

THE INFLUENCE OF WORK DISCIPLINE AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE WITH WORK MOTIVATION AS AN INTERVENING VARIABLE

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Abstract

This study aims to examine the direct and indirect effects of work discipline and organizational commitment on employee performance through work motivation and the mediating role of work motivation. The research sample consisted of 122 employees at the Marine, Fisheries, Agriculture, and Food Service of Lhokseumawe City. Path analysis using SEM-AMOS showed that work discipline and organizational commitment significantly increased employee work motivation and performance. Furthermore, this study revealed the important role of work motivation as a full mediator between work discipline and performance, as well as a partial mediator between organizational commitment and performance. These findings provide significant empirical contributions to the existing literature on factors that influence employee performance in the public sector, especially in the context of local government.

Keywords: *Work discipline, Organizational Commitment, Work Motivation, and Employee Performance.*

I. Introduction

Human resources are the most valuable strategic asset for an organization. Human resource management, as defined by Ibrahim et al., (2022), is a series of processes that include planning, organizing, and controlling all activities related to the workforce in an organization, with the main goal of achieving organizational effectiveness and efficiency. To achieve optimal performance, organizations need to pay attention to various factors that influence employee performance. According to Kuddy, (2017), the role of the organization is very crucial in creating a conducive work environment to encourage the development of professional attitudes and behavior. Research by Notanubun et al., (2019) shows that employee performance is influenced by various factors, ranging from intrinsic and extrinsic motivation, job satisfaction, work environment conditions, to psychological factors such as stress levels and organizational commitment.

Employee performance can be defined as the work results achieved by individuals or groups in carrying out tasks assigned by the organization. Effective and efficient utilization of human resources will have a positive impact on organizational productivity, because employees who are motivated and satisfied with their work tend to be more productive. Field observations identified a

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number of problems that hampered the optimal performance of the Lhokseumawe City Marine, Fisheries, Agriculture, and Food Service (DKPPP). Individual behavior such as indiscipline, lack of professionalism, and lack of teamwork were among the contributing factors. In addition, ineffective work systems and procedures also contributed to slow public services and low employee productivity. According to Mariani & Sariyathi, (2017), motivation is a driving factor that can be used by leaders to improve subordinate performance. Motivation consists of three main interrelated components, namely: (1) needs, which arise due to an imbalance between actual conditions and desired conditions; (2) drives, which arise as an effort to fulfill needs; and (3) incentives, which are anything that can fulfill needs and reduce drives, such as awards or recognition. Dariansyah, (2018) supports this view by explaining that motivation is a complex process involving interactions between these three components.

Guidance and Personality (2011) has identified that motivation is a complex phenomenon that is influenced by various factors, one of which is work discipline. On the other hand, work discipline itself is also influenced by a number of factors, such as the amount of compensation, effective leadership, the existence of clear work guidelines, consistent supervision, intrinsic employee motivation, and the development of an organizational culture that supports discipline. (Saputra & Ali, 2022). These factors are interrelated and interact with each other in influencing employee performance.

The phenomenon found in DKPPP Lhokseumawe City indicates a complex problem related to employee work motivation. Lack of effective communication, inadequate rewards, and less supportive leadership styles have created a less conducive work environment. This condition has the potential to reduce employee work motivation, productivity, and overall organizational performance. Work discipline, as defined by Wulandari & Hamzah, (2019), is a proactive attitude that reflects an individual's willingness to comply with the rules and norms that apply in an organization. Various studies, including studies conducted by Liana, (2020), has consistently shown a significant relationship between work discipline and employee performance. This indicates that work discipline is a key factor in increasing organizational productivity and effectiveness.

Several studies, such as those conducted by Azizah et al., (2022), has identified a number of factors that can influence the level of individual work discipline. These factors include compensation systems, leadership, attendance, alertness, and compliance with work standards and regulations. The complex interactions between these factors form the basis for individual discipline behavior in organizations. Analysis of the phenomenon of employee work discipline at the Lhokseumawe City DKPPP shows a number of problems that need to be taken seriously. One of the prominent problems is the high level of non-compliance with attendance rules, which is characterized by frequent lateness without valid reasons. In addition, there was also an attitude of neglect towards work responsibilities, which was reflected in the low quality of work results and lack of initiative in completing tasks. This condition indicates that employee work discipline at the Lhokseumawe City DKPPP is still far from optimal and needs to be made comprehensively.

Although previous studies have identified personal, structural, and job characteristics as strong antecedents of employee affective commitment at the Lhokseumawe City DKPPP, an interesting phenomenon was found in this study. Although most employees showed a high level of commitment, there were also a number of employees who expressed a desire to move to another agency. The mismatch between the discipline and the type of work currently being held was one of the main reasons. For example, civil engineering graduates tend to want to move to the Public Works Department. This phenomenon indicates a disparity between employee expectations and the reality in the field. Although theory suggests that positive work experiences can increase affective commitment, in the context of the Lhokseumawe City DKPPP, other factors such as the suitability between interests and work and career development opportunities seem to be more dominant. This difference between theory and practice raises questions about what other factors might influence employees' decisions to stay or leave the organization. These findings have significant implications for human resource management. If not addressed immediately, high employee turnover rates can have a negative impact on overall organizational performance. Therefore, further research is needed to identify the factors



that cause the mismatch between expectations and reality, and to formulate effective strategies to enhance employee affective commitment.

II. Theoretical Background

Human resources (HR) are often considered the most valuable asset for an organization. The skills, knowledge, and creativity of employees are key factors in achieving organizational goals. Research by Noe, (2017) shows that organizations that are able to manage HR effectively tend to have better performance and are more adaptive to changes in the business environment. Good Human Resource Management (HR) not only includes recruitment, selection, and development activities, but also includes efforts to create a conducive work environment, provide adequate incentives, and involve employees in decision making. Thus, HR plays an important role in improving employee performance, advancing the organization, and ultimately providing better services to the community.

Employee Performance

Employee performance, as defined by Ananda & Aslami, (2023), is a manifestation of individual achievement in carrying out their duties. Harwika (2016) emphasized that performance is not only related to the quantity of results, but also to the quality and good work ethics in order to achieve organizational goals. Martin et al. (2017) further explained that performance can be assessed quantitatively and qualitatively. According to Arifin, et al. (2022), performance indicators include quality, speed, initiative, ability, and communication, which collectively contribute to organizational success.

Work motivation

Work motivation, as defined by Mariani & Sariyathi, (2017), is often considered as a managerial tool to drive employee performance. However, psychologically, motivation is a complex internal process, as explained by Kanfer et al. (2017). Motivation is an internal drive that directs individual behavior towards certain goals, influenced by intrinsic and extrinsic factors. Nurasniar, (2021) identify several indicators of basic human needs that can be a source of motivation, namely physical needs, security, social, appreciation, and self-actualization.

Work discipline

Work discipline is a key factor in improving individual and organizational performance. Disciplined individuals tend to be more productive, innovative, and have a high commitment to work. Desler's (2013) research supports this finding by showing that work discipline contributes significantly to the achievement of organizational goals. Work discipline can be defined as an individual's awareness and commitment to comply with the rules, norms, and values of the organization, and is reflected in daily behavior such as punctuality, responsibility, and effective use of resources ((Wulandari & Hamzah, 2019); Utomo, 2023). Referring to research by Fitriya and Kustini (2022), work discipline can be identified through several main indicators, namely punctuality in completing tasks, efficient use of facilities and infrastructure, high responsibility for work, and compliance with applicable regulations.

Organizational commitment

Organizational commitment, according to Badrianto & Ekhsan, (2021), is a psychological bond that binds an individual to an organization. This bond is reflected in the acceptance of organizational values, the desire to remain part of the organization, and the willingness to contribute to the success of the organization. According to Robbins & Timothy (2016), an organizational committee is a group formed to achieve certain goals in an organization. Through their participation in the committee, this group can reflect various attitudes of members towards the organization,

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including the level of job satisfaction. Hartono and Setiwan (2013) identified several indicators of organizational commitment, including the desire to become a member of the organization, the willingness to exert maximum ability and the belief and acceptance of organizational goals. These indicators are reflected in the daily behavior of organizational members.

III. Conceptual Framework and Research Hypothesis

Conceptual is an explanation of the relationship or connection of a theory with important factors that have been known in a particular problem. This study aims to examine the effect of work discipline and organizational commitment on employee work motivation and performance. Conceptually, this study is based on the premise that high work discipline, characterized by obedience to rules and responsibilities, will increase work motivation. High work motivation, as an internal drive to work, will in turn increase employee performance. In addition, strong organizational commitment is also hypothesized to contribute to increased work motivation and performance. Previous studies (Syukron, et al., 2022; Rochmah & Suhartono, 2023; Maswani, et al., 2021; Hakim, et al., 2021; Theo, et al., 2021; Kirana, et al., 2022; Novitasari, 2023; Ahluwalia & Preet, 2017; Suarjana et al., 2016; Farida, et al., 2016; Pasulu, et al., 2023) have consistently shown a positive relationship between these variables.

Based on the research conceptual framework, 7 (seven) hypothesis statements can be formulated as follows:

- H1: Work discipline has a positive and significant influence on work motivation at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City
- H2: Organizational commitment has a positive and significant effect on work motivation at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City.
- H3: Work discipline has a positive and significant effect on employee performance at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City.
- H4 : Organizational Commitment has a positive and significant influence on employee performance at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City
- H5: Work motivation has a positive and significant effect on employee performance at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City.
- H6: Work motivation mediates between work discipline and employee performance at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City
- H7: Work motivation mediates between organizational commitment and employee performance at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City.

IV. Research Methodology

The independent variables in this study are work discipline and organizational commitment. Work motivation is hypothesized as a mediator variable that connects the independent variables with the dependent variable, namely employee performance. This study is quantitative using a survey research design. Data collection was carried out by distributing questionnaires to the entire population, namely employees of the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City totaling 122 people. The research instrument used a 5-point Likert scale that had been adapted from previous studies. The author uses Structural Equation Modeling (SEM) to model and test the research hypothesis. SEM is a statistical technique that allows researchers to test a series of complex relationships simultaneously. In this study, SEM is used to confirm the theoretical model that has been developed and measure the strength of the relationship between the research variables.

The analysis conducted in this study includes:

1. Confirmatory Factor Analysis: This analysis is used to confirm whether the indicators used to measure a construct truly represent the construct.
2. Path Analysis: This analysis is used to test the strength and direction of the causal relationship between latent variables in the model.

The SEM model development process in this study follows the following steps:

1. **Theoretical Model Development:**The initial stage is to build a strong theoretical model based on a literature review. This model is then tested empirically using SEM.
2. **Flowchart Development:**The relationships between variables in the model are represented in the form of flowcharts. These flowcharts help visualize the structure of the model and the causal relationships between constructs.
3. **Construct Identification:**Constructs in the SEM model can be divided into two types:
 - o **Exogenous Constructs:**Independent variables that are not influenced by other variables in the model.
 - o **Endogenous Constructs:**A dependent variable that is influenced by one or more independent variables.

The models that will be developed in this research are as follows:

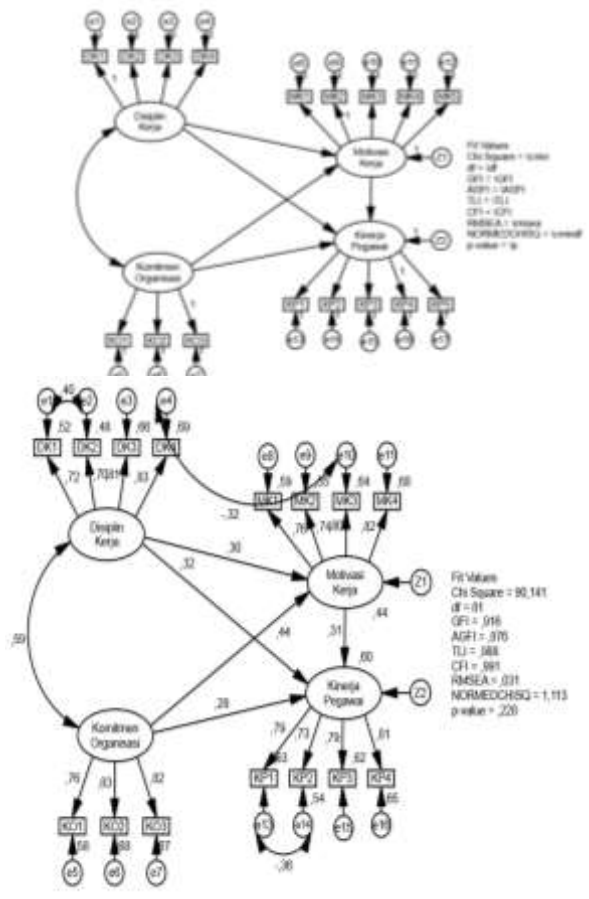


Figure 1: Full Structural Equation Modeling

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Research Results and Discussion

The results of the full model 1 analysis (initial model) using SEM analysis are shown in Figure 2.

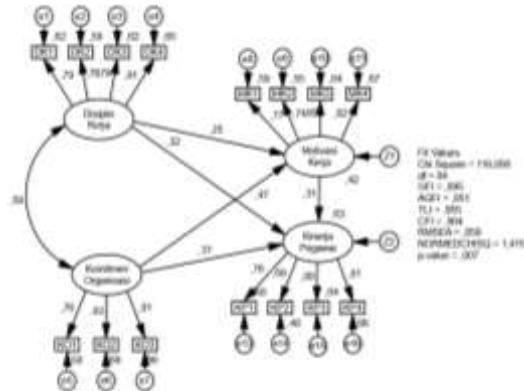


Figure 2: CFA Construct Full Model before Modification

Furthermore, the model suitability test can be seen in Table 1 below:

Table 1
Structural Equation Model Suitability Index Test of Full Model before Modification

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
χ^2 Chi-Square Statistics	Expected Small	118,856	Good
Probability	≥ 0.05	0.007	Marginal
CMIN/DF	≤ 2.00	1,414	Good
GFI	≥ 0.90	0.895	Marginal
AGFI	≥ 0.90	0.851	Marginal
TLI	≥ 0.95	0.955	Good
CFI	≥ 0.95	0.964	Good
RMSEA	≤ 0.08	0.059	Good

Based on table 1 above shows the final results of the confirmatory factor analysis full model. In general, all constructs used in forming this research model, both in the confirmatory analysis (CFA), the regression value between constructs and the goodness of fit test consisting of CDMIN / DF have met the required criteria except for Probability, GFI and AGFI which are at a value that is not good, therefore modifications need to be made.

Furthermore, the model suitability test can be seen in Table 2 below:

Table 2 Structural Equation Model Fit Index Test of Full Model after Modification

Goodness of Fit Index	Cut-off Value	Analysis Results	Model Evaluation
χ^2 Chi-Square Statistics	Expected Small	90,141	Good
Probability	≥ 0.05	0.228	Good
CMIN/DF	≤ 2.00	1,112	Good
GFI	≥ 0.90	0.916	Good
AGFI	≥ 0.90	0.876	Marginal
TLI	≥ 0.95	0.988	Good
CFI	≥ 0.95	0.991	Good
RMSEA	≤ 0.08	0.031	Good

The results of the goodness of fit analysis show that after modifications to all criteria, the values set are better than before, except for AGFI which is still marginal. Thus, overall this research model has been fit.

To see how big direct, indirect and total effects are shown in Table 3:

Table 3 Testing of Direct, Indirect and Total Influence

	Commitment Organization	Work Discipline	Work motivation	Employee Performance
Direct Effects				
Work motivation	0.439	0.303	0	0
Employee Performance	0.277	0.321	0.309	0
Indirect Effects				
Work motivation	0	0	0	0
Employee Performance	0.136	0.094	0	0
Total Effects				
Work motivation	0.439	0.303	0	0
Employee Performance	0.413	0.414	0.309	0

The results of testing the mediating (intervening) effect of the relationship between work discipline variables and employee performance variables mediated by work motivation variables are shown in Figure 4:

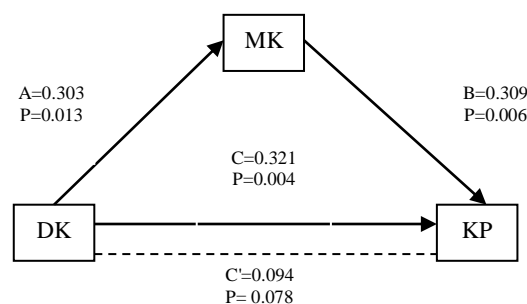


Figure 4. Results of the Mediation Effect Test of DK, MK, KP

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Figure 4 can be explained that the coefficients of path A, path B and path C are significant and the significance value of path C' is not significant. Because the probability of path C' is not significant, it can be concluded that there is a full relationship. *mediation* or in other words, the work motivation variable mediates in full mediation between work discipline and employee performance at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City. The results of testing the mediating (intervening) effect of the relationship between organizational commitment variables and employee performance variables mediated by work motivation variables are shown in Figure 5:

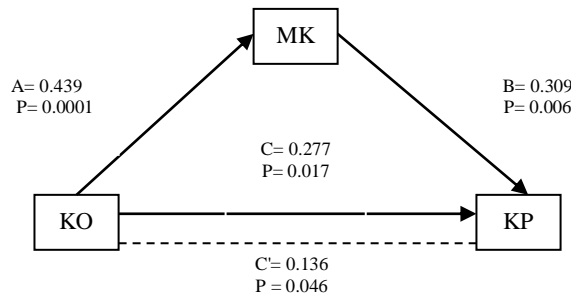


Figure 5. Results of the KO, MK, KP Mediation Effect Test

Figure 5 can be explained that the coefficient of path A, path B and path C, are significant and the significance value of path C' is significant. Because the probability of path C' is significant, it can be concluded that there is a partial mediation relationship or in other words the work motivation variable mediates partially between the organizational commitment variable and employee performance at the Lhokseumawe City Marine, Fisheries, Agriculture and Food Service

VI. Conclusion and Recommendations

Conclusion

This study shows that work discipline and organizational commitment significantly and positively affect employee work motivation at the Marine, Fisheries, Agriculture and Food Service of Lhokseumawe City. In addition, both work discipline and organizational commitment also significantly and positively contribute to improving employee performance. The results of the mediation analysis show that work motivation acts as a full mediator between work discipline and employee performance, while acting as a partial mediator between organizational commitment and employee performance. These findings indicate that work motivation is an important factor in bridging the relationship between work discipline, organizational commitment, and employee performance in the organization.

Recommendation

1. Work Discipline: It is recommended that the Office conduct periodic evaluations of the employee attendance and performance monitoring system, and provide clear rewards or sanctions related to discipline. In addition, training is needed on how to use facilities and infrastructure properly.
2. Organizational Commitment: The Office needs to develop programs that can increase employees' sense of belonging and loyalty to the organization, such as career development programs, social activities, and strengthening organizational values.
3. Work Motivation: Periodic job satisfaction surveys need to be conducted to identify factors that influence employee work motivation. Based on the survey results, the Office can design



programs that can increase job security, meet employee social needs, and provide fair and performance-appropriate rewards.

4. Employee Performance: The agency can implement an objective and transparent performance appraisal system, and provide constructive feedback to employees. In addition, training needs to be carried out that can improve employee competence in carrying out their duties.

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