

The Influence of Work Motivation and Work Discipline on Employee Performance through Organizational Commitment as an Intervening Variable

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh motivasi kerja dan disiplin kerja terhadap kinerja melalui komitmen organisasi sebagai variabel intervening pada pegawai. Penelitian ini menggunakan metode kuantitatif dengan pendekatan structural equation modeling (SEM) Partial Least Square dengan teknik pengumpulan data melalui kuesioner. Sampel penelitian ini adalah 83 orang di Institusi Penanggulangan Banjir di Jawa Timur yang dipilih dengan teknik proportional random sampling. Hasil penelitian membuktikan Motivasi Kerja dan Disiplin Kerja berpengaruh signifikan terhadap Komitmen Organisasi dan Kinerja Pegawai. Komitmen Organisasi berpengaruh signifikan terhadap Kinerja Pegawai. Komitmen Organisasi mampu memediasi hubungan Motivasi Kerja dan Disiplin Kerja terhadap Kinerja Pegawai.

Kata kunci: Motivasi Kerja, Disiplin Kerja, Komitmen organisasi, Kinerja Pegawai

ABSTRACT

This study aims to analyze the influence of work motivation and work discipline on performance through organizational commitment as an intervening variable on employees. This study uses a quantitative method with a Partial Least Square structural equation modeling (SEM) approach with data collection techniques through questionnaires. The sample of this study was 83 employees in Flood Prevention Institution in East Java sector selected using proportional random sampling techniques. The results of the study prove that Work Motivation and Work Discipline have a significant effect on Organizational Commitment and Employee Performance. Organizational Commitment has a significant effect on Employee Performance. Organizational Commitment is able to mediate the relationship between Work Motivation and Work Discipline on Employee Performance.

Keywords: Work Motivation, Work Discipline, Organizational Commitment, Employee Performance

INTRODUCTION

Human Resources is a process that includes evaluating the needs of these human resources, getting people to meet these needs, and optimizing the utilization of these important resources by providing the right incentives and assignments to suit the needs and goals of the organization where the human resources (HR) are located (Widodo, (2015). In the current era of globalization, quality human resources (HR) are needed because the development of an organization is highly dependent on the quality of its human resources (HR) or employees. The better the quality of human resources in an organization, the higher the competitiveness of the organization in other organizations.

Based on the results of preliminary pre-research, it is known that the factors that dominantly affect employee performance are work motivation, work discipline, and organizational commitment. These results are a reference for researchers to test factors significantly affecting employee performance. The next problem is the difference in the results of previous studies (research gap).

In the research conducted, there are differences in the results obtained. Research (Muna et al., 2022) The influence of work discipline, work motivation, and career development on employee performance in this study aims to test and analyze the effect of work discipline, work motivation, and career development on employee performance. The conclusion is that work discipline has a negative and insignificant effect on employee performance, meaning that work discipline does not affect employee performance. Then, Lianna et al., 2017) conducted a study entitled "The influence of motivation and organizational commitment on teacher performance mediated by job satisfaction." The results of his research show that motivation does not affect teacher performance.

Research (Kasyifillah et al., 2023) The Influence of Motivation, Work Discipline, and Work Experience on Employee Performance of PT Usaha Yekape Surabaya, Based on the test results, that is, the Motivation Variable has an insignificant effect on the performance of employees of PT Usaha Yekape Surabaya. Research (Putra et al., 2018) The Influence of

Organizational Motivation and Commitment on Employee Performance with Organizational Citizenship Behavior (Ocb) as an Intervening Variable in Employees in Rumah Sakit Umum Daerah (Rsud) Dr Muhammad Zein Painan Based on the test results, that is, Organizational Commitment has a negative impact on Employee Performance. Research (Randy, 2022), The Influence of Servant Leadership, Motivation and Organizational Commitment on Employee Performance with Burn Out as an Intervening Variable in Swiss-Bel Hotel Jambi City, states that motivation has no significant effect on employee performance and organizational commitment has no significant effect on employee performance. Based on the results of previous studies that show different results, it is still possible to research the influence of variables on employees in Flood Prevention Institution in East Java.

Research Purposes

The purposes of this research is as follow :

1. To analyze the influence of work motivation on employee performance
2. To analyze the influence of work discipline on employee performance
3. To analyze the influence of work motivation on organizational commitment among employees
4. To analyze the influence of work discipline on employee organizational commitment
5. To analyze the influence of organizational commitment on employee performance
6. To analyze the effect of work motivation on performance through organizational commitment as an intervening variable for employees
7. To analyze the effect of work motivation on performance through organizational commitment as an intervening variable for employees

Literature Review

Theoretical Review Work motivation

Motivation questions how to direct the power and potential of subordinates, so that they are willing to work together productively to successfully achieve and realize predetermined goals. According to (Umam, 2018) motivation

is something that creates enthusiasm or encouragement to work. That is why work motivation in work psychology is usually called a driver of work enthusiasm. Indicators that can increase employee work motivation, namely:

1. Work hard
2. Future Orientation
3. Efforts to Move Forward
4. Perseverance
5. Use of Time

Work Discipline

Discipline reflects a person's sense of responsibility for the tasks assigned to him. According to (M. S. Hasibuan, 2016) states that work discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Indicators of Work Discipline According to Hasibuan (2016), there are several indicators for measuring work discipline, namely:

1. Goals,
2. Leadership example,
3. Retribution, justice,
4. Waskar, punitive sanctions,
5. Firmness and human relations.

Organizational Commitment

(Yakin et al., 2017), organizational commitment describes the psychological state that characterizes employees' relationship with the organization where they work and which has implications for their decision to remain with the organization. Organizational Commitment Indicators According to (Emron, 2018) states that there are three types of components of organizational commitment namely, affective commitment, continuance commitment, and normative commitment.

1. Affective Commitment
2. Continuous Commitment
3. Normative Commitment

Employee Performance

According to (Mangkunegara, 2014), employee performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in

accordance with the responsibilities given to him. Employee Performance Indicators, namely:

1. Quality of work
2. Working quantity
3. Whether it is reliable or not
4. Attitude

Hypothesis

The Effect of Work Motivation on Performance

Research results showing that work motivation has a significant effect on performance include (Nur'eni et al., 2022) Research (Zahari, et al (2023). Research results prove that motivation has an effect on employee performance

H1: Work motivation has a significant effect on employee performance

The Effect of Work Discipline on Performance

Research results that show that work discipline has a significant effect on performance include: (Wijayanto et al., 2022). The results of this research show that work discipline has a significant effect on employee performance

H2: Work discipline has a significant effect on employee performance.

Work Motivation Has a Significant Effect on Organizational Commitment

Research results which show that work motivation has a significant effect on organizational commitment include: Research (Wulandari et al., 2017) The results of this research show that the variables of work motivation, work environment and job satisfaction have a positive and significant effect on organizational commitment

H3: Work motivation has a significant effect on organizational commitment

Work Discipline Has a Significant Effect on Organizational Commitment

Research results which show that work discipline has a significant effect on organizational commitment include: Research (Mufarrohah et al., 2022). The results of this research show that work discipline has a

positive and significant effect on organizational commitment,
H4: Work discipline has a significant effect on organizational commitment

Work Motivation Has a Significant Effect On Performance through Organizational Commitment as an Intervening Variable

The results of research show that work motivation has a significant effect on performance through organizational commitment as an intervening variable, including research (Norawati et al., 2022). The results of this research can be concluded that organizational commitment has a direct and significant effect on employee performance.

H5: Organizational commitment has a significant effect on performance

Work Motivation Has a Significant Effect on Performance through Organizational Commitment as an Intervening Variable

The research results show that organizational commitment has a significant effect on performance, namely: Research (Mochammad et al., 2019). The results of this research provide the conclusion that organizational commitment has a significant effect on performance

H 6: Work motivation has a significant effect on performance through organizational commitment as an intervening variable

Work Discipline Has a Significant Effect on Performance through Organizational Commitment as an Intervening Variable

Research results showing that work discipline has a significant effect on performance through organizational commitment as an intervening variable include: Research (Syman, 2023) Research results show that work discipline has a positive and significant effect on employee performance through organizational commitment.

H7: Work discipline has a significant effect on performance through organizational commitment as an intervening variable

METHOD

This study uses quantitative research methods. It also uses a type of causal research, which is a causal relationship (Sugiyono, 2019). The causal relationship is a relationship between exogenous variables (variables that influence), endogenous variables (variables that are influenced), and Intervening variables (intermediate variables).

This study, which will be the population in Flood Prevention Institution in East Java who is in charge of handling inundation when it rains consisting of (flood pump house operator employees, employees in charge of channel maintenance and construction). To determine the number of samples, the Slovin formula was used so that the research sample was 83 employee in Flood Prevention Institution in East Java.

RESULTS

Validity and Reliability Analysis

1. Validity Test

The validity test measures whether a questionnaire is valid. The results of the analysis, which are the sig value compared to the significant level of 0.05, show that the results of testing the validity of the indicators of all independent variables and the dependent variable show validity. Because the sig. If the value is greater than 0.05, it is stated that all research variables are valid.

2. Reliability Test

Construct reliability test is conducted to measure whether the construct is reliable or not (Ghozali, 2011: 47). It is said to be reliable if *Cronbach Alpha* > 0.6; the following reliability test results show that the results of testing the reliability of indicators of the Workload, Compensation, Organizational Culture, Job Satisfaction, and Employee Performance variables show that they are all reliable because the *Cronbach's Alpha* value is greater than 0.6 so it is stated that all indicators are reliable.

**Partial Least Square Analysis
Measurement Model Analysis (Outer Model)**

Outer Model specifies the relationship between variables and indicators:

1. Validity Test

a) Convergent Validity

Each indicator in the model must meet the *Loading Factor*, which has a value > 0.5. Based on the calculation results, it can be seen that all measurements on each variable are declared valid as a measuring tool for the construct. Overall, the indicator items have a *Loading Factor* value > 0.5.

b) Discriminant Validity

The discriminant validity analysis can be seen from the Cross-Loading test. Based on the calculation results, it is found that all of the forming constructs are declared to have good discriminant. The correlation value of the indicator against its construct must be greater than the correlation value between the indicator and other constructs.

Then, it can also be done through *Average Variance Extracted* testing to test discriminant validity. This test describes the average variance or discriminant extracted on each variable. The AVE value equal to or above 0.50 indicates good convergence. The AVE value for all variables is greater than 0.5, which means that all indicators on each construct have converged with other items in one measurement.

2. Reliability Test

a) Composite Reliability

A construct is reliable if its composite reliability value is above 0.60 (Nunnally, in Ghozali (2015)). The results of composite reliability are shown in the following table:

Table 1. *Composite reliability*

Composite Reliability	
Work Motivation (X1)	0,947
Work Discipline (X2)	0,919
Organization Commitment (Z)	0,912
Employee Performance (Y)	0,947

Based on the table above, all constructs meet the composite reliability criteria because they have a *composite reliability* value above 0.60, which means that all variables have sufficient internal

consistency in measuring latent variables/constructs.

b) Cronbach Alpha

Cronbach Alpha is a benchmark used to describe the correlation or relationship between the scale made with all existing variable scales. Variables with a *Cronbach alpha* value > 0.6 are declared reliable (Sugiyono, 2016). The following are the results of the *Cronbach alpha* value of the study:

Table 2. *Cronbach Alpha*

Cronbach Alpha	
Work Motivation (X1)	0,937
Work Discipline (X2)	0,895
Organization Commitment (Z)	0,871
Employee Performance (Y)	0,938

Based on the Cronbach Alpha value above, it is concluded that all variables have high reliability because their Cronbach Alpha value is above 0.6.

Structural Model Analysis (Inner Model)

The inner model is a structural model that predicts the causal relationship between latent variables. It is known that the Organization Commitment Variable (Z) is influenced by Work Motivation Variables (X1) and Work Discipline (X2). Meanwhile, the Employee Performance Variable is influenced by Work Motivation Variables (X1), Work Discipline (X2), and Organizational Commitment (Z). The following structural equation is obtained, such as:

$$Z = 0,321 X_1 + 0,574 X_2$$

$$Y = 0,205 X_1 + 0,341 X_2 + 0,434 Z$$

In the inner model, evaluation can be done in two ways. The two ways are by looking at R2 and Q2. The following Inner Model testing was carried out:

1. R Square (R²)

Assessing the model with PLS starts by looking at the R-Square for each dependent latent variable. Changes in the R-Square value can be used to assess the effect of certain independent latent variables on the dependent latent variable and whether it has a substantive effect. For endogenous latent variables in structural models that have R2 results of 0.75 indicate that the model is “good,” R2 of 0.50 indicates that the model is “moderate,” and R2

of 0.25 indicates that the model is “weak” (Ghozali, 2014). The PLS output is described in the following table:

Table 3. R-Square

	R Square
Organization Commitment (Z)	0,732
Employee Performance (Y)	0,848

Based on the table above, the Organization Commitment Variable (Z) influenced by Work Motivation Variables (X1) and Work Discipline (X2) has an R2 value of 0.732, which indicates that it has an influence value of 73.2%, which is included in the “Moderate” category. While the Employee Performance Variable (Y) is influenced by the Work Motivation Variable (X1), Work Discipline (X2) and Organizational Commitment (Z) have an R2 value of 0.848, which indicates that they have an influence value of 84.8%, which is included in the “Good” category.

2. Q Square (Q²)

Predictive relevance is a test conducted to show how good the observation value produced using the blindfolding procedure is by looking at the *Q square* value. If the *Q square value* > 0, then it can be said to have a good observation value, while if the *Q square value* < 0, then it can be stated that the observation value is not good. Q-Square predictive relevance for structural models measures how well the model and its parameter estimates generate the observed values. A Q-square value > 0 indicates the model has predictive relevance; conversely, a Q-square value ≤ 0 indicates the *model lacks* predictive relevance. The suitability of the structural model can be seen from Q2 as follows:

$$\begin{aligned}
 Q^2 &= 1 - [(1 - R1) * (1 - R2) \dots (1 - Rn)] \\
 &= 1 - [(1 - 0,732) * (1 - 0,848)] \\
 &= 1 - [(0,268) * (0,152)] \\
 &= 0,960
 \end{aligned}$$

So, with a Q-square value of 0.960, it can be concluded that the Structural Model shows a good relationship and has a *Predictive Relevance* value.

DISCUSSION

The Influence of Work Motivation on Employee Performance

The results of this study indicate that the T-Statistic value of the variable relationship of Work Motivation to Employee Performance in the Drainage Sector in Flood Prevention Institution in East Java is 2.662, which means greater than 1.96 so that Work Motivation has a significant effect on Employee Performance directly. From the test results, the Original Sample value of the variable relationship shows a positive number of 0.205, so better Work Motivation improves Employee Performance in Flood Prevention Institution in East Java.

The Influence of Work Discipline on Employee Performance

The results of this study indicate that the T-Statistic value of the Work Discipline variable relationship to Employee Performance in the Drainage Sector in Flood Prevention Institution in East Java is 4.066, which means greater than 1.96 so that Work Discipline has a significant effect on Employee Performance directly. From the test results, the Original Sample value of the variable relationship shows a positive number of 0.341, so better Work Discipline improves Employee Performance in Flood Prevention Institution in East Java.

The Influence of Work Motivation on Organization Commitment

The results of this study indicate that the T-Statistic value of the variable relationship of Work Motivation to Organization Commitment of Employees in the in Flood Prevention Institution in East Java is 3.003, which means greater than 1.96 so that Work Motivation has a significant effect on Organization Commitment directly. From the test results, the Original Sample value of the variable relationship shows a positive number of 0.321, so better Work Motivation increases the Organization Commitment to the Drainage Sector, in Flood Prevention Institution in East Java.

The Influence of Work Discipline on Organization Commitment

The results of this study indicate that the T-Statistic value of the relationship between the Work Discipline variable and the Organization

Commitment of Employees in the Drainage Sector in Flood Prevention Institution in East Java is 5.863, which is greater than 1.96 so that Work Discipline has a significant effect on Organizational Commitment directly. From the test results, the Original Sample value of the variable relationship shows a positive number of 0.574, so the better the Work Discipline increases the Organizational Commitment to the Drainage Sector, in Flood Prevention Institution in East Java.

The Influence of Organization Commitment on Employee Performance

The results of this study indicate that the T-Statistic value of the relationship between the Organization Commitment variable and the Employee Performance in the Drainage Sector in Flood Prevention Institution in East Java is 6.018, which means greater than 1.96 so that Organizational Commitment has a significant influence on Employee Performance directly. From the test results, the Original Sample value of the variable relationship shows a positive number of 0.434, so the better the Organizational Commitment improves Employee Performance in Flood Prevention Institution in East Java.

The Influence of Work Motivation on Employee Performance through Organization Commitment

The results of this study indicate that the T-Statistic value of the variable relationship of Work Motivation to Employee Performance through Organization Commitment in the Drainage Sector in Flood Prevention Institution in East Java is 2.964, which means greater than 1.96 so that Work Motivation has a significant effect on Employee Performance through Organization Commitment. From the test results, the Original Sample value of the variable relationship shows a positive number of 0.140. Better Work Motivation and Organizational Commitment will improve Employee Performance in the Drainage Sector in Flood Prevention Institution in East Java.

The Influence of Work Discipline on Employee Performance through Organization Commitment

The results of this study indicate that the T-Statistic value of the variable relationship of Work Discipline to Employee Performance

through Organization Commitment in the Drainage Sector Dinas Sumber Daya Air dan Bina Marga of Surabaya City is 3.464, which means greater than 1.96 so that Work Discipline has a significant effect on Employee Performance through Organization Commitment. From the test results, the Original Sample value of the variable relationship shows a positive number of 0.249, so better Work Discipline and Organization Commitment will improve Employee Performance in the Drainage Sector in Flood Prevention Institution in East Java.

CONCLUSION

Based on the results of data analysis and discussion that has been carried out, several conclusions are obtained in this study, such as: 1) Work Motivation significantly positively affects Employee Performance in the Drainage Sector in Flood Prevention Institution in East Java, 2) Work Discipline significantly positively affects Employee Performance in the Drainage Sector in Flood Prevention Institution in East Java. 3) Work Motivation significantly positively affects Organization Commitment in the Drainage Sector in Flood Prevention Institution in East Java. 4) Work Discipline significantly positively affects Organizational Commitment in the Drainage Sector in Flood Prevention Institution in East Java. 5) Organizational Commitment has a significant positive effect on Employee Performance in the Drainage Sector in Flood Prevention Institution in East Java. 6) Work Motivation significantly positively affects Employee Performance through Organization Commitment in the Drainage Sector in Flood Prevention Institution in East Java. And 7) Work discipline significantly positively affects employee performance through organizational commitment in the drainage sector in Flood Prevention Institution in East Java.

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