during a specific period, compared to pre-established standards or criteria. Mangkunegara's opinion (2018) describes employee performance as the outcome of work that includes both aspects, quality and quantity, in alignment with the responsibilities assigned to them. From this explanation, it can be concluded that employee performance refers to achieving job outcomes that consider both quality and quantity, in line with the authority and responsibilities entrusted. Mangkunegara (2019) elaborates in detail the dimensions of performance that should be considered, including job quality, completed tasks, responsibility execution, initiative in facing challenges, cooperation, and adherence to rules. Job quality concerns precision, accuracy, and relevance of work outcomes to the scale of tasks. The measurement of task completion is directed towards the volume of work that can be accomplished under normal conditions. The concept of responsibility indicates the extent of accountability for outcomes, resources, facilities, and work

behavior handled. Initiative reflects the ability to handle arising problems. Cooperation involves participation and collaboration with other individuals. Compliance with rules refers to the level of adherence to guidelines and instructions in the work environment.

Based on the theoretical explanations provided above, the following research hypothesis can be proposed for this thesis:

Hypothesis 1: Extrinsic motivation has a tendency to positively and significantly influence employee performance achievement at SMK PGRI 109 Tangerang during the COVID-19 pandemic period.

Hypothesis 2: Affective commitment has a tendency to positively and significantly influence employee performance achievement at SMK PGRI 109 Tangerang during the COVID-19 pandemic period.

Hypothesis 3: The level of job satisfaction has a tendency to positively and significantly influence employee performance achievement at SMK PGRI 109 Tangerang during the COVID-19 pandemic period.

Hypothesis 4: Simultaneously, extrinsic motivation, affective commitment, and job satisfaction have a tendency to positively and significantly influence employee performance achievement at SMK PGRI 109 Tangerang during the COVID-19 pandemic period.



**Figure 2. Research Framework**

## **METHOD**

This study adopts a quantitative causal approach involving independent variables that include extrinsic motivation, affective commitment, and job satisfaction. The dependent variable in this study is employee performance. The sample in this study consists of 78 employees of SMK PGRI 109 Tangerang, who were chosen as a whole using a probability sampling method in the form of saturation sampling. Primary data were collected through the use of questionnaires, while secondary data were obtained from various sources such as journals, books, and relevant institutional data. The data analysis technique applied involves Structural Equation Modeling - Partial Least Squares (SEM-PLS) to evaluate the partial relationships between variables, as well as the F test using the SPSS statistical software to test the simultaneous relationships among these variables.

## **RESULTS & DISCUSSION**

### **Descriptive Analysis of Respondents**

There are 78 employees at PGRI 109 Tangerang Vocational High School (SMK). Based on the demographic breakdown by gender, 47.44% are male and 52.56% are female. In terms of age range, the majority of participants fall into the 31 - 40 years age category, reaching 43.59%, indicating a focus on the age group that is currently in the productive period, particularly in the teaching environment. Regarding educational background, the majority of respondents have a D4/S1 education level, which is in line with the requirements set for becoming teaching staff, reaching 62.82%. Meanwhile, 23.08% are D3 graduates, 8.97% hold an S2 degree, and 5.13% are SMK graduates. Overall, this study reflects an educational institution that depicts a balanced gender diversity, with the

majority having a D4/S1 educational background, and the main age group ranging from 31 to 40 years.

**Measurement Model Testing (Outer Model)**

This study investigates the Outer Model by evaluating its validity using two approaches: convergence testing and discriminant testing. On the other hand, reliability is tested through two parameters, composite reliability and Cronbach's alpha coefficient. As an interesting note, in the effort to ensure the quality of the results, the aspect of convergence validity is also reinforced by considering the Average Variance Extracted (AVE) values that meet high standards with figures above 0.5, as outlined by Hair (2022).

**Table 1 : Convergent Validity & Discriminant Validity Test Result**

Variable	Item / Indicator	Convergent Validity		Discriminant Validity			
		Loading Factor	AVE	Cross Loading			
				Extrinsic Motivation	Affective Commitment	Work Satisfaction	Employee Performance
Extrinsic Motivation	EM1.1	0,719	0,542	<b>0,719</b>	0,143	0,280	0,217
	EM1.2	0,763		<b>0,763</b>	-0,068	0,019	0,240
	EM1.3	0,725		<b>0,725</b>	0,293	0,253	0,228
	EM1.4	0,805		<b>0,805</b>	0,101	0,110	0,217
	EM2.1	0,804		<b>0,804</b>	0,368	0,412	0,269
	EM2.2	0,732		<b>0,732</b>	0,029	0,111	0,224
	EM2.3	0,838		<b>0,838</b>	0,376	0,440	0,364
	EM3.1	0,772		<b>0,772</b>	-0,050	-0,006	0,275
EM4.2	0,732	<b>0,732</b>	0,171	0,195	0,152		
Affective Commitment	AC1.1	0,725	0,670	0,159	<b>0,725</b>	0,296	0,081
	AC1.2	0,784		0,268	<b>0,784</b>	0,300	0,147
	AC1.3	0,743		0,138	<b>0,743</b>	0,215	0,151
	AC2.1	0,841		0,166	<b>0,841</b>	0,211	0,161
	AC2.2	0,828		0,270	<b>0,828</b>	0,318	0,157
	AC2.3	0,904		0,188	<b>0,904</b>	0,333	0,283
	AC2.4	0,831		0,135	<b>0,831</b>	0,316	0,254
	AC3.1	0,718		0,201	<b>0,718</b>	0,203	0,303
	AC3.2	0,892		0,247	<b>0,892</b>	0,183	0,251
	AC3.3	0,859		0,072	<b>0,859</b>	0,374	0,286
AC3.4	0,853	0,198	<b>0,853</b>	0,297	0,178		
Work Satisfaction	WS1.1	0,739	0,651	0,208	0,358	<b>0,739</b>	0,197
	WS1.3	0,796		0,225	0,206	<b>0,796</b>	0,115
	WS2.1	0,829		0,203	0,278	<b>0,829</b>	0,203
	WS2.2	0,912		0,167	0,276	<b>0,912</b>	0,266
	WS3.1	0,861		0,260	0,216	<b>0,861</b>	0,241
	WS3.3	0,708		0,196	0,293	<b>0,708</b>	0,167
	WS3.4	0,804		0,237	0,264	<b>0,804</b>	0,221
	WS4.1	0,828		0,246	0,277	<b>0,828</b>	0,247
WS4.2	0,856	0,321	0,292	<b>0,856</b>	0,371		
Employee Performance	EP1.1	0,797	0,624	0,165	-0,013	0,139	<b>0,797</b>
	EP1.2	0,785		0,260	0,306	0,225	<b>0,785</b>
	EP2.2	0,752		0,131	0,129	0,205	<b>0,752</b>
	EP3.1	0,852		0,454	0,304	0,290	<b>0,852</b>
	EP4.2	0,754		0,148	0,253	0,172	<b>0,754</b>
	EP5.1	0,892		0,307	0,126	0,297	<b>0,892</b>
	EP6.1	0,783		0,250	0,294	0,241	<b>0,783</b>
	EP6.2	0,789		0,245	0,169	0,241	<b>0,789</b>

Source: Data Processing Results SmartPLS 3.2.9 (2023)

The results of convergent validity testing through loading factor that shown at table 1 reveal that all indicators have values above the standard threshold of 0.70, indicating strong validity. Furthermore, the Average Variance Extracted (AVE) values exceeding 0.5 for all observed variables (Extrinsic Motivation: 0.542; Affective Commitment: 0.670; Work Satisfaction: 0.651; Employee Performance: 0.624) reinforce convergent validity by demonstrating that a significant portion of indicator variance can be explained by the intended constructs. The study's findings also unveil discriminant validity

through Cross Loading scores, showing that each indicator has a stronger relationship with the construct it should measure than with other constructs, supporting the validity of measurement. Overall, these findings indicate that the measurement model employed in this study is robust and reliable in assessing the intended concepts.

The next stage will involve the process of developing analysis by assessing reliability. According to the perspective outlined by Ghozali (2019), the measurement of the reliability of a concept can be done through two indicators: composite reliability and Cronbach's alpha. Generally, a construct is considered to have an adequate level of confidence if the composite reliability score reaches 0.7 or higher, while Cronbach's alpha reaches 0.6 or higher.

**Tabel 2 : Construct Reliability**

Variabel	Cronbach's Alpha	Composite Reliability
Extrinsic Motivation	0,893	0,913
Affective Commitment	0,952	0,957
Work Satisfaction	0,933	0,943
Employee Performance	0,915	0,930

Source: Data Processing Results SmartPLS 3.2.9 (2023)

Table 2 presents the results of the reliability evaluation of four research variables. The high values for Cronbach's Alpha (ranging from 0.893 to 0.952) and Composite Reliability (between 0.913 and 0.957) indicate that the measurement instruments used to assess these variables demonstrate significant consistency and reliability in measuring the intended concepts. Thus, the information obtained from this investigation can be considered a reliable source for reflecting the levels of Extrinsic Motivation, Affective Commitment, Work Satisfaction, and also Employee Performance, which are the focus of the study.

**Structural Model Evaluation (Inner Model)**

In examining the relationships between unseen concepts or elements, we employ the method of testing the structural model. This method provides a deeper insight through estimating the coefficient values of parameters as well as their significance levels.

Furthermore, to measure the extent to which the internal elements of the SEM PLS model can be explained by the involved external elements, we utilize the testing of R-square or the Coefficient of Determination. When the R-square value is high, it indicates that a significant portion of the variation in internal elements can be explained by the external elements incorporated into the model (Hair, 2022).

**Tabel 3: R – Square**

Variabel	R-Square	R-Square Adj.
Employee Performance	0,784	0,751

Source: Data Processing Results SmartPLS 3.2.9 (2023)

Table 3 presents the R-Square results for the variable "Employee Performance." R-Square measures how much of the variation in "Employee Performance" can be explained by other factors in the analysis. In this context, an R-Square of 0.784 indicates that approximately 78.4% of the variation in Employee Performance can be explained by the factors under investigation. This signifies a significant influence of the analyzed factors on the variation in Employee Performance, while other factors outside the analysis might also contribute to the remaining variance.

Q-square is utilized to evaluate the capability of a model in making predictions. The Q-square parameter gauges to what extent the model can predict endogenous variables that were not used in the model formation, commonly referred to as out-of-sample predictions. The presence of a positive Q-square value indicates that the model possesses superior predictive ability compared to a random model (Ghazali, 2019).

**Tabel 4: Q – Square**

Variabel	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Extrinsic Motivation	702,000	702,000	
Affective Commitment	858,000	858,000	
Work Satisfaction	702,000	702,000	
Employee Performance	624,000	565,901	0,093

Source: Data Processing Results SmartPLS 3.2.9 (2023)

Based on the findings presented in Table 4, the model has the ability to effectively predict relationships, in accordance with practical principles indicating that the Q-Square should have a value greater than 0.

Statistical hypothesis testing methods are used to evaluate the correlation between variables in a structural model. In this process, statistical analysis is performed through t-tests, considering the probability value (p) to assess the significance of the hypothesis test results. If the probability value is smaller than the pre-established level of significance (for example, 0.05 in this study), then the hypothesis can be accepted.

Below are the results of bootstrap testing paths in SEM-PLS for partial hypothesis testing and the ANOVA table for the F-test in SPSS for simultaneous hypothesis testing.

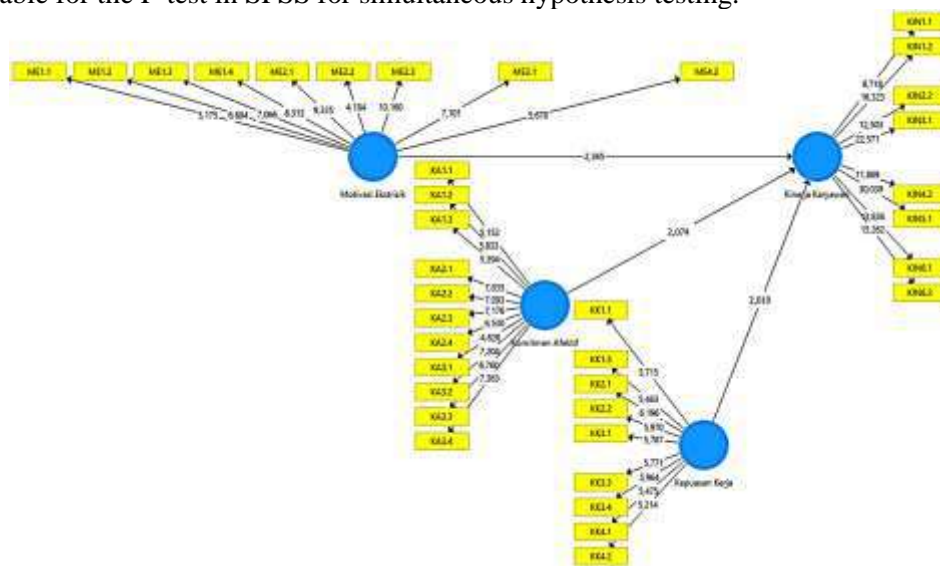


Figure 3. Path Model (Boostraping Test)

Tabel 6. Uji F ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	1343.141	3.000	447.714	7.140	0.000 <sup>b</sup>
	Residual	11628.500	77.000	151.019		
	Total	12971.641	80.000			

<sup>a</sup> Dependent Variable: Employee Performance

<sup>b</sup> Predictors: (Constant), Extrinsic Motivation, Affective Commitment, Work Satisfaction

From the tests presented in Figure 3 and Table 5, a summary of the hypothesis testing results can be drawn as follows.

Tabel 6: Hypothesis Testing Results

Hypothesis	Path	Original Sample	T Statistic	P Values	Result
Hypothesis 1	Extrinsic Motivation -> Employee Performance	0,257	2,365	0,009	Accepted
Hypothesis 2	Affective Commitment -> Employee Performance	0,163	2,074	0,035	Accepted
Hypothesis 3	Work Satisfaction -> Employee Performance	0,170	2,019	0,023	Accepted
Hypothesis	Path		F Statistic	Sig	Result
Hypothesis 4	Extrinsic Motivation, Affective Commitment, Work Satisfaction -> Employee Performance		7.140	0.000	Accepted

Source: Data Processing Results (2023)

This research examined several assumptions with the aim of understanding the relationships between specific variables and individual job performance. The following provides further elaboration for each tested assumption:

In the first hypothesis, the proposed assumption is that there is a positive relationship between Extrinsic Motivation and employee performance. Extrinsic Motivation refers to factors that drive individuals to exert maximum effort and achieve optimal outcomes in their tasks due to external rewards, such as financial recognition or opportunities for promotion. The results of statistical analysis reflect that this hypothesis is acceptable. This is demonstrated by a t-statistic value of 2.365 and a significant p-value at the 0.009 level. Therefore, the implication of this finding is that Extrinsic Motivation has a beneficial impact on employee performance.

In the second hypothesis, an effort was made to investigate the correlation between Affective Commitment and employee performance. Affective Commitment refers to the type of commitment formed through emotional attachment and personal identification with the organization where individuals work. Through the analysis results, it can be understood that a positive correlation between Affective Commitment and employee performance is acceptable. This fact is evidenced by a t-statistic value of 2.074 and a significance p-value around 0.035. This indicates that the higher the level of Affective Commitment an individual has toward the organization, the better their job performance tends to be.

In the third hypothesis, an attempt was made to explore the potential positive impact of Work Satisfaction on employee performance. Work Satisfaction is a measure of an individual's happiness and contentment with the job they perform. The results of statistical analysis indicate that there is an acceptable positive relationship between Work Satisfaction and employee performance. This is proven through a t-statistic value of 2.019, with a p-value significance level of 0.023. Thus, it can be concluded that individuals who experience job satisfaction are likely to exhibit better job performance.

The fourth hypothesis, summarizing the interrelated effects of Extrinsic Motivation, Affective Commitment, and Work Satisfaction on employee performance, suggests that this relationship is significantly strong. This is reflected in the F-statistic value of about 7.140, with a significance level (sig) reaching 0.000. These results confirm that the combined influence of these three factors has a very strong impact on employee performance.

## **DISCUSSION**

This study found that Extrinsic Motivation plays a positive and significant role in influencing Employee Performance. The implications of this finding are highly relevant in organizational management. Management needs to carefully consider that external incentives, such as financial incentives or job promotions, have a significant capacity to motivate employees to achieve organizational goals. Therefore, it's important to conduct a thorough evaluation of incentive and promotion systems implemented by the company to ensure that every employee feels valued and has ongoing opportunities for growth. Furthermore, it's crucial to understand that the work environment has a significant impact on shaping Extrinsic Motivation. Therefore, factors like discipline and work regulations should be maintained and enhanced to sustain employee motivation. This perspective aligns with research conducted by Waruwu (2019), Anwar (2019), and Kaltsum (2021), which also emphasize the essence of Extrinsic Motivation in promoting performance.

Equally important, the results of this study reveal the significant role of Affective Commitment in enhancing Employee Performance. This has substantial implications in a managerial context. Creating a strong emotional bond between employees and the organization has a significant positive impact on job outcomes. Thus, it must be acknowledged that management should promote an organizational environment that nurtures Affective Commitment among employees. This approach could include efforts to build positive interactions between management and team members, provide continuous social support networks, and create an inclusive work environment. All of these contribute to strengthening the emotional bond between individuals and the organization, ultimately influencing job performance. This finding is supported by research conducted by Parinding (2019), Murniasih & Sudarma (2018), and Aprillianto et al. (2019), which also emphasize the positive correlation between Affective Commitment and Employee Performance.

From the perspective of Work Satisfaction, the findings of this study provide strong evidence that Work Satisfaction has a positive influence on Employee Performance. This has a significant impact



within a managerial framework. Therefore, management should direct their efforts to maximize factors contributing to employee satisfaction with their job and work environment. Steps such as providing appropriate recognition, acknowledging employee achievements, and improving communication channels within the organization will help enhance Work Satisfaction. Social support from colleagues also plays an important role in building Work Satisfaction. This conclusion aligns with research conducted by Nabawi (2020), Susanto (2019), Rosmaini & Tanjung (2019), and Juniantara & Riana (2019), which also emphasize the importance of Work Satisfaction in advancing performance.

The importance of Extrinsic Motivation, Affective Commitment, and Work Satisfaction for Employee Performance is further reinforced by the finding that these three factors together provide a positive and significant influence on performance. The managerial implications that can be drawn from this discovery emphasize the need for a holistic approach to human resource management. This suggests that managerial actions should not focus on just one factor but should consider all elements that affect performance. Therefore, management strategies should encompass actions that support the balanced enhancement of Extrinsic Motivation, Affective Commitment, and Work Satisfaction. These efforts could include developing incentive programs that stimulate motivation, fostering a committed organizational culture, and providing socially stimulating support. This finding is also supported by research published by Untari et al. (2021), Indarwati et al. (2022), Ariyani & Sugiyanto (2020), and Hasibuan (2019).

## CONCLUSION

Based on the results of the conducted research, it can be concluded that the proposed hypotheses have been accepted. This study demonstrates that there is a significant relationship between Extrinsic Motivation, Affective Commitment, and Work Satisfaction with Employee Performance. More specifically, Extrinsic Motivation, Affective Commitment, and Work Satisfaction have a positive impact on Employee Performance within the organization, particularly under pandemic conditions such as COVID-19.

From the results of this study, several recommendations can be provided to relevant institutions and directions for further research. Organizations can consider utilizing these findings to enhance Employee Performance. Efforts to improve Extrinsic Motivation, Affective Commitment, and Work Satisfaction can be achieved through employee development programs, creating a supportive work environment, and recognizing employee contributions. Further research can focus on various aspects, such as identifying specific factors affecting Employee Performance. Additionally, further research can explore the causal relationships between these variables and Employee Performance, as well as consider additional moderating factors that may influence these relationships, such as cultural factors or organizational structure. Therefore, further research will contribute to a deeper understanding of how psychological and motivational factors impact Employee Performance in various organizational contexts.

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