



The Impact of Organizational Commitment and Work Discipline on Work Motivation and Its Implications on the Performance of Village Government Employees in Barangin District Sawahlunto City

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Abstract

This study aims to explore the influence of organizational commitment and work discipline on work motivation and its implications for the performance of Village Government Employees in Barangin District, Sawahlunto City. The methodology employed includes multiple linear regression analysis and path analysis, with questionnaires distributed to 87 respondents. Data processing was conducted using Smart PLS 4.0. The findings indicate that organizational commitment significantly affects work motivation among village government employees in Barangin District, Sawahlunto City. Furthermore, organizational commitment also significantly impacts the performance of these employees. Additionally, work discipline significantly influences both work motivation and employee performance in the aforementioned district. Work motivation, in turn, significantly affects employee performance. Moreover, organizational commitment and work discipline together exert a significant influence on work motivation. When combined with work motivation, organizational commitment and work discipline significantly influence the performance of village government employees. Lastly, work motivation mediates the influence of organizational commitment and work discipline on employee performance in Barangin District, Sawahlunto City.

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

1. Introduction

The village government represents the lowest administrative level in Indonesia's government structure, yet it plays a crucial and strategic role in implementing government programs. Since villages directly interact with the public, they serve as the frontline in public service delivery. Excellent service to the community cannot be achieved without optimal performance from village officials.

According to Mangkunegara (Garcia, 2023), performance is the quality of work outcomes achieved by an employee in carrying out their duties and responsibilities (Karunia et al., 2023; Kusnadi et al., 2022). Key factors influencing performance include work discipline (Prasetyo & Ariawan, 2023), organizational commitment (Nawangsari et al., 2023), and work motivation (Prasetyo & Ariawan, 2024). Work discipline, as defined by (Sinambela, 2017), is an individual's ability to consistently and diligently adhere to established rules without violating them. Luthans, cited in (Prabowo et al., 2021), describes organizational commitment as a strong desire to remain a part of a specific organization, a willingness to work hard in line with organizational goals, and a belief in and acceptance of organizational values and

objectives. Meanwhile, (Sedarmayanti, 2017) defines motivation as the willingness to exert high levels of effort towards organizational goals, conditioned by the ability of those efforts to meet individual needs.

Field interviews and observations reveal that village government employees exhibit low work discipline. This is evident from frequent tardiness, incomplete tasks, uneven skill levels due to low education, and high employee turnover because of non-permanent status (Non-PNS). Many employees have familial ties with the village head, affecting their integrity and commitment. Employees often lack responsibility, work only when instructed, and are neither creative nor innovative. Additionally, village heads seldom provide motivation or recognition for their work. Employees require direct supervision for even simple tasks, showing a lack of internal drive to adhere to rules, and are rarely involved in decision-making or idea generation for village improvement.

Hasibuan in (Hafiz et al., 2020) argues that better discipline leads to higher job performance, reflecting an individual's responsibility towards their duties (Riyanto et al., 2021). Previous studies show that work discipline positively impacts employee performance,

consistent with findings from (Garcia, 2023) and (Reza et al., 2020). However, (Muna, 2022) found that work discipline negatively and insignificantly affects employee performance.

According to (Kurniawan, 2022), stronger organizational commitment enhances employee performance in daily tasks. This suggests that the level of employee performance is influenced by the strength of their organizational commitment. Studies by (Anggraeni & Rahardja, 2018), (Bagis et al., 2019), and (Riyanto & Prasetyo, 2021) found that organizational commitment positively and significantly affects employee performance and work motivation (Pardamean, 2022). This means higher work motivation correlates with higher organizational commitment and vice versa.

Motivation comprises attitudes and values that drive individuals to achieve specific results aligned with personal goals. These attitudes and values are invisible forces that encourage individuals to behave in ways that achieve these goals (Rivai et al., 2009). Research indicates that work motivation affects performance, as shown by studies from (Arofah, Rupik; Pramusino, 2015) and (Lubis, 2017).

Further, previous research by (Bukhori & Dewi, 2018) indicates a significant indirect relationship between work discipline and employee performance through work motivation. High work discipline motivates employees to perform well, indirectly enhancing their performance due to increased enthusiasm for their tasks. This finding aligns with (Laili, 2018).

Based on the explanations above, the research hypotheses are as follows:

- H1 : Organizational Commitment significantly affects the Work Motivation of Village Government Employees in Barangin District, Sawahlunto City
- H2 : Organizational Commitment significantly affects the Performance of Village Government Employees in Barangin District, Sawahlunto City
- H3 : Work Discipline significantly affects the Work Motivation of Village Government Employees in Barangin District, Sawahlunto City
- H4 : Work Discipline significantly affects the Performance of Village Government Employees in Barangin District, Sawahlunto City

- H5 : Work Motivation significantly affects the Performance of Village Government Employees in Barangin District, Sawahlunto City
- H6 : Organizational Commitment and Work Discipline significantly affect the Work Motivation of Village Government Employees in Barangin District, Sawahlunto City
- H7 : Organizational Commitment, Work Discipline, and Work Motivation significantly affect the Performance of Village Government Employees in Barangin District, Sawahlunto City
- H8 : Work Motivation significantly mediates the relationship between Organizational Commitment and the Performance of Village Government Employees in Barangin District, Sawahlunto City
- H9 : Work Motivation significantly mediates the relationship between Work Discipline and the Performance of Village Government Employees in Barangin District, Sawahlunto City

This study aims to identify and analyze the influence of organizational commitment and work discipline on employee performance, with work motivation as an intervening variable among Village Government Employees in Barangin District, Sawahlunto City.

2. Research Methodology

The methodology employed in this research includes multiple linear regression analysis and path analysis, using questionnaires distributed to 87 respondents. The data processing application used is SMART PLS 4.0, and the sampling technique applied is a saturated sample technique.

The table below describes the questionnaire responses by the respondents:

Table 1. Respondent Description Based on Gender

No	Gender	Frequency	Percentage
1	Male	33	37,93%
2	Female	54	62,07%
Total		87	100%

Table 1 shows that out of 87 respondents sampled, 33 are male (37.93%) and 54 are female (62.07%). This indicates that the majority of Village Government Employees in Barangin District, Sawahlunto City, are female.

Table 2. Respondent Description Based on Age

No	Age	Amount (People)	Percentage
1	20-30 years	25	28,74
2	31-40 years	37	42,52
3	>41 years	25	28,74
Total		87	100,0

Table 2 shows that out of 87 respondents, 25 are aged 20-30 years (28.74%), 37 are aged 31-40 years (42.52%), and 25 are over 41 years old (28.74%). This indicates that the majority age group of Village Government Employees in Barangin District, Sawahlunto City, is 31-40 years old.

Table 3. Respondent Description Based on Education Level

No	Education	Amount (People)	Percentage
1	SD	0	0
2	SLTP	0	0
3	SLTA	48	55,17
4	D III/D II	10	11,50
5	S1 / D IV	29	33,33
6	S2	0	0
Total		87	100,0

Table 3 reveals that the majority of respondents have an undergraduate (S-1/DIV) education (29 respondents, 33.33%), followed by Diploma III/DII (10 respondents, 11.50%), and high school education (SLTA) (48 respondents, 55.17%). This shows that most Village Government Employees in Barangin District have a high school education.

Table 4. Respondent Description Based on Length of Service

No	Length of Service	Frequency	Percentage (%)
1	1-5 years	25	28,74
2	6-10 years	30	34,48
3	>11 years	32	36,78
Total		87	100,0

Table 4 describes the characteristics of village government employees based on their length of service. It shows that the majority have worked for more than 11 years (32 respondents, 32.78%), followed by 6-10 years (30 respondents, 34.48%), and 1-5 years (25 respondents, 28.74%). This indicates that the majority of Village Government Employees in Barangin District, Sawahlunto City, have a service period of over 11 years.

3. Results and Discussion

Validity Test

The validity test results using SmartPLS 4.0 show that the scores for each indicator are greater than 0.5, indicating that the indicators are valid.

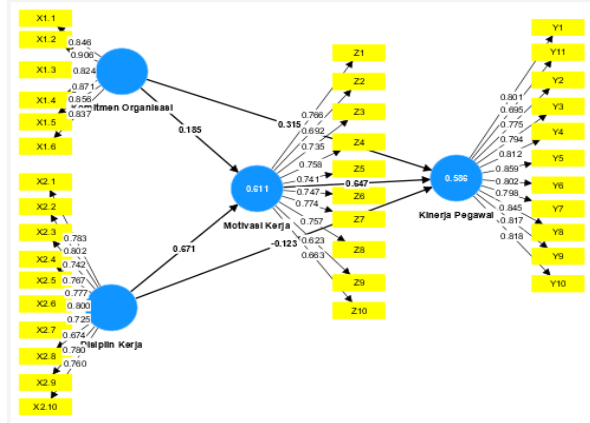


Figure 1. Outer Loading

From Figure 1, it can be observed that all statement items have an outer loading value > 0.5, confirming that all statement items are valid and can proceed to further analysis.

Discriminant Validity

Discriminant validity ensures that the correlation between observed variables and their constructs is higher than with other constructs. The Average Variance Extracted (AVE) model is used to depict adequate convergent validity, indicating that a latent variable explains more than half of the variance of its indicators on average. The AVE value must be > 0.5. Below are the AVE values for all constructs tested using SmartPLS 4.0.

Table 5. Average Variance Extracted (AVE) Values

	AVE	Cut Off	Info
Organizational Commitment (X1)	0.734	0.5	Valid
Work Discipline (X2)	0.580	0.5	Valid
Work Motivation (Z)	0.529	0.5	Valid
Employee Performance (Y)	0.644	0.5	Valid

Table 5 shows the AVE values for each variable. It can be concluded that all constructs meet the requirements, as evidenced by AVE values above 0.50 for each variable.

Reliability Test

The reliability test assesses the consistency of research results when used repeatedly. Higher reliability indicates more dependable research. Reliability is assessed by examining composite reliability and Cronbach's alpha values. A construct is considered

reliable if Cronbach's alpha > 0.70. The reliability test results are presented in Table 6 below.

Table 6. Reliability Test Results

	Cronbach's alpha	(rho_a)	Composite Reliability (rho_c)	AVE
Work Discipline	0.921	0.926	0.932	0.734
Employee Performance	0.944	0.945	0.952	0.580
Organizational Commitment	0.927	0.929	0.943	0.529
Work Motivation	0.900	0.901	0.918	0.644

Table 6 shows that the composite reliability and Cronbach's alpha values for each construct or variable exceed 0.70, indicating reliable data.

Evaluation of the Inner Model Measurement

The inner model is evaluated using the R-Squared value, which indicates how well the regression model (independent variables) predicts the outcomes of the observed data (dependent variables). Below are the R-Square estimates:

Table 7. R-Square Values

	R-square	Adjusted R-square
Employee Performance (Y)	0.586	0.571
Work Motivation (Z)	0.611	0.602

Table 7 shows that the R-square for work motivation is 0.611 or 61.1%, indicating that the variability of work motivation can be explained by organizational commitment and work discipline by 61.1%, with the remaining 38.9% attributed to other variables not discussed in this study. The R-square for employee performance is 0.586 or 58.6%, indicating that the variability in employee performance can be explained by organizational commitment, work discipline, and work motivation by 58.6%, with the remaining 41.4% attributed to other variables not discussed in this study.

Hypothesis Testing

Hypothesis testing involves evaluating a statement using statistical methods, with results deemed statistically significant. In this study, hypothesis testing compares the t-statistic (t-value) with the t-table value at an alpha level of 5%.

1. If the t-statistic/t-value < t-table value at 5% alpha, then Ho is rejected.

2. . If the t-statistic/t-value > t-table value at 5% alpha, then Ho is accepted.

The t-table value obtained in this study is 1.96. The following are the SmartPLS output results depicting the structural model estimation for hypothesis testing.

Table 8. Hypothesis Results

	Original Sample (O)	Mean (M)	Standard Deviation (STDEV)	t-Statistic (O/STDEV)	P-values
Organizational Commitment → Work Motivation	0.185	0.184	0.084	2.206	0.027
Organizational Commitment → Employee Performance	0.315	0.315	0.112	2.810	0.005
Work Discipline → Work Motivation	0.671	0.675	0.065	10.395	0.000
Work Discipline → Employee Performance	-0.123	-0.119	0.136	0.908	0.364
Work Motivation → Employee Performance	0.647	0.646	0.139	4.648	0.000
Organizational Commitment → Employee Performance	0.120	0.118	0.061	1.977	0.048
Work Discipline → Employee Performance	0.434	0.435	0.100	4.359	0.000

Table 8 shows the hypothesis testing results on the influence of Organizational Commitment (X1), Work Discipline (X2), Employee Performance (Y), and Work Motivation (Z) on Village Government Employees in Barangin District, Sawahlunto City, using SmartPLS. Here is the discussion of each hypothesis in this study:

Influence of Organizational Commitment on Work Motivation

Utilizing Smart PLS 4.0 for data analysis, it is revealed that the original sample value for the impact of Organizational Commitment on Work Motivation is 0.185, indicating a positive correlation. The standard deviation stands at 0.084, representing estimation error unrelated to this construct. With a p-value of 0.027, lower than the 5% alpha level, the influence is deemed significant. The t-statistic value of 2.206 surpasses the t-table value of 1.96, leading to the acceptance of H1.

Thus, it is concluded that Organizational Commitment significantly and positively influences Work Motivation among Village Government Employees in Barangin District, Sawahlunto City.

Influence of Organizational Commitment on Employee Performance

Through Smart PLS 4.0 analysis, the original sample value for the impact of Organizational Commitment on Employee Performance is 0.315, signifying a positive relationship. With a standard deviation of 0.112 and a p-value of 0.005, lower than the 5% alpha level, the influence is significant. The t-statistic value of 2.810 exceeds the t-table value of 1.96, leading to the acceptance of H2. Hence, it is inferred that Organizational Commitment significantly and positively affects Employee Performance among Village Government Employees in Barangin District, Sawahlunto City.

Influence of Work Discipline on Work Motivation

The analysis using Smart PLS 4.0 indicates an original sample value of 0.671 for the influence of Work Discipline on Work Motivation, suggesting a positive relationship. The standard deviation is 0.065, and the p-value is 0.000, indicating a significant impact. The t-statistic value of 10.395 surpasses the t-table value of 1.96, leading to the acceptance of H3. Consequently, it is concluded that Work Discipline significantly and positively influences Work Motivation among Village Government Employees in Barangin District, Sawahlunto City.

Influence of Work Discipline on Employee Performance

The analysis using Smart PLS 4.0 indicates an original sample value of -0.123 for the influence of Work Discipline on Employee Performance, indicating a negative relationship. With a standard deviation of 0.136 and a p-value of 0.136, higher than the 5% alpha level, the influence is deemed non-significant. The t-statistic value of 0.908 falls short of the t-table value of 1.96, leading to the acceptance of H0 and rejection of H4. Hence, it is concluded that Work Discipline has a non-significant and negative influence on Employee Performance among Village Government Employees in Barangin District, Sawahlunto City.

Influence of Work Motivation on Employee Performance

The analysis using Smart PLS 4.0 indicates an original sample value of 0.647 for the influence of Work Motivation on Employee Performance, indicating a positive relationship. The standard deviation is 0.139, and the p-value is 0.000, suggesting a significant influence. The t-statistic value of 4.648 exceeds the t-table value of 1.96, leading to the acceptance of H5. Hence, it is concluded that Work Motivation significantly and positively influences Employee Performance among Village Government Employees in Barangin District, Sawahlunto City.

Influence of Organizational Commitment and Work Discipline Together on Work Motivation

The analysis reveals an f-value of 40.92, exceeding the f-table value of 3.95, indicating a significant simultaneous influence of Organizational Commitment and Work Discipline on Work Motivation. Therefore, hypothesis 6 is supported. The joint influence of Organizational Commitment and Work Discipline significantly affects Work Motivation among Village Government Employees in Barangin District, Sawahlunto City, accounting for 40.95% of the influence, while other factors outside these constructs account for the remaining 59.05%.

Influence of Organizational Commitment, Work Discipline, and Work Motivation Together on Employee Performance

The analysis shows an f-value of 24.72, surpassing the f-table value of 3.11, demonstrating a significant combined influence of Organizational Commitment, Work Discipline, and Work Motivation on Employee Performance. Hence, the hypothesis is confirmed. Together, these factors significantly affect Employee Performance among Village Government Employees in Barangin District, Sawahlunto City, contributing to 24.72% of the influence, while other factors outside these constructs contribute to the remaining 75.28%.

4. Conclusions

The study on the impact of Organizational Commitment (X1), Work Discipline (X2), Employee Performance (Y), and Work Motivation (Z) on Village Government Employees in Barangin District, Sawahlunto City, yields several key findings. Organizational Commitment significantly influences both Work Motivation and Employee Performance. Similarly, Work Discipline significantly affects Work Motivation, although it does not significantly influence Employee Performance. Conversely, Work Motivation significantly influences Employee Performance. When considering Organizational Commitment and Work Discipline together, they significantly affect Work Motivation. Moreover, the combined influence of Organizational Commitment, Work Discipline, and Work Motivation significantly affects Employee Performance. Finally, Work Motivation mediates the significant impact of both Organizational Commitment and Work Discipline on Employee Performance.

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