



Analysis of the Influence of Motivation and Work Discipline on Employee Performance Mediated by Organizational Commitment

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ABSTRACT

This study aims to determine the performance of PT Wisata Borobudur Indah employees reviewed from the perspective of work motivation and work discipline and mediated by organizational commitment. The methods used were descriptive and explanatory with a population of 177 respondents and a sample of 123 employees were taken randomly and data was obtained by spreading questionnaires.

The data obtained was processed to analyze to find out the picture of the research object and with SPSS, Lisrel and Path analysis software. The results of processing and statistical analysis show the results that, a). Motivation has a significant effect on Organizational Commitment with a path coefficient of 0.278. b). Work Discipline has a significant effect on Organizational Commitment with a path coefficient of 0.217. c). Motivation has a significant effect on Performance with a path coefficient of 0.184. d). Work Discipline has a significant effect on Performance with a path coefficient of 0.248. e). Organizational Commitment has a significant effect on Performance with a path coefficient of 0.325 Path coefficient. f). Motivation has a significant effect on Performance through Organizational Commitment with a path coefficient of 0.090. g). Work Discipline has a significant effect on Performance through Organizational Commitment with a path coefficient of 0.071.

INTRODUCTION

The business environment is not always static and all will undergo changes. A change is caused by a dynamic, competitive environment, technological developments and extraordinary events that cannot be predicted in advance (Sofyan et al., 2020). In today's global competition and the era of the industrial revolution 4.0, human resources (HR) play a very vital role in companies to be able to compete (Raharjana & Putra, 2020). Competition is increasingly fierce and accelerated by the development of increasingly sophisticated technology and company infrastructure. This requires that every company must be able to act professionally in managing management functions, namely planning, organizing, directing, and supervising (Koesmono, 2017). By performing management functions, companies can achieve goals that must also be balanced by empowering technology systems to respond to and accommodate various changes around the company quickly and efficiently (Indrawanto, 2021).

Employees are a very dominant factor in the company because they can be used as a benchmark for the company's image, especially those engaged in services such as tourist attractions that are directly related to customers, employee profiles greatly affect business continuity. This phenomenon requires business actors to be able to manage human resources in order to gain a competitive advantage and maintain efficiency in a sustainable manner, Therefore, labor is seen as a productive asset rather than just a cost burden (Sitopu et al., 2021).

Employee performance greatly affects the company's performance which can ensure the company's continuity to win the competition. Employee performance is the result of work that can be seen from achievements or work results, If poor employee performance will affect the company's performance and in turn will affect business continuity, this is due to low productivity, financial losses, employee dissatisfaction, which leads to a high turnover rate and can damage the company's reputation in the eyes of customers and business partners which has the impact of reducing customer trust and loyalty. and hinder future cooperation opportunities. (Helen Febrina & M.L. Denny Tewu., 2023)

PT. Tourism Borobudur Indah is an *outsourcing* company engaged in labor distribution. Employee performance assessments conducted with several KPIs (*Key Performance Indicators*) to measure how well employees perform in achieving goals, and strategic goals that have been set by the company show that employees are in the category of very productive 13%, productive by 34% and those who are very productive reach 53%. This is due to various problems, such as low attendance due to tardiness, suboptimal work attitudes, and lack of cooperation among employees. Additionally, many employees complain about the salaries received and the working conditions and placement of employees, which ultimately affect loyalty and dedication to work.

The results of the interview with *the Supervisor* of PT. Borobudur Indah Tourism, revealed that employee performance that has not been optimal overall (based on performance assessment) is caused by low motivation and work discipline. This issue is still a challenge for the company to this day, as can be seen from client complaints regarding employee performance. This problem is supported by the following pre-research results.

Table 1 Pre-Research Questionnaire Data on Motivational Variables

Question Items	Yes	No
1. My boss always gives me the opportunity to contribute to carrying out the work.	42%	58%
2. I feel very initiated in carrying out my work.	45%	55%
3. My hard work is always recognized and praised by my superiors.	39%	61%
4. It's easy to get rewarded for the work I do.	39%	61%
5. Being given a big responsibility is a challenge for me.	39%	61%
6. I can accept any consequences given for the mistakes made.	45%	55%
7. The working conditions at the place where I work are very comfortable.	42%	58%
8. The wages given are in accordance with what I do.	39%	61%
Average	41%	59%

Source: Data Processed by Researchers (2025)

The pre-research results show that most employees (59%) are less motivated due to the lack of recognition by the leadership for employee achievements, regulations that are not strictly enforced, this is shown by employees who are late and do not meet work standards are not given sanctions and inadequate compensation and in turn will affect employee performance, This is strengthened by research that states that "motivation affects employee performance" (I Ketut Sudama, 2022) and (Nurhalizah & Oktiani (2024) "Motivation has a positive effect on employee performance"

Table 2. Employee Attendance Data (2024)

Month	Number of Employees	Number of Working Days	Total Business Days	Frequency of Delay	Percentage of Delays
Jan	177	26	4602	298	6,5%
Feb	177	24	4248	342	8,1%
Mar	177	27	4779	360	7,5%
Apr	177	24	4248	508	12,5%
May	177	27	4779	280	5,9%
June	177	25	4425	492	11,1%
July	177	26	4602	362	7,9%
Aug	177	27	4779	296	6,2%
Seven	177	26	4602	300	6,5%
Oct	177	26	4602	290	6,3%
Nov	177	26	4602	358	7,8%
Some	177	26	4602	458	10,0%
Average					8,0%

Source: PT. Borobudur Indah Tourism

Based on employee attendance data, the level of employee tardiness of PT. Borobudur Indah tourism in 2024 is relatively high, with an average frequency of delays reaching 8% in one year compared to the general standard of ideal delays of 3-5%. This data shows that many employees have not fully understood the importance of discipline, especially attendance.

Table 3. Results of Pre-Research on Organizational Commitment

	Question items	Ya	No
1	I have an emotional bond with the company	42,4 %	57,6%
2	I am willing to work hard for the company	48,5 %	51,5%
3	I am willing to build values for togetherness	45,4 %	54,6 %
	Average	45,4 %	54,6 %

Source: Data Processed by Researchers (2025)

Pre-research shows that the average employee commitment of 54.6% is low, this is because the company does not give awards to outstanding employees, and employee contributions are not appreciated adequately, both financially and non-financially, which leads to a decrease in emotional attachment to the company. In addition, many employees care less about the interests of the organization, they are more concerned about themselves.

This condition is supported by research that shows that organizational commitment has a positive effect on employee performance, then research according to Jumarsih in Makhfudho & Abadiyah (2019) Azmi et al., (2020) says that organizational commitment has a positive influence on employee performance. The research says Sutarman et al., (2024) that organizational commitment has a positive influence on employee performance. From the three explanations of the previous research, it can be concluded that organizational commitment affects employee performance.

Based on the description of the problem, the researcher is interested in raising the theme "Analysis of the Influence of Motivation and Work Discipline on Employee Performance Mediated by

LITERATURE REVIEW

EMPLOYEE PERFORMANCE

According to , performance measures the level of success in doing tasks as well as the ability to achieve the company's targets. Performance is declared optimal if the company's goals can be achieved according to the target. According to performance, it is Gibson et al in Silaen (2021) Bernardin and Russel in Silaen (2021), *Output* obtained from certain job functions or activities in a certain period. The same thing is also said by that performance is the results achieved by employees based on certain criteria in a job. In addition, according to , employee performance is the result of work that is measured from the quality and quantity obtained by an employee in doing his duties according to his responsibilities. Robbins in Silaen (2021) Mangkunegaran in Silaen, (2021) The Oxford Dictionary states performance (*performance*) is an action, process or way of acting or performing organizational functions. Performance is the achievement or result of work, both the quality and quantity achieved by the performance of the employee in carrying out his duties in accordance with the responsibilities given to him (Tarigan & Priyanto, 2021). 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. Melissa, (2023).

Dimensions and performance indicators:

1. Work quality reflects the extent to which the work done by employees meets quality, accuracy, and procedural standards and does not make many mistakes
2. Quantity of work refers to the amount of work that an employee can complete in a given period of time. It relates to the amount of work that can be completed, the speed of work and the specified targets
3. Punctuality refers to the ability to complete work according to deadlines, work on time and not delay work
4. Work effectiveness is the ability to use resources (time, cost, effort) efficiently, create the right solution and not do repetitive work
5. Work independence shows the extent to which employees are able to complete tasks without depending on their boss, show initiative, and take responsibility for their tasks.

WORK MOTIVATION

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, Umam (2018). Argues that a person is considered to have motivation if he has the will to achieve better than others Mc Clelland in Nawangsari (2020) Work motivation in work psychology is commonly called a motivation driver. The strength and weakness of a worker's motivation also determine the size of his or her achievements (Hidayat et al., 2024). Work motivation as a situation that can arouse, direct, and maintain work-related behaviors Susilo et al. (2023). From these definitions, it is concluded that work motivation is an internal and external drive that encourages individuals to work with maximum enthusiasm and effort. Dimensions and indicators of work motivation according to Herzberg's Theory cited Maryani et al (2021) known as *Two-Factor Theory* or Motivational-Hygienic Theory, identifying two groups of factors that affect job satisfaction: motivational factors (*motivators*) and hygienic factors (*hygiene factors*). Dimensions and indicators of Motivation (*motivators*) includes:

1. Achievement, aspects that reflect an individual's success in completing tasks or achieving expected goals. The indicators of achievement are: contribution, communicative and initiative
2. Recognition, aspects that show appreciation to employees for their contributions and achievements. Indicators of recognition are: praise, appreciation and respect.

3. Responsibility, reflecting the extent to which an employee has autonomy, trust, and an important role in his or her work. Indicators of responsibility are: task completion, rule compliance and accepting consequences
4. Work Condition, aspects that describe the quality and characteristics of the tasks performed by employees and their impact on motivation and job satisfaction. Indicators of working conditions are: work area, work safety and work comfort
5. Salary, any form of financial compensation that employees receive in exchange for their work. These indicators are: salary, bonuses and health benefits

WORK DISCIPLINE

Discipline is defined as a system that contains policies, regulations, and procedures that regulate behavior both individually and in groups within an organizational system. Satedjo & Kempa (2017). *Work discipline is a tool used by managers to communicate with employees so that they are ready to change behavior, as well as an effort to increase awareness and willingness to comply with all company regulations and prevailing social standards,* Elmanda & Nurdin (2020). *Work discipline is the awareness and willingness of a person to obey all company regulations and applicable social norms* Hasibuan (2016), Employee discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is attitudes, behaviors, and deeds that are in accordance with the regulations of the organization, both written and unwritten (Hidayat et al., 2024). Work discipline is a tool that managers use to communicate with employees so that they are willing to change a behavior and to increase awareness and willingness to obey all the rules and social normals that apply in a company (Abidin & Sasongko, 2022).

Based on several definitions, it can be synthesized that work discipline is an attitude and behavior that reflects obedience to rules and responsibilities in carrying out duties and serves as a manager's tool to change employee behavior to conform to company standards. According to Rivai quoted Maryani et al (2021), the dimensions and indicators of work discipline are as follows:

1. Attendance, is an important aspect to measure the level of discipline of employees in carrying out their obligations,. Indicators: punctuality, late and absenteeism.
2. Compliance to see the extent to which employees follow the rules, policies, and procedures that have been established by the company. Indicators: duration of work, attribute usage and placement
3. Vigilance is the ability of employees to be focused, and ready to carry out tasks in all situations. Indicators: careful, meticulous and calculating
4. Ethics means behavior that reflects moral values, professionalism, and responsibility in the workplace. Indicators: polite, honest and tidy

ORGANIZATIONAL COMMITMENT

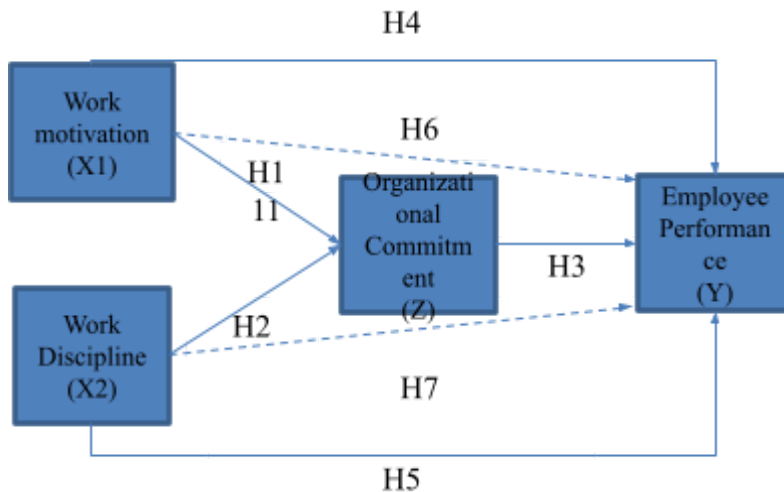
Organizational commitment is the psychological attachment of an employee to their organization, which influences their willingness to remain and contribute to organizational goals, Zakiah et al. (2020). *Organizational commitment refers to the degree to which employees identify with the organization and its goals, and their desire to maintain membership in the organization,* Castana & Widodo (2021), while according to Robbins and Timothy (2011) organizational commitment is a condition where employees are in a particular organization and employees have the desire to maintain their membership status in the organization further Makmuri Muchlas (2005) commitment An organization is a person's orientation towards the organization in the sense of loyalty, identification, and involvement. Meanwhile, Luthans (2008) organizational commitment is a strong desire to remain part of the organization, a strong willingness to work hard according to the organization's wishes and beliefs, and acceptance of organizational values and goals.

From these definitions, researchers synthesize that organizational commitment is a state in which a member sides with an organization based on a set of feelings and beliefs and has an orientation in the organization. The dimensions and indicators of organizational commitment include:

1. *Affective Commitment* means trust that is built on organizational values and there is a strong emotional connection with that trust. And the indicators are career improvement, confidence and the best contribution
2. *Continuance Commitment* means the awareness that each individual has regardless of their feelings, because members have predicted further about the losses that will be received if they want to leave the organization where they are sheltered. And the indicators are loving the organization, staying in the organization, putting the interests of the group first.
3. *Normative commitment* means a desire to remain a member of the organization because it feels like an obligation as *an obligation-based reason* to stay in the organization, a form of feeling indebted to a boss, colleague, or larger company. And the indicators are loyal to the organization, happy to carry out their duties and proud to be a member of the organization.

Based on the theoretical framework of the variables chosen in the study are Employee Performance (Y) as a bound variable influenced by the variables of Work Motivation (X1) and Work Discipline (X2) as independent variables and Organizational Commitment as a mediating variable (Z), the research model can be described as follows:

Figure 1 Research Model



Source : Data processed by researchers 2025

Based on the thinking framework and research model, the hypotheses in this research can be formulated as follows:

- H1 : There is an influence between work motivation and organizational commitment
- Ho : There is no influence between work motivation and organizational commitment
- H2 : There is an influence between work disciplines on organizational commitment
- Ho : There is no influence between work disciplines on organizational commitment
- H3 : There is an influence between organizational commitment to employee performance
- Ho : There is no influence between organizational commitment to employee performance
- H4 : There is an influence between work motivation and employee performance
- Ho : No effect between work discipline on employee performance
- H5 : There is an influence between work discipline on employee performance
- Ho : No effect between work discipline on employee performance
- H6 : There is an influence between work motivation on employee performance and organizational commitment as a mediator
- Ho : There is no influence between work motivation on employee performance and organizational commitment as a mediator

H7 : There is an influence between work discipline on employee performance and organizational commitment as a mediator

RESEARCH METHODS

The object of the research is PT Wisata Borobudur which is engaged in providing or distributing labor (out sourcing) to meet the needs of its partners. The reason for choosing the research object was observation and the company's pre-research results showed the dominance of employee performance in the category of fair 53% while productive 34% and very good 13%.

The research method is descriptive and *explanatory* research. Descriptive research is carried out to obtain a clearer and more detailed picture of the symptoms or phenomena of the object of research, it is emphasized that descriptive research is to describe the mechanism of a process, as well as create a set of categories (Prasetyo and Jannah, 2005:42-43). While *explanatory* research is research that intends to explain the position of the variables to be studied and the relationship between one variable and another

The population in this study is 177 employees of PT Wisata Borobudur Indah and a sample of 123 people with the Slovin formula. The sampling technique is probability sampling, meaning that employees have an equal chance of becoming respondents.

The data analysis method is used to draw conclusions from the data that has been collected. In this study, the researcher used *Statistical Product and Service Solutions* (SPSS) and LISREL software to process data and analyze the results of the data that has been collected. Before descriptive and statistical analysis was carried out, an instrument test was carried out, starting with a validity and reliability test. After that, it is continued with a normality test with a significance level of 0.05, a linearity test with a significance level of 0.05, a multicollinearity test with a VIF less than 10, a heteroscedasticity test with a correlation less than 0.05, and a hypothesis test with a t-test, if the alpha 5% of the t-statistical value used is 1.992, then it can be concluded to be significant

RESULTS AND DISCUSSION

Test Instruments

1. Validity Test

The validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure. The validity test criterion is that if the calculation is $> r_{table}$ (0.176), then the instrument/statement items are declared valid. On the other hand, if the $r_{count} < r_{table}$ (0.176), then the instrument/items are declared invalid so they must be removed or replaced.

Table 4. Validity Test Results

Yes	Variabel	Statement	Item Valid	Item Invalid
1	Work Motivation	16	16	0
2	Work Discipline	13	13	0
3	Organizational Commitment	12	12	0

Data processed by researchers 2025

2. Reliability Test

The reliability test is used to test the consistency or stability of the score of a research instrument against the same respondent, and is given at different times. The criterion for determining whether an instrument is reliable or not, is that if *Cronbach's Alpha value* > 0.6 , then the instrument is declared reliable. On the other hand, if *Cronbach's Alpha value* < 0.6 then the instrument is declared unreliable.

Table 5. Validity Test Results

NO	Variabel	Cronbach's Alpha	Information
1	Work Motivation	0,984	Reliabel
2	Work Discipline	0,963	Reliabel
3	Organizational Commitment	0,705	Reliabel

Data processed by researchers 2025

Descriptive analysis is the result of data processing which includes variables of work motivation, work discipline and organizational commitment. The descriptive analysis will provide an overview of the data from the research results that have been disseminated to 123 employees of PT Wisata Borobudur Indah.

Work motivation, respondents who answered yes and strongly agreed on average 77.26% and compared to the weight of the work motivation score in high criteria. This is supported by the dimension of Wages (Salary) measured by bonuses and health benefits received and the dimension of Responsibility which is measured by completing work on time and willingness to accept the consequences for the mistakes I made.

Work Discipline, respondents who answered yes and strongly agreed on an average of 72.73% which is included in the high criteria supported by the dimension of Compliance with Work Regulations measured by always wearing attributes when working and always obeying work rules, and the dimension of Working with Ethics is measured by always dressing neatly in accordance with the rules and being honest at work.

Organizational commitment, respondents who answered yes and strongly agreed with 41.08% when compared to the criteria score included in the "Low" category supported by the three dimensions of *Affective Commitment*, *Continuance Commitment* and *Normative commitment* all entered low.

Assessment of several KPIs (*Key Performance Indicators*) by measuring 12 indicators of employee performance showed that they were very productive by 13%, productive by 34% and quite productive by 53%, it turned out that there were only 4 indicators that supported good performance such as work quality (74.27), communication (74.26), initiative (74.18) and discipline (74.17) while others were less

3. Normality Test

Table 1. Normality Test Results

		Unstandardized Residual	Unstandardized Residual
N		123	123
Normal Parameters ^{a,b}	Mean	,0000000	,0000000
	Hours of deviation	4,78749837	8,64337128
Most Extreme Differences	Absolute	,138	,071
	Positive	,138	,071
	Negative	-,060	-,059
Test Statistic		,138	,071
Asymp. Sig. (2-tailed)		,000c	,199c

Source: data processed by researchers (2025)

Based on the SPSS output in the table above, a Sig value is obtained. The normality test using the *Kolmogorov-Smirnov* method was 0.000 for substructure 1 and 0.199 for substructure 2. Because the value of Sig. Substructure 1 is smaller than alpha (0.05), so it can be concluded that the data is not normally distributed. Because the data is with the number of observations of more than 50 observation members, this is in accordance with the *central limit theorem* which states that if there is n more than 50, it is stated that the data has a normal distribution tendency (McIave, 2015). Based on this, further testing can be carried out.

4. Multicollinearity Test

Table 2. Multicollinearity Test Results Sub 1

Model		Collinearity Statistics	
		Tolerance	BRIGHT
1	Motivation (X1)	,841	1,189
	Work Discipline (X2)	,841	1,189

Source: data processed by researchers (2025)

Table 3. Multicollinearity Test Results Sub 2

Model		Collinearity Statistics	
		Tolerance	BRIGHT
1	Motivation (X1)	,780	1,282
	Work Discipline (X2)	,803	1,246
	Organizational Commitment (Z)	,828	1,208

Source: data processed by researchers (2025)

The results in the two tables above show that the VIF value of each independent variable is far below 10, so it can be concluded that there is no multicollinearity between the free variables in each substructure. So that the path analysis model is suitable for future analysis

5. Heteroscedasticity Test

Table 4. Heteroscedasticity Test Results Sub 1

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	3,566	,947		3,765	,000
	Motivation (X1)	,009	,021	,041	,417	,677
	Work Discipline (X2)	,000	,028	,002	,017	,987

a. Dependent Variable: Abs_Res1

Source: data processed by researchers (2025)

Table 5. Heteroscedasticity Test Results Sub 2

Model		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients	t	Itself.
		B	Std. Error	Beta		
1	(Constant)	,609	2,868		,212	,832
	Motivation (X1)	,054	,041	,133	1,314	,191
	Work Discipline (X2)	,043	,054	,080	,808	,421
	Organizational Commitment (Z)	,091	,097	,092	,936	,351

a. Dependent Variable: Abs_Res2

Source: data processed by researchers (2025)

The results in both tables above show that the value of sig. each variable is free of the residual absolute of more than $\alpha = 5\%$ (0.05), So it can be concluded that there is no violation of heteroscedasticity in each substructure. So that the path analysis model is suitable for the next analysis.

6. Linearity Test

Table 6. Linearity Test Results

Influence	Sig. From Linearity	Information
X1 against Z	0,000	Linear

X2 against Z	0,000	Linear
X1 against Y	0,000	Linear
X2 against Y	0,000	Linear
Z against Y	0,000	Linear

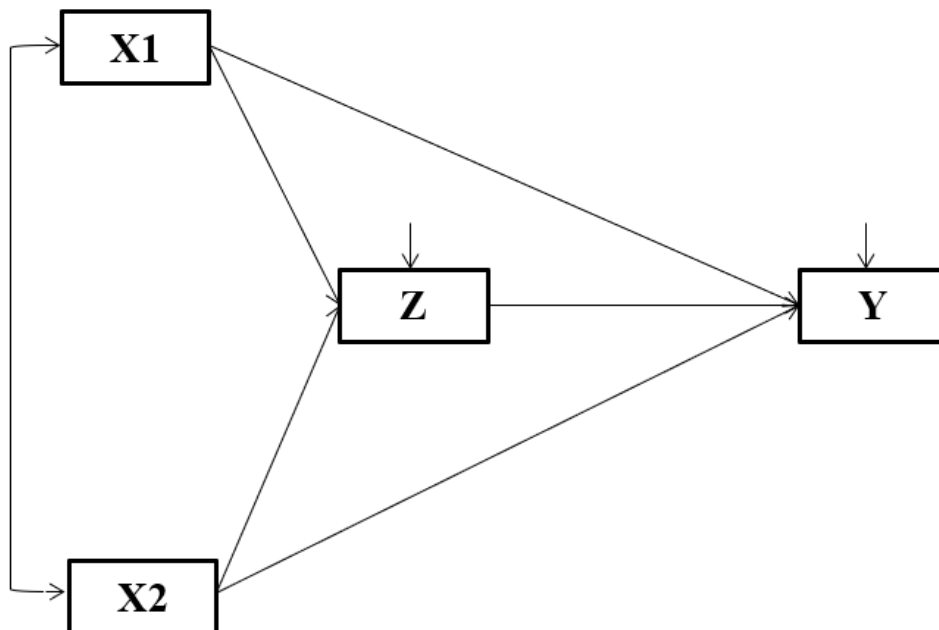
Source: data processed by researchers (2025)

The results in the table above show that the value of sig. Each influence was less than α 5% (0.05) which indicates that there is a linear pattern of influence between the bound variable to the large variable. Therefore, it can be concluded that there is no violation of linearity in each substructure. So that the path analysis model is suitable for the next analysis.

7. Path Analysis

In accordance with the purpose of the study, which is to test the "Influence of Performance Mediated Motivation and Work Discipline on Performance", a quantitative analysis that is relevant to the research objectives is carried out, namely by using *path* analysis. Because the respondent score data is still in the form of an ordinal scale, to be able to analyze the path first, the data is converted into an interval scale through the *method of successive interval*. The influence of Motivation and Work Discipline mediated by Performance on Performance consists of 2 substructures, namely substructure 1, Organizational Commitment (Z) is influenced by Motivation (X₁) and Work Discipline (X₂) while substructure 2, Performance (Y) is influenced by Motivation (X₁), Work Discipline (X₂), and Organizational Commitment (Z) as mediation in accordance with the concept of the following path.

Figure 2 Path Concept



Source : Data processed by researchers 2025

The structural relationship between the four variables can be formulated into a structural equation, processing this data using path analysis with the following equation.

$$Z = \rho_{Z.X1}X1 + \rho_{Z.X2}X2 + e_1$$

$$Y = \rho_{Y.X1}X1 + \rho_{Y.X2}X2 + \rho_{Y.Z}Z + \epsilon_2$$

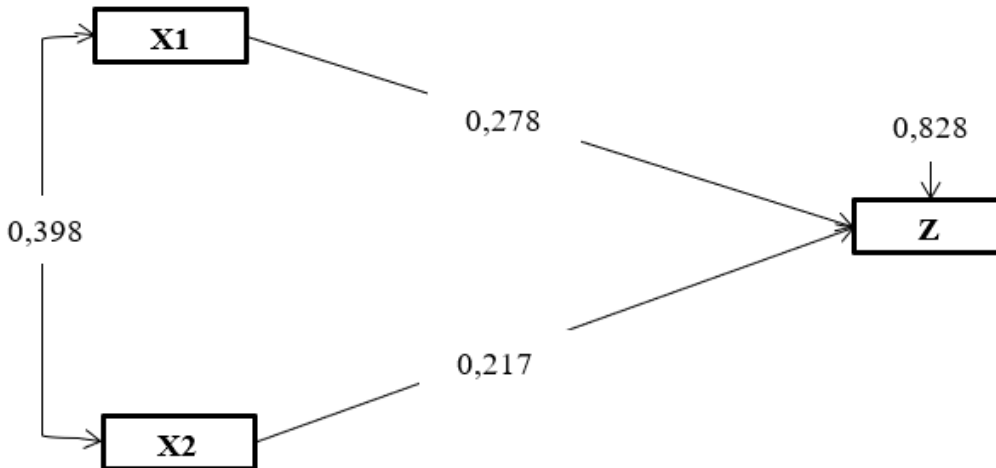
X₁= Work Motivation
X₂= Work Discipline
Z = Organizational Commitment

Y = Employee Performance

1. Sub-Structure Hypothesis Testing 1

Based on the concept of the previous path, it has been explained that substructure 1 explains the influence of Motivation (X1) and Work Discipline (X2) on Organizational Commitment (Z). To find out the results of the estimation of sub-structure 1, data processing was carried out using the help of the SPSS program with the following results:

Figure 3. Estimated Results of Sub Structure 1



Source: data processed by researchers (2025)

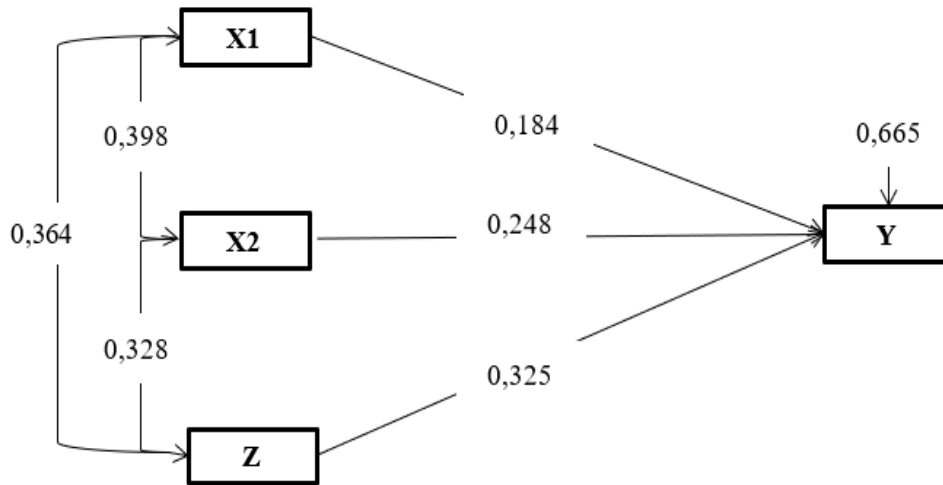
Based on the results of the estimation in substructure 1 shown in the image and table above, the results of the hypothesis test can be known as follows:

- 1) Motivation has a significant effect on Organizational Commitment with a path coefficient of 0.278. The coefficient of a positive path indicates that when there is an increase in Motivation, it will be followed by an increase in Organizational Commitment and vice versa. Based on this, it can be concluded that H1 is accepted, which means Motivation positively and directly affects the Organization's Commitment.
- 2) Work Discipline has a significant effect on Organizational Commitment with a path coefficient of 0.217. The coefficient of a positive path indicates that when there is an increase in Work Discipline, it will be followed by an increase in Organizational Commitment and vice versa. Based on this, it can be concluded that H2 is accepted, which means Work Discipline positively and directly affects the Organization's Commitment.

2. Sub Structure Hypothesis Testing 2

Substructure 2 explains the influence of Motivation (X1), Work Discipline (X2), and Organizational Commitment (Z) on Performance (Y). To find out the estimated results of sub-structure 2, data processing was carried out using the help of the SPSS program with the following results:

Picture 1. Estimated Results of Sub Structure 2



Source : Data processed by researchers 2025

Table .12. Estimated Results of Sub Structure 2

Hipotesis	Influence	Path Coefficients	T Count	Conclusion
3	X1 → Y	0,184	2,177	Signifikan
4	X2 → Y	0,248	2,977	Signifikan
5	Z → Y	0,325	3,959	Signifikan

Source: data processed by researchers (2025)

Based on the estimated results in substructure 2 shown in the image and table above, the results of the hypothesis test can be known as follows:

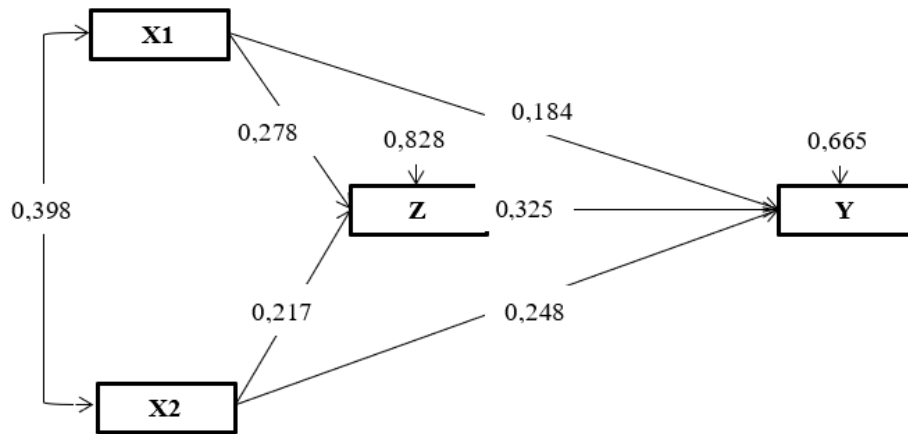
- 1) Motivation has a significant effect on Performance with a path coefficient of 0.184. The path coefficient with a positive sign indicates that when there is an increase in Motivation, it will be followed by an increase in Performance and vice versa. Based on this, it can be concluded that H3 is accepted which means Motivation positively and directly affects Performance.
- 2) Work Discipline has a significant effect on Performance with a path coefficient of 0.248. The positive path coefficient shows that when there is an increase in Work Discipline, it will be followed by an increase in Performance and vice versa. Based on this, it can be concluded that H4 is accepted which means Work Discipline positively and directly affects Performance.
- 3) Organizational Commitment has a significant effect on Performance with a path coefficient of 0.325. The path coefficient marked positive indicates that when there is an increase in Organizational Commitment, it will be followed by an increase in Performance and vice versa. Based on this, it can be concluded that H5 is accepted which means Organizational Commitment positively and directly affects Performance.

3. Decomposition of Sub Structure 1 and Sub Structure 2

The decomposition of the influence of substructure 1 and substructure 2 is to determine the indirect influence or mediating effect of Motivation and Work Discipline on Performance through Organizational Commitment. To find out the estimated results of the decomposition of substructure 1

and substructure 2, data processing was carried out using the help of the SPSS program and *Calculation for the Sobel Test* (<http://quantpsy.org/sobel/sobel.htm>) with the following results:

Picture.2. Estimated Results of Decomposition of Sub Structure 1 and Sub Structure 2



Source: data processed by researchers (2025)

Table 13. Estimated Results of Decomposition of Sub Structure 1 and Sub Structure 2

Hipotesis	Influence	Path Coefficients	T Count	Conclusion
6	X1 → Z → Y	0.278 x 0.325=0.090	2,424	Signifikan
7	X2 → Z → Y	0.217 x 0.325=0.071	2,052	Signifikan

Source: data processed by researchers (2025)

Based on the estimated results of the decomposition of substructure 1 and substructure 2 shown in the figure and table above, the results of the hypothesis testing can be known as follows:

- 1) Motivation has a significant effect on Performance through Organizational Commitment with a path coefficient of 0.090. The positive path coefficient indicates that when there is an increase in Motivation through Organizational Commitment, it will be followed by an increase in Performance and vice versa. So it can be concluded that H6 is accepted, which means that Motivation positively and indirectly affects Performance through Organizational Commitment.
- 2) Work Discipline has a significant effect on Performance through Organizational Commitment with a path coefficient of 0.071. The positive path coefficient shows that when there is an increase in Work Discipline through Organizational Commitment, it will be followed by an increase in Performance and vice versa. Based on this, it can be concluded that H7 is accepted, which means Work Discipline positively and indirectly affects Performance through Organizational Commitment.

CONCLUSION AND IMPLICATIONS

1. CONCLUSION

Based on the results of processing, discussion and analysis of data in this study, it can be concluded as follows:

1. Description of work motivation, work discipline, organizational commitment and employee performance
 - a. Employee work motivation work motivation in high criteria. This is supported by Wages (Salary) measured by bonuses and health benefits and supported by Responsibility which is

- measured by completing work on time and being willing to accept the consequences for the mistakes I have made.
- b. Work Discipline, high criteria supported by Compliance with Work Regulations is measured by always wearing attributes when working and always obeying work rules, and supported by Working with Ethics is measured by always dressing neatly in accordance with the rules and being honest at work.
 - c. Organizational commitment, in the "Low" category supported by *Affective Commitment*, *Continuance Commitment* and *Normative commitment* are all low.
 - d. KPI (*Key Performance Indicator*) assessment by measuring 12 indicators Employee performance shows that they are very productive by 13%, productive by 34% and quite productive by 53%, it turns out that there are only 4 things that support good performance such as work quality, communication, initiative and discipline while others are lacking
2. Work motivation has a direct and significant effect on the Organization's Commitment
 3. Work discipline has a direct and significant effect on organizational commitment
 4. Work motivation has a direct and significant effect on Performance
 5. Work Discipline has a direct and significant effect on performance
 6. Organizational Commitment has a direct and significant effect on Performance
 7. Work motivation positively and indirectly affects Performance through Organizational Commitment
 8. Work discipline positively and indirectly affects Performance through Organizational Commitment.

2. IMPLICATION

1) Theoretical Implications

- a. The results of the study show that motivation has a positive and significant influence on employee performance. The results of this study are supported by previous research conducted by Maryani et al. (2021), Sitopu et al. (2021), Nurhalizah & Oktiani (2024), Hidayat et al. (2024) and Adinda et al. (2023) which states that motivation has the ability to improve and have an impact on employee performance.
- b. The results of the study show that work discipline has a positive and significant influence on employee performance. The results of this study are supported by previous research conducted by Meinitasari (2023), Soejarminto & Hidayat (2022), Abidin & Sasongko (2022), Tarigan & Priyanto (2021) and Sukatendel et al. (2021) which states that work discipline has the ability to improve and have an impact on employee performance.
- c. The results of the study show that organizational commitment has a positive and significant effect on employee performance, this is supported by the results of previous research, including research from which shows that organizational commitment has a positive effect on employee performance, this is emphasized by the research results. Jumarsih in Makhfudho & Abadiyah (2019)

2) Practical Implications

Some of the practical implications that can be applied by PT Wisata Borobudur Indah to improve employee performance include:

- a. Work Motivation Variables of PT Wisata Borobudur Indah employees should be managed properly, efforts made include increasing regulatory enforcement, as well as adding or improving work facilities to encourage higher motivation among employees
- b. Employee Work Discipline Variables, PT Wisata Borobudur Indah must pay attention and ensure that work discipline can be applied properly. To this end, companies must encourage leaders in the company to increase discipline among employees, including increasing awareness of the importance of compliance with working hours regulations and maintaining work ethics

- c. Employee Commitment variables must be a priority to be considered because the low category is both from the dimension of *Affective Commitment by considering the status of permanent employees so that there is a career for employees and there is an emotional bond with the company*, *Continuance Commitment by maintaining good relationships with employees and increasing attention to employee interests*, and *Normative commitment by instilling the values of togetherness, work ethic, and moral responsibility for the sustainability of the company*. This can be done through communicating consistent organizational values and culture, as well as creating a work environment that supports individual and collective growth.

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