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## The influence of locus of control, responsibility and job knowledge on employees' organizational commitment at universitas Batam

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### ABSTRACT

Locus of Control (LoC) is an individual's perception of the sources that control events in their lives, which are divided into two main categories: internal and external. Individuals with internal LoC tend to have higher performance because they believe that success is influenced by their own efforts and abilities, while individuals with external LoC believe that the results of their actions are more influenced by external factors that are beyond their control, such as fate, luck, situations, or the power of others. This study aims to examine the effect of Locus of Control, responsibility, and job knowledge on organizational commitment with work motivation as an intervening variable at Universitas Batam. The research method used is a causal model survey with path analysis techniques. The study population was 90 employees of Universitas Batam with census techniques. The results showed that Locus of Control had a significant effect on employee performance. These findings provide strategic recommendations for Universitas Batam in increasing organizational commitment through a deeper understanding of internal factors such as work motivation.



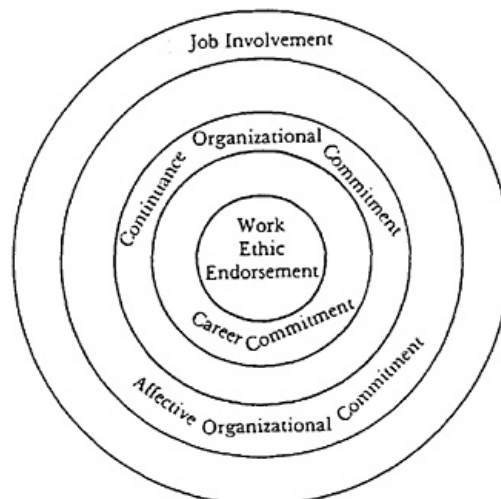
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## Introduction

Organizational commitment is one of the key aspects that determine the success and sustainability of an organization. Organizational commitment includes employee involvement, self-identification with the organization, and emotional attachment to the organization. Employees who have high commitment tend to show better performance, high loyalty, and active participation in achieving organizational goals. Organizational commitment is employee involvement, self-identification with the organization and emotional connection (Arkorf & Hilton, 2021). Organizational commitment has an emotional affective aspect, an element of consistency to remain in the organization. Organizational commitment is also divided into two, namely (1) objective commitment where employees feel that they remain in the organization for the best interests (Caliendo et al., 2022). (2) Komitmen normatif dimana karyawan merasa berkewajiban untuk tetap berada dalam organisasi (Septiatin et al., 2022). Untuk penjelasan lebih lengkap konsep terkait komitmen organisasi dapat dilihat pada gambar 1 dibawah.



**Figure 1.** Forms of Work Commitment

From the concept above, it can be seen that organizational work commitment contains four main aspects (1) work ethic reflects positive values, principles, and attitudes towards work which include perseverance, discipline, and high responsibility. Individuals with a strong work ethic tend to work hard, obey the rules, and show integrity in their work. (2) Career commitment is an individual's attachment to the development and achievement of long-term career goals that involve efforts to continuously improve skills and knowledge and loyalty to the profession or field of work, not just to a particular organization. (3) Work involvement refers to how much an individual is emotionally and cognitively involved in their work. Those involved tend to have high enthusiasm, feel their work is meaningful, and are committed to giving their best performance, and (4) Organizational commitment is an individual's loyalty to the organization where they work which includes the desire to continue working in the organization, a sense of belonging, and a willingness to contribute to the success of the organization. Organizational commitment is usually influenced by interpersonal relationships, organizational culture, and trust in leadership (Giandalia et al., 2022).

According to (Uysal et al., 2022) that work is an obligation where individuals must feel satisfied with the work they do, this can be influenced by the locus of control (LoC). LoC is a psychological concept that describes the extent to which individuals believe they have control over events that affect their lives (Andor et al., 2022). Individuals with internal LoC believe that the results of their actions are influenced by their own efforts and abilities. On the other hand, individuals with external LoC believe that fate can be determined by external factors such as luck or the intervention of others (Ovais, 2023). Locus of control is a person's level of belief in actions that influence the results, rewards and reinforcements they produce in everyday life, whether seen because of their actions, internal locus of control or environmental factors that cannot be controlled and are controlled by external factors (Ovais 2023). Locus of control is the extent to which actions influence whether rewards, reinforcement, and other outcomes in life are achieved (Syaliha et al., 2022). Individuals associate results with actions or circumstances that are not controlled (internal locus of control) related to motivation (Mutlu & Özer, 2021).

The personality perception of control is a variable or dimension related to beliefs about the reinforcement of internal control by external forces (i.e., the causes of behavioral outcomes). The personality variable or dimension of perceived control refers to beliefs about internal versus external reinforcement control, i.e., the causes of behavioral outcomes (Rusilawati et al., 2023). A person who believes that an event occurs in his life because of his behavior, actions or abilities, personality and efforts is said to have internal control capacity (Hassan et al., 2022). In contrast, a person who believes that events in his or her life are a function of luck, chance, fate, or other forces beyond his or her control is said to have the capacity for external control (Thaha et al., 2022).

Research on locus of control shows that individuals with an internal locus of control tend to have higher performance and are more active in dealing with problems (Bahadır & Levent, 2022). Meanwhile, individuals with an external Locus of Control tend to have lower performance and are more likely to blame others or fate (Dallı & Sezgin, 2022). Employees with internal Locus of Control tend to have a higher belief that success in work is influenced by their own abilities and efforts. This can increase their involvement and identification with the organization, which ultimately increases organizational commitment. Research results (Xiabao et al., 2022) shows that employees with internal Locus of Control tend to have a higher belief that success in work is influenced by their own abilities and efforts. This can increase their involvement and

identification with the organization, which ultimately increases organizational commitment. Employees with internal Locus of Control are more likely to have the belief that they have control over their success and that their own efforts can affect outcomes (Keles et al., 2023). This can increase their motivation and involvement in work, as well as increase their identification with the organization (Peltokorpi et al., 2022).

Work motivation is based on psychological strengths within a person that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of perseverance (Wardana et al., 2022). According to (Zhu et al., 2023) Motivation is also influenced by psychological drives within a person that determine the direction of a person's organizational behavior in an organization, the level of effort and the level of perseverance. A person's behavior, level of effort and level of perseverance also affect motivation in working according to the rules set by the organization (Hameli & Ordun, 2022). Work motivation refers to the internal drive that drives individuals to achieve goals and complete tasks with enthusiasm and zeal (Bankins et al., 2024). Work motivation can be influenced by various factors including Locus of Control, responsibility, and work knowledge (Lakshman et al., 2021). Work motivation acts as an intervening variable that mediates the influence of Locus of Control, responsibility, and work knowledge on organizational commitment (Yulihardi et al., 2023). When employees have an internal Locus of Control, a high sense of responsibility, and adequate work knowledge, they tend to have high work motivation.



**Figure 2.** Maslow's Theory, Levels of Human Needs

Responsibility refers to a person's awareness and obligation to carry out tasks as well as possible (Bandiyono, 2022). Employees who have a high sense of responsibility tend to show high dedication and integrity in their work (Abbas et al., 2022). Employees who are aware of their obligations to carry out their duties well and are accountable for the results (Bae, 2021). In addition, employees who feel responsible for their work will have a greater commitment to the organization (Audria & Lubis, 2022) and tend to be more involved in the tasks given and have a strong desire to contribute to the success of the organization (Martínez-Falcó et al., 2023).

In addition to responsibility, work knowledge also influences employee commitment to improving the skills, information and experience that employees have relating to tasks and responsibilities in the workplace (Sagituly & Guo, 2023). Employees with high job knowledge have a better understanding of their jobs and how to do them effectively (Riwukore et al., 2022). Employees who have high job knowledge tend to feel more competent and confident in carrying out their tasks (Jiatong et al., 2022). Employee responsibility shows how an employee feels responsible for the work process and results (Al-refaei et al., 2023). According to (Nguyen & McGuirk, 2022) Responsibility shows the employee's feelings about personal responsibility for the work assigned to him. According to (Vuong et al., 2022) Responsibility is a psychological statement that indicates the extent to which employees feel responsibility is an important driver of the quality of work results (Aggarwal et al., 2022).

Universitas Batam in facing the competition of improving quality with the five Pillars of the New Paradigm of Higher Education: Transparency, Accountability, Accreditation, Self-Evaluation and Excellent Service. One of the short-term targets of the UNIBA RENSTRA 2020-2024 is strengthening the health of the organization and autonomy of higher education. The short-term target is directed at improving the quality of higher education management which includes all aspects of management, namely academics, human resources, finance, facilities and infrastructure, as well as information and quality at every level so

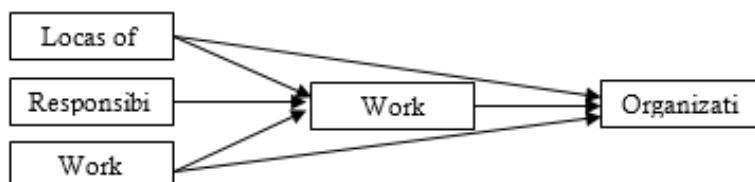
that higher education is able to carry out all activities efficiently, independently and in accordance with applicable regulations. To implement the program, the institution requires the support of all parties at Universitas Batam to be more enthusiastic and work optimally.

Berdasarkan latar belakang yang dijelaskan, diketahui permasalahan yang dihadapi oleh Universitas Batam consists of (1) Universitas Batam is facing competition in improving quality through five pillars of the new paradigm of higher education: Transparency, Accountability, Accreditation, Self-Evaluation, and Excellent Service. (2) One of the short-term targets in the UNIBA 2015-2020 RENSTRA is strengthening the health of the organization and autonomy of higher education. (3) Improving the quality of higher education management is directed at academic aspects, human resources, finance, facilities and infrastructure, and information and quality. (4) Support from all elements at Universitas Batam is needed to implement the program optimally and (5) Organizational commitment is seen as the key to improving the performance and success of the organization as a whole. To solve these problems, it is necessary to conduct an in-depth analysis of (1) How is the relationship between Locus of Control, responsibility, and work knowledge to organizational commitment at Universitas Batam. (2) The role of work motivation as an intervening variable in the relationship between the three factors and organizational commitment. (3) The effectiveness of strategies based on these factors in improving organizational commitment and performance at Universitas Batam. With the analysis conducted, it is expected that Universitas Batam can (1) Improve the quality of higher education management in accordance with the UNIBA 2015-2020 RENSTRA. (2) Higher education has implemented five pillars of the new paradigm as a foundation for improving quality, but the effectiveness of the implementation is not yet fully known. (3) There is a need to understand the internal factors that influence organizational commitment so that quality improvement strategies can run more effectively.

This study has novelty by (1) integrating Locus of Control, responsibility, and work knowledge with work motivation as intervening variables to understand organizational commitment. (2) The focus of the research on the context of Universitas Batam provides a new perspective on the management of higher education in Indonesia, especially in facing the challenges of quality competition. (3) This study provides a holistic approach by exploring the relationship between psychological and managerial variables in improving organizational commitment. The results of this study are expected to (1) Provide strategic recommendations for Universitas Batam in improving employee organizational commitment through a deeper understanding of internal factors. (2) Provide a motivation-based intervention model that can be used to design policies to improve the quality of higher education management. (3) To be a reference for other universities that wish to adopt the five pillars of the new paradigm in improving organizational quality and institutional performance.

## Method

The research method uses a causal model survey with path analysis techniques. The selection of the causal model survey method with path analysis techniques is a strong method to determine the influence of locus of control, responsibility and work knowledge on the organizational commitment of Universitas Batam employees. The causal model survey method with path analysis techniques can be used to identify the direct relationship between the influence of locus of control, responsibility and work knowledge on the organizational commitment of Universitas Batam employees as intervening variables and indirectly affecting the dependent variable. By using the causal model survey method with path analysis techniques, it can be known more comprehensively about the causal mechanism of the influence of locus of control, responsibility and work knowledge on the organizational commitment of employees at Universitas Batam. The theoretical model of the research is as Figure 3.



**Figure 3.** Theoretical Research Model

## Population and Sample

The population in this study were employees working at Universitas Batam, totaling 90 people. All members of the population were used as research samples because the number was less than 100.

### Sampling technique

In this study, the technique used for sampling is the Census technique. The census technique is used because all members of the population are sampled from all individuals in the population studied, so there is no sampling error that usually occurs in sample research.

### Research Hypothesis

A research hypothesis is a statement that shows a temporary assumption about the relationship between variables in a study. The hypothesis must be testable and specific. In research that uses a causal model with path analysis techniques, the hypothesis usually focuses on the causal relationship between independent variables, mediating variables, and dependent variables. The hypotheses in this study are as follows: 1)  $H_1$ : Locus of control has an effect on employee work motivation at Universitas Batam; 2)  $H_2$ : Responsibility has an effect on employee work motivation at Universitas Batam; 3)  $H_3$ : Work Knowledge has an effect on employee Work Motivation at Universitas Batam; 4)  $H_4$ : Work Motivation has an effect on Employee Organizational Commitment at Universitas Batam; 5)  $H_5$ : Locus of Control has an effect on Employee Organizational Commitment at Universitas Batam; 6)  $H_6$ : Responsibility has an effect on Employee Organizational Commitment at Universitas Batam; 7)  $H_7$ : Work Knowledge has an effect on employee Organizational Commitment at Universitas Batam; 8)  $H_8$ : Work Motivation can mediate the effect of Locus of Control on Organizational Commitment at Universitas Batam; 9)  $H_9$ : Work Motivation can mediate the effect of Responsibility on Organizational Commitment at Universitas Batam; 10)  $H_{10}$ : Work Motivation can mediate the effect of Work Knowledge on Organizational Commitment at Universitas Batam

### Hypothesis test

Hypothesis testing is carried out using a computer through the SPSS Ver23 program using regression analysis which aims to predict changes in the value of the dependent variable due to the influence and value of the independent variable.

### Analysis

#### Calculating Direct Indirect Effects

Calculating direct and indirect effects in a causal model using path analysis techniques involves several important steps. This technique allows researchers to describe the influence of independent variables on dependent variables both directly and through mediating variables.

#### Direct Calculation

Direct calculations are carried out by calculating the direct influence through the value of the structural coefficient of equation 1, namely the standardized Beta value.

#### Indirect Calculations

Indirect calculations are carried out by calculating the indirect influence by looking at the coefficient value of the structure of equation 1, namely the standardized Beta value multiplied by (x), with the standardized Beta and the structure of equation 2.

#### Total Calculation

The total calculation is done by calculating the indirect effect by looking at the coefficient value of the equation structure 1, namely the standardized Beta value plus (+) with the standardized Beta and equation structure 2. The type of approach used in data analysis in this study is quantitative data analysis. The statistics chosen are linear regression developed in path analysis. The path analysis equation model uses multiple regression equations as follows: (1) Path equation model I:  $X_3 = p_1 X_1 + p_2 X_2 + \varepsilon_1$  and (2) Path equation model II:  $Y = p_3 X_1 + p_4 X_2 + p_5 Y + \varepsilon_2$ .

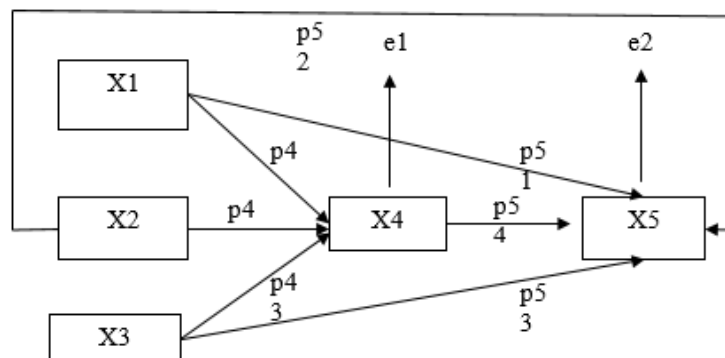


Figure 4. Diagrammatically, the equation model above is depicted as follows:

Information: X1= Locus of Control, X2= Responsibility, X3= Job Knowledge, X4= Work Motivation, X 5 = Organizational Commitment,  $\varepsilon$ = remainder (error disturbance),  $p\varepsilon_2$ = path coefficient II with remainder II ( $\varepsilon_2$ ),  $P\varepsilon_1$ = path coefficient I with remainder I ( $\varepsilon_1$ ),  $p41$ = regression coefficient X1 against X4,  $p42$ = regression coefficient X2 against X4,  $p43$ = regression coefficient X3 against X4,  $p54$ = regression coefficient X4 against X5,  $p51$ = regression coefficient X1 above X5,  $p52$ = regression coefficient X1 above X5 and  $p53$ = regression coefficient X1 against X5

## Results and Discussion

Table 1 below shows that locus of control, responsibility, and work knowledge have a significant direct influence on organizational commitment. In addition, work motivation has a significant direct influence on organizational commitment. The table also shows that locus of control and responsibility have a significant indirect influence on organizational commitment through work motivation.

**Table 4.** Calculation of Direct, Indirect and Total Effects

Influence Variable	Hypothesis Statistics	Path Coefficient Direct / Direct	Causal Influence		Influence (%)
			Path Coefficient Through/Mediation	Total and Sig	
			Work Motivation (X4)		
Locus of Control (X1) to Work Motivation (X4)	Ho. : $p_{41} = 0$ H1: $p_{41} > 0$	0.121	-	0.121 (0.018)*	(0.121/1.66) 7.28 %
Responsibility (X2) to Work Motivation (X4)	Ho. : $p_{42} = 0$ H1: $p_{42} > 0$	0.968	-	0.968 (0,000)*	(0.968/1.66) 58.3 %
Work Knowledge (X3) to Work Motivation (X4)	Ho. : $p_{43} = 0$ H1: $p_{43} > 0$	0.172	-	0.172 (0.007)*	(0.172/1.66) 10.36 %
Locus of Control (X1) to Organizational Commitment (X5)	Ho. : $p_{51} = 0$ H1: $p_{51} > 0$	0.313		0.313 (0.018)*	(0.313/1.66) 18.8 %
Responsibility (X2) to Organizational Commitment (X5)	Ho. : $p_{52} = 0$ H1: $p_{52} > 0$	1,166		1,166 (0.001)*	(1.166/1.66) 70.2 %
Work Knowledge (X3) to Organizational Commitment (X5)	Ho. : $p_{53} = 0$ H1: $p_{53} > 0$	0.079		0.079 (0.009)*	(0.079/1.66) 4.75 %
Locus of Control (X1) to Organizational Commitment (X5)	Ho. : $p_{5.41} = 0$ H1: $p_{5.41} > 0$	-	(0.121) (1.318) =0.159	0.159 (0.018)* (0.002)*	(0.159/1.66) 9.57 %
Responsibility (X) to Organizational Commitment (X5)	Ho. : $p_{5.42} = 0$ H1: $p_{5.42} > 0$	-	(0.968)(1.318) =1.275	1,275 (0,000)* (0.002)*	(1.275/1.66) 76.8 %
Work Knowledge (X3) to Organizational Commitment (X5)	Ho. : $p_{5.43} = 0$ H1: $p_{5.43} > 0$	-	(0.172) (1.318) =0.226	0.226 (0.007)* (0.002)*	(0.226/1.66) 13.6 %
Work Motivation (X4) to Organizational Commitment (X5)	Ho. : $p_{54} = 0$ H1: $p_{54} > 0$	1,318	-	1,318 (0.002)*	(1.318/1.66) 79.3 %

Based on the results of testing the research hypothesis and referring to the research objectives, factors were obtained that can be associated with locus of control, responsibility, work knowledge and work motivation as mediating variables on the organizational commitment of Universitas Batam employees, the implementation of which used survey methods to see the picture between empirical facts theoretically, the following research findings were obtained.

#### **Locus of control influences employee work motivation Universitas Batam**

The results of the analysis found that Locus of Control (X1) has an effect on Work Motivation (X4) obtained a coefficient of 0.121 with Sig. of 0.018 <0.05, it can be concluded that H0 is rejected and H1 is accepted with a significant coefficient. This proves the high influence of Locus of Control on Work Motivation. A high Locus of Control means that individuals have a higher belief that their success is influenced by factors outside themselves, such as luck or fate, rather than their own efforts and abilities. In the context of work motivation, individuals with a high Locus of Control are likely to have higher work motivation because they believe that success is influenced by factors outside themselves, so it is important to understand how Locus of Control affects individual work motivation in various ways.

#### **Responsibility influences employee work motivation Universitas Batam**

The results of the analysis found that Responsibility (X2) has an effect on Work Motivation (X4) obtained a coefficient of 0.989 with Sig. of 0.000 <0.05. Thus it can be concluded that the hypothesis H0 is rejected and the hypothesis H1 is accepted so that there is a significant relationship between responsibility and work motivation. The results of this study indicate that the higher the responsibility felt by the individual, the higher the work motivation. Individuals who have responsibility are closely related to their own efforts and abilities tend to have higher work motivation. High responsibility in individuals has a higher belief that success is influenced by their own efforts and abilities.

#### **Job knowledge has an influence on employee work motivation Universitas Batam**

The results of the analysis of work knowledge (X3) affecting Work Motivation (X4) obtained a coefficient of 0.172 with a significance level of 0.007 <0.05, so it can be concluded that H0 is rejected and H1 is accepted. These results significantly prove that work knowledge has a high work motivation. These results indicate that work knowledge has a significant effect on work motivation. High work knowledge means that individuals have a higher belief that their success is influenced by their abilities and knowledge. In the context of work motivation, individuals with high work knowledge tend to have higher work motivation because they believe that their success is influenced by their abilities and knowledge, so it is important to understand how work knowledge affects individual work motivation in various contexts.

#### **Work motivation influences employee organizational commitment Universitas Batam**

The results of the analysis of Work Motivation (X4) have an effect on Organizational Commitment (X5) with a coefficient obtained of 1.318 with Sig. Equal to 0.002 <0.05. These results significantly prove that work motivation has a significant effect on organizational commitment. High work motivation means that individuals have a higher belief that their success is influenced by their own efforts and abilities, as well as encouragement from the organization. In the context of organizational commitment, individuals with high work motivation tend to have a higher organizational commitment. They believe that success is influenced by their own efforts and abilities as well as encouragement from the organization, so they are more committed to achieving organizational goals. Thus, individuals can improve the abilities and knowledge needed to improve work motivation.

#### **Locus of Control influences employee organizational commitment Universitas Batam**

The results of the analysis of Locus Of Control (X1) influencing Organizational Commitment (X5) obtained a coefficient of 0.313 with Sig. Equal to 0.018 <0.05. Thus, it can be concluded that h0 is rejected and H1 is accepted. These results significantly prove that locus of control has a significant influence on organizational commitment. High locus of control means that individuals have a higher belief that their success is influenced by their own efforts and abilities, as well as the responsibilities given. They believe that their success is influenced by their own efforts and abilities as well as the responsibilities given, so that it greatly influences organizational performance. Thus, organizations can improve performance and productivity through the development of a culture that supports individual development.

#### **Responsibility influences the organizational commitment of Universitas Batam employees**

The results of the analysis of Responsibility (X2) have an effect on Organizational Commitment (X5). The path coefficient obtained is 1.166 with Sig. Equal to 0.001 <0.05. Thus, it can be concluded that h0 is rejected and H1 is accepted. These results significantly prove that responsibility has a significant effect on organizational commitment. High responsibility means that individuals have a higher belief that their



success is influenced by their own efforts and abilities, as well as the responsibilities given. Therefore, it is important to understand how responsibility affects individual organizational commitment such as (1) development of organizational culture (2) development of motivational strategies. (3) development of career development systems. (4) development of employee programs.

#### **Work Knowledge Influences Organizational Commitment of Universitas Batam Employees**

The results of the analysis of Job Knowledge (X3) affecting Organizational Commitment (X5) obtained a path coefficient of 0.079 with Sig. Equal to 0.009 < 0.05. Thus, it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted. These results significantly prove that job knowledge has a significant effect on organizational commitment. High job knowledge means that individuals have a higher belief that success is influenced by their abilities and knowledge. In the context of organizational commitment, this can mean that individuals with high job knowledge tend to have higher organizational commitment. They believe that their success is influenced by their abilities and knowledge, so they are more committed to achieving organizational goals. In various contexts, job knowledge affects individual organizational commitment. Therefore, it is important to understand how job knowledge affects individual organizational commitment.

#### **Work Motivation (X4) can mediate the influence of Locus of Control (X1) on Organizational Commitment (X5)**

From the calculation results above, it can be concluded that  $H_0$  is rejected and  $H_1$  is accepted where the Indirect Value ( $p_{41X1} \times p_{54X4}$ ) = 0.159 > ( $p_{51X1}$ ) = 0.121. This proves that work motivation (X4) can mediate the influence of Locus of Control (X1) on Organizational Commitment (X5). The results of this study indicate that Locus of Control has a significant influence on Organizational Commitment, and work motivation acts as a mediating variable that influences the relationship between locus of control and organizational commitment. A high locus of control means that individuals have a higher belief that success is influenced by factors outside themselves, such as luck or fate. In the context of organizational commitment, this means that individuals with a high locus of control tend to have a higher organizational commitment because they believe that their success is influenced by factors outside themselves. The results of this study indicate that locus of control has a significant influence on organizational commitment through work motivation.

#### **Work Motivation (X4) can mediate the influence of Responsibility (X1) on Organizational Commitment (X5)**

From the calculation results above, it can be concluded that  $H_0$  is rejected and accepted where the Indirect Value ( $p_{42X2} \times p_{54X4}$ ) = 1.275 > ( $p_{52X2}$ ) = 0.968. This proves that Work Motivation (X4) can mediate the influence. Responsibility (X2) on Organizational Commitment (X5). These results indicate that responsibility has a significant influence on organizational commitment, and work motivation acts as a mediating variable that influences the relationship between responsibility and organizational commitment. High responsibility means that individuals have a higher belief that their success is influenced by their own efforts and abilities, as well as the responsibilities given. In the context of organizational commitment, this can be interpreted that individuals who have high responsibility are likely to have a higher organizational commitment because they believe that their success is influenced by their own efforts and abilities as well as the responsibilities given. The results of this study indicate that responsibility has a significant influence on organizational commitment through work motivation.

#### **Work Motivation (X4) can mediate the influence of Work Knowledge (X1) on Organizational Commitment (X5)**

From the calculation results above, it can be concluded that  $H_0$  is rejected and accepted where the Indirect Value ( $p_{43X3} \times p_{54X4}$ ) = 0.226 > ( $p_{53X3}$ ) = 0.172. This proves that Work Motivation (X4) can mediate the influence of Work Knowledge (X3) on Organizational Commitment (X5). These results indicate that work knowledge has a significant influence on organizational commitment, and work motivation acts as a mediating variable that influences the relationship between work knowledge and organizational commitment. High work knowledge means that individuals have a higher belief that their success is influenced by their abilities and knowledge. In the context of organizational commitment, this can be interpreted that individuals who have high work knowledge will tend to have a higher organizational commitment because they believe that their success is influenced by their abilities and knowledge. The results of this study indicate that work knowledge has a significant influence on organizational commitment through work motivation.

#### **Locus of control influences employee work motivation in Universitas Batam**

The results of this study emphasize the importance of Locus of Control in influencing employee work motivation at Universitas Batam. Individuals with External Locus of Control, who believe that their success



is more influenced by external factors, tend to have higher work motivation. This understanding can help organizations design more effective employee development strategies and provide appropriate psychological interventions to improve employee performance and job satisfaction (Supriono, 2020).

#### **Responsibility influences employee work motivation Universitas Batam**

The results of this study emphasize the importance of responsibility in influencing employee work motivation at Universitas Batam. Individuals who feel their responsibility is closely related to their own efforts and abilities tend to have higher work motivation. A deeper understanding of how responsibility affects work motivation can help management design more effective strategies and policies to improve work motivation in various organizational contexts (Annisa & Ginarti, 2023).

#### **Job knowledge has an influence on employee work motivation Universitas Batam**

This study shows that job knowledge has a significant influence on employee work motivation at Universitas Batam. Individuals who have high job knowledge tend to have higher work motivation because they feel that their success is influenced by their knowledge and skills. Understanding how job knowledge affects work motivation can help management design more effective strategies and policies to improve work motivation through the development of skills and knowledge, supportive organizational culture, appropriate motivational strategies, and effective career development systems (Syarif et al., 2021).

#### **Work motivation influences employee organizational commitment Universitas Batam**

This study shows that work motivation has a significant influence on employee organizational commitment at Universitas Batam. Individuals who have high work motivation tend to be more committed to the organization because they feel that their success is influenced by their own efforts and abilities as well as encouragement from the organization. Understanding how work motivation affects organizational commitment can help management design more effective strategies and policies to increase organizational commitment through the development of organizational culture, motivational strategies, career development systems, and employee programs that support individual development (Yusuf, 2024).

#### **Locus of Control influences employee organizational commitment Universitas Batam**

This study shows that Locus of Control has a significant influence on organizational commitment of employees at Universitas Batam. Individuals who have high Locus of Control tend to be more committed to the organization because they feel that their own efforts and abilities, as well as the responsibilities given, can affect success. Understanding how Locus of Control affects organizational commitment can help management in designing more effective strategies and policies to increase organizational commitment through the development of organizational culture, motivational strategies, career development systems, and employee programs that support individual development (Wardani et al., 2024).

#### **Responsibility influences employee organizational commitment Universitas Batam**

This study shows that responsibility has a significant effect on organizational commitment. Therefore, it is important to understand how responsibility affects individual organizational commitment and develop effective strategies to enhance organizational commitment. To enhance organizational commitment, it is important to enhance individual responsibility. Thus, organizations can improve performance and productivity by developing a culture that supports individual development. An effective motivational strategy should consider individual responsibility. Thus, motivational strategies can be tailored to individual needs and enhance work motivation. An effective career development system should consider individual responsibility. Thus, individuals can enhance the skills and knowledge needed to enhance work motivation. An effective employee program should consider individual responsibility. Thus, employee programs can enhance work motivation and organizational commitment (Herman et al., 2023).

## **Conclusions**

This study concludes that locus of control (LoC), responsibility, and job knowledge have a direct influence on work motivation. Of the three variables, responsibility makes the most significant contribution, followed by job knowledge, and locus of control. High responsibility reflects an individual's belief that success in their work depends on their personal efforts and dedication. Good job knowledge increases employee self-confidence and competence, while a strong locus of control allows individuals to feel in control of their work results. In addition, this study also found that work motivation acts as an intervening variable that mediates the relationship between the three variables and organizational commitment. Indirectly, responsibility makes the largest mediation contribution, followed by job knowledge and locus of control (LoC). High work motivation can strengthen the influence of these variables on organizational commitment, which is an important factor in achieving institutional success. Motivated employees tend to have a strong sense of

ownership of the organization, thereby increasing loyalty and productivity. The implications of the results of this study indicate that Universitas Batam can use these results to formulate more effective strategies in improving employee performance in accordance with the Universitas Batam Strategic Plan (RENSTRA) for 2020-2024. By understanding internal factors such as locus of control, Responsibility, and Job Knowledge, universities can design employee development programs that focus on increasing motivation, so that organizational commitment can be strengthened. Theoretically, this study provides a new contribution in understanding how psychological and managerial variables are interrelated in the context of higher education organizations. Increasing locus of control, responsibility, and job knowledge will strengthen work motivation, which will ultimately have a positive impact on employee organizational commitment. Thus, these findings are not only relevant to Universitas Batam, but can also be a reference for other educational institutions that want to improve organizational performance through a similar approach.

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