

The Influence of Work Motivation, Job Satisfaction, and Organizational Commitment on Employee Performance Through Work Discipline

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Abstract. This study aims to analyze the influence of work motivation, job satisfaction, and organizational commitment on employee performance through work discipline as a mediator. The study was conducted at the Tegal City Diskominfo with a sample of 49 civil servants (PNS) as respondents. Primary data collection was carried out using questionnaires with questions of a closed nature. Before being distributed to respondents, first inlayokean testing valiintas dan reliabilitas against the question items used in the questionnaire. Furthermore, analisis to the collected data was carried out usingakan Structural Equation Modeling (SEM). Based on the results of the analysis, it can be concluded that partially, job motivation, job satisfaction, and organizational commitment have a significant and positive effect on employee work discipline. Another conclusion is that work discipline and organizational commitment have a significant and positive effect on employee performance, while job motivation and job satisfaction have no effect on employee performance.

Keywords: Employee Performance, Job Satisfaction. Organizational Commitment, Work Motivation, Work Discipline

1. Introduction

Employee performance plays an important role in the development of the organization, including the Communication and Information Service (Diskominfo) of Tegal City. The performance achievements of Diskominfo employees in carrying out their main duties and functions, among others, can be seen from the response of the community. Diskominfo is a government agency tasked with assisting the Mayor of Tegal in carrying out government affairs that are the regional authority, in addition to assisting duties in the fields of communication, informatics, encoding, and statistics.

One of the factors affecting employee performance is work discipline. Discipline for civil servants has been regulated in Government Regulation Number 53 of 2010. This regulation is a guideline in enforcing discipline to ensure the maintenance of discipline and smooth implementation of duties, as well as encouraging civil servants to work more productively based on the career system and work achievements. The disciplinary behavior in the employees of the Tegal City Diskominfo is felt to be quite high as reflected in the data presented in Table 1.1.

Table 1 Work Performance Assessment of PNS Diskominfo Tegal City in 2019 and 2020

Work Units	Year	Behavior	Average Value
Diskominfo	2020	Discipline	81,17
Diskominfo	2019	Discipline	80,63

Source: Diskominfo Tegal City (2021).

Employee commitment to the organization is not enough just passive loyalty, but also requires active interaction and the desire of employees to make a meaningful contribution to the organization. According to [1], highly dedicated employees tend to feel comfortable in the workplace, proud of the organization, can account for their duties and obligations, and believe that they have moral obligations.

This study is aimed at analyzing the influence of work motivation, job satisfaction, and organizational commitment to the performance of employees of the Tegal City Diskominfo through work discipline as a mediating variable.

2. Literature Review

The difference between this research and previous studies began with the object of research in the form of civil servants at the Tegal City Diskominfo. These civil servants became respondents and were given the same opportunity to fill out the questionnaire. Furthermore, in the research model, work discipline is added as an intermediate variable to connect independent variables with employee performance as a dependent variable.

Employee performance according to [2] can be measured by efficiency, responsiveness, assurance, and empathy which can be seen in the standard of service provided by employees. Meanwhile, [3,4] define performance as the result of work achieved by a person in certain standards as part of his responsibilities. The definition of work motivation has also been put forward by [3,5–7]. According to them, work motivation is something that moves a person that leads to a goal without coercion.

Furthermore, job satisfaction according to [7–12] refer to a comfortable situation experienced by a person that has an impact on a positive attitude towards his work. Meanwhile, organizational commitment according to [8,11–13] is a commitment to an organization involving three attitudes, namely a sense of identification, involvement, and loyalty.

Another variable used in this study is work discipline. Work discipline according to [7] is a response to the regulations that apply to an organization in the form of compliance and compliance.

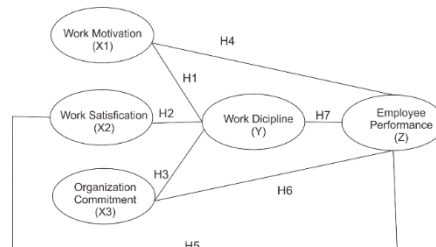


Figure 1. Frame of Mind

- H1 : Work motivation has a significant and positive effect on work discipline.
- H2 : Job satisfaction has a significant and positive effect on work discipline.
- H3 : Organizational commitment has a significant and positive effect on work discipline.
- H4 : Work motivation has a significant and positive effect on employee performance.
- H5 : Job satisfaction has a significant and positive effect on employee performance.
- H6 : Organizational commitment has a significant and positive effect on employee performance.
- H7 : Work discipline has a significant and positive effect on employee performance.

3. Method

This study used a quantitative approach with respondents of all employees of the Tegal City Diskominfo totaling 49 people. Primary data collection was carried out using a closed questionnaire with answer choices arranged following the Likert Scale. Before being distributed to respondents, a validity test and reliability test were first carried out on the question items contained in the questionnaire. The validity test was carried out using a product moment, while the reliability test used Cronbach alpha. The data collected were then analyzed using Structural Equation Modeling (SEM) to determine whether or not the relationship between various variables used in the study was significant.

4. Result & Discussion

4.1 Validity Test

This study used a quantitative approach with respondents of all employees of the Tegal City Diskominfo totaling 49 people. Primary data collection was carried out using a closed questionnaire with answer choices arranged following the Likert Scale. Before being distributed to respondents, a validity test and reliability test were first carried out on the question items contained in the questionnaire. The validity test was carried out using a product moment, while the reliability test used Cronbach alpha. The data collected were then analyzed using Structural Equation Modeling (SEM) to determine whether or not the relationship between various variables used in the study was significant.

a. Convergent validity test results.

Convergent validity testing is based on obtaining a loading factor value that describes the strength of the indicator in representing variables. The test results show that the loading factor value on most indicators is more than 0.50. However, there are 2 indicators that have a value of less than 0.50, namely indicators X2.3 and X2.5, so both indicators cannot be used

Table 2. Convergent Validity Test Results

Variable	Indicator	Cut Off Value	Loading Factor	Structural Equations
Work Motivation	X1.1	0,5	0,924	X1.1 = 0.924 Work Motivation + e1
	X1.2		0,798	X1.2 = 0.798 Work Motivation + e2
	X1.3		0,904	X1.3 = 0.904 Work Motivation + e3
	X1.4		0,836	X1.4 = 0.836 Work Motivation + e4
	X1.5		0,776	X1.5 = 0.776 Work Motivation + e5
	X1.6		0,765	X1.6 = 0.765 Work Motivation + e6
	X1.7		0,688	X1.7 = 0.688 Work Motivation + e7
Job Satisfaction	X2.1	0,5	0,638	X2.1 = 0.638 Job Satisfaction + e1
	X2.2		0,797	X2.2 = 0.797 Job Satisfaction + e2
	X2.3		0,487	X2.3 = 0.487 Job Satisfaction + e3
	X2.4		0,524	X2.4 = 0.524 Work Satisfaction + e4
	X2.5		0,054	X2.5 = 0.054 Job Satisfaction + e5
	X2.6		0,618	X2.6 = 0.618 Job Satisfaction + e6
	X2.7		0,822	X2.7 = 0.822 Job Satisfaction + e7
	X2.8		0,627	X2.8 = 0.627 Job Satisfaction + e8
	X2.9		0,879	X2.9 = 0.879 Job Satisfaction + e9
	X2.10		0,859	X2.10 = 0.859 Job Satisfaction + e10
Organizational Commitment	X3.1	0,5	0,913	X3.1 = 0.913 Organizational Commitment + e1
	X3.2		0,911	X3.2 = 0.911 Organizational Commitments + e2
	X3.3		0,927	X3.3 = 0.927 Organizational Commitments + e3
	X3.4		0,689	X3.4 = 0.689 Organizational Commitments + e4
	X3.5		0,873	X3.5 = 0.873 Addition Commitment + e5
	X3.6		0,835	X3.6 = 0.835 Organizational Commitments + e6
Work Discipline	Z1.1	0,5	0,755	Z1.1 = 0.55 Labor Discipline + e1
	Z1.2		0,771	Z1.2 = 0.771 Work Discipline + e2
	Z1.3		0,730	Z1.3 = 0.730 Work Discipline + e3
	Z1.4		0,791	Z1.4 = 0.791 Work Discipline + e4
	Z1.5		0,917	Z1.5 = 0.917 Work Discipline + e5
	Z1.6		0,864	Z1.6 = 0.864 Work Discipline + e6
	Z1.7		0,704	Z1.7 = 0.704 Work Discipline + e7
	Z1.8		0,633	Z1.8 = 0.633 Work Discipline + e8
Employee performance	Y1.1	0,5	0,749	Y1.1 = 0.749 Employee performance + e1
	Y1.2		0,598	Y1.2 = 0.598 Employee performance + e2
	Y1.3		0,915	Y1.3 = 0.915 Employee performance + e3
	Y1.4		0,901	Y1.4 = 0.901 Employee performance + e4
	Y1.5		0,893	Y1.5 = 0.893 Employee performance + e5
	Y1.6		0,862	Y1.6 = 0.862 Employer work + e6
	Y1.7		0,916	Y1.7 = 0.916 Employee performance + e7
	Y1.8		0,588	Y1.8 = 0.588 Employee performance + e8

b. The result of the discriminant validity test

Validity testing was performed to determine the average value of the variants extracted in each indicator against each of its latent variables. It is known that the average variance value

(AVE) for all variables is greater than the reference value of 0.50. Means that the entire variable has a good level of validity.

Table 3. Discriminant Validity Test Results

Variable	AVE Value	Cut Off Value	Information
Work Motivation (X1)	0,667	0,50	Valid
Job Satisfaction (X2)	0,544	0,50	Valid
Organizational Commitment (X3)	0,742	0,50	Valid
Work Discipline (Z)	0,601	0,50	Valid
Employee Performance (Y)	0,662	0,50	Valid

4.2 Reliability Test Results

The method used to test reliability or reliability is alpha-cronbach. A construct is said to be reliable, if it produces a cronbach alpha value > 0.70 (Ghozali, 2011). Based on the results of reliability testing as presented in Table 4.3, it is known that all items of the statement are reliable.

Table 4. Reliability Test Results

No	Variable Penelitan	Cronbach Akpha	Information
1.	Work Motivation (X ₁)	0,847	Reliable
2.	Job Satisfaction (X ₂)	0,906	Reliable
3.	Organizational Commitment (X ₃)	0,899	Reliable
4.	Work Discipline (Z)	0,909	Reliable
5.	Employee Performance (Y)	0,879	Reliable

Furthermore, composite reliability testing is carried out to determine the reliability of the measuring instruments used in each variable. Based on the test results presented in Table 4.4, it is known that all variables have a good level of reliability, because the Cronbach Alpha value is greater than the reference value of 0.7.

Table 5. Composite Reliability Test Results

Variable	Composite Reliability		Cronbach's Alpha		Information
	Cut Off Value	Result	Cut Off Value	Result	
Work Motivation (X ₁)	0,70	0,933	0,70	0,916	Reliable
Job Satisfaction (X ₂)	0,70	0,903	0,70	0,878	Reliable
Organizational Commitment (X ₃)	0,70	0,945	0,70	0,930	Reliable
Work Discipline (Z)	0,70	0,923	0,70	0,902	Reliable
Employee Performance (Y)	0,70	0,938	0,70	0,921	Reliable

4.3 Outer Model Test Results

Outer testing produces an empirical model as presented in Figure 4.1. Furthermore, an inner model test was carried out which included a determination test (R2) and a Q square test (Q2). The results of the R 2 test showed that the value of koefisien determination of the employee discipline variable was 0.851, which means that the discipline of tegal city diskominfo employees was influenced by a free variable of 85.1 percent, while the remaining 14.9 percent was influenced by other variables that were not studied in this study. The value of the coefficient of determination of employee performance variables of 0.647 shows that the performance of employees of the Tegal City Diskominfo is influenced by the variables studied by 64.7 percent and the remaining 35.3 percent is influenced by other variables that were not studied in this study.

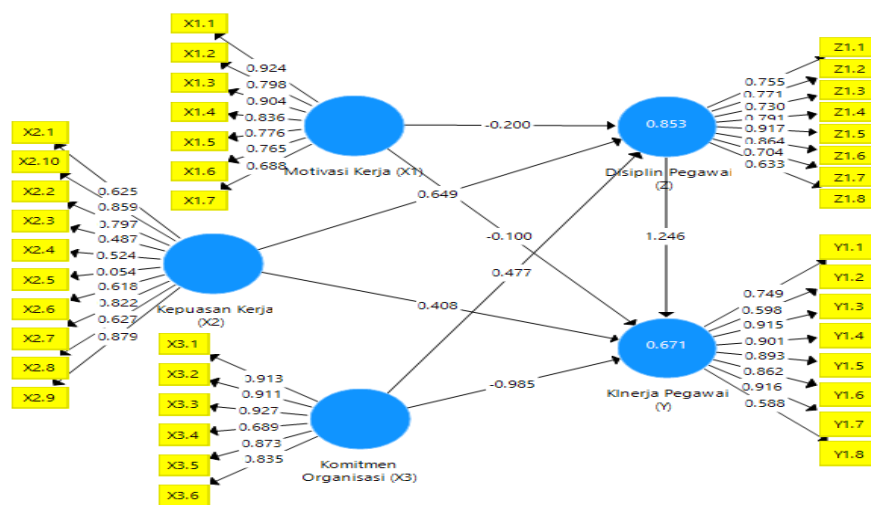


Figure 2. Outer Model Test Results

$$Q\text{-Square} = 1 - (1 - R^2_1) \cdot (1 - R^2_2) = 1 - (1 - 0,851) \cdot (1 - 0,647) = 0,947.$$

Hypothesis testing was carried out using the bootstrapping method developed by Geiser and Stoner, with the following results.

- 1) The value of the coefficient of influence of work motivation on employee discipline was obtained at -0.260, with a calculated t value = 1.494 which is greater than the table t value = 0.679 at a significance level of 0.50. This means that there is a significant influence of employee work motivation on work discipline, so that H1 is accepted.
- 2) The value of the coefficient of effect of job satisfaction on employee discipline was obtained at 0.676 with a value of thitung = 4.514 which was greater than the table t value = 0.679 at a significance level of 0.50. This means that there is a significant influence of employee job satisfaction on work discipline, so that H2 is accepted.
- 3) The value of the coefficient of influence of organizational commitment on employee discipline was obtained at 0.500 with a value of thitung = 2.615 which is greater than the table t value = 0.679 at a significance level of 0.50. This means that there is a significant influence of the organization's commitment to work discipline, so that H3 is accepted.
- 4) The value of the coefficient of influence of employee discipline on employee performance was obtained at 1.406 with a value of thitung = 4.452 which was greater

than the table t value = 0.679 at a significance level of 0.50. This means that there is a significant influence of employee discipline on employee performance, so that H4 is accepted.

- 5) The value of the coefficient of influence of work motivation on employee performance was obtained at -0.048 with a value of $t_{hitung} = 0.185$ which is smaller than the table t value of 0.679 at a significance level of 0.50. This means that there is no influence of work motivation on employee performance, so H5 is rejected.
- 6) The value of the coefficient of effect of job satisfaction on employee performance was obtained at 0.127 with a value of $t_{hitung} = 0.377$ which is smaller than the value of $t_{table} = 0.679$ at a significance level of 0.50. This means that there is no effect of job satisfaction on employee performance, so H6 is rejected.
- 7) The value of the coefficient of influence of organizational commitment on employee performance was obtained at -0.921 with a value of $t_{hitung} = 2.615$ which is greater than the table t value = 0.679 at a significance level of 0.50. This means that there is a significant influence of organizational commitment on employee performance, so that H7 is accepted.

Based on the results of hypothesis testing, it is known that there are independent variables that have a significant effect or no effect on the dependent variables. Work motivation is known to have a significant and negative effect on work discipline with a coefficient value of -0.260. It means that the more motivated employees are at work, the more it will reduce employee work discipline. These findings contradict the results of previous studies. According to [14] motivation influences employee behavior to work hard to achieve optimal results.

Furthermore, job satisfaction has a significant and positive effect on work discipline with a coefficient value of 0.6766. This means that the more employee satisfaction at work increases, the more it will also improve their work discipline. It was stated by [15] that job satisfaction formed in employees will affect the implementation of employee discipline. Organizational commitment was found to have a significant and positive effect on work discipline with a coefficient value of 0.500. The meaning is that the better the organizational commitment applied in an applicable policy and rule, the more it will increase the work discipline of employees in carrying out their duties in the organization. According to [16] the implementation of equitable organizational commitments will have an impact on the emergence of a sense of employee self-responsibility to carry out the values that have been set in the organization. Employee discipline is another factor that is known to have a significant and positive effect on employee performance with a coefficient value of 1.406. It can be interpreted that if the employee's work discipline increases, the employee's performance will also increase if work discipline has improved, employee performance also increases.

Unlike the previous variables, work motivation has no effect on employee performance. Inconsistent employee motivation can have an impact on performance because when the stimulus is lost, it will usually have an impact on decreasing motivation. Satisfaction was also found to have no effect on employee performance. This finding is different from previous study that revealed satisfaction affects employee performance. The higher the satisfaction in working, the more employee performance will also increase.

Another factor, namely organizational commitment, was found to have a significant and negative effect on employee performance with a coefficient value of -0.921. It can be interpreted that if organizational commitments are implemented properly, employee performance will decrease. This finding is very different from the results of previous research

which concluded that a good organizational commitment and consistently implemented will have an impact on employee performance.

4. Conclusion

Based on the results of the analysis and discussion, it can be concluded that work motivation has a significant and negative effect on employee work discipline. On the contrary, job satisfaction and organizational commitment have a significant and positive effect on employee work discipline. Another conclusion is that work discipline has a significant and positive effect on employee performance. Meanwhile, motivation and job satisfaction are known to have no effect on employee performance. The latter conclusion is that the organization's commitment has a significant, but negative, effect on the performance of employees of the Tegal City Diskominfo.

From the research that has been carried out, several recommendations can be put forward they are: 1) Diskominfo Kota Tegal needs to increase the work motivation of its employees by providing affiliation encouragement and motivation to compete. 2) Diskominfo Kota Tegal needs to increase employee satisfaction by improving the existing work situation, and improving communication between fellow employees and between employees and leaders. 3) Diskominfo Kota Tegal needs to make an organizational commitment to create a good, conducive, and effective work culture, thus to encourage employee morale

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