

Review Article

Effect of Work Motivation and Discipline on Employee Performance: Mediating Role of Organizational Commitment

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Abstract: This study aims to examine and analyze the mediating effect of organizational commitment on the influences of motivation and discipline on the performance of the administrative staff of the Ar-Raniry State Islamic University (UIN Ar-Raniry), Banda Aceh, Indonesia. To gather the data, questionnaires were distributed to all 121 staff working at the General Administration, Planning and Finance Bureau at the UIN Ar-Raniry. Based on the analysis of Structural Equation Modeling (SEM), this study found evidence that work discipline and employee motivation positively and significantly affected employee performance. In addition, the organizational commitment was found to have a mediating effect on the relationships between work discipline and employee motivation on employee performance. These findings suggest that to further improve the employee performance; the organizational commitment should be continuously enhanced through promoting the work discipline and motivation of the employee.

Keywords: Motivation, Discipline, Organizational commitment, Employee performance.

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INTRODUCTION

The success of an organization, including university such as the State Islamic University of Ar-Raniry (Universitas Islam Negeri Ar-Raniry – UIN Ar-Raniry), Banda Aceh is largely determined by the effectiveness of its human resource management. Human resources who have adequate competency capabilities contribute to the organization's activities run according to expectations. The concept of human resource management includes the process of planning, organizing, directing and supervising procurement activities, and developing employees through education and training programs, providing adequate compensation, integration between work units, maintenance which is things that can affect the success of an organization.

The General Administration, Planning and Financial Bureau (GAPFB) of UIN Ar-Raniry have the task of carrying out administrative staffing related to the use of human resources in an organization. The personnel administration system is part of the administration of the country whose policies are determined by the objectives to be achieved. The pattern of its policy depends on the statutory provisions in force in the Republic of Indonesia, in the form of laws, government regulations, presidential regulations,

presidential decrees, ministerial decrees, ministerial decrees, ministerial circulars, and other related provisions ([http://www. //kepeg.ar-raniry.ac.id](http://www.kepeg.ar-raniry.ac.id), 2015).

Based on the results of the pre-survey on the existing condition of the GAPFB Ar-Raniry, there has been a decline in employee motivation caused by several indicators which include: high employee workload, lack of authority for decision making, inadequate rewards, improper delegation of authority, employee discrimination, and conflict of roles of each employee that caused lacking of organization commitment, that all resulted in low employee performance.

The emergence of internal commitment is largely determined by the ability of the leadership and the environment of the organization in promoting professional attitudes and behavior in completing the tasks and responsibilities of the organization. However, in reality, not all employees have a high commitment, so that the performance of employees is less than optimal (Fitria *et al.*, 2013; Faustyana 2014). Employee work commitment also has implications for employee work performance, because the decrease in work performance of employees is also influenced by employee work commitments.

The above-previous studies showed an interrelation between motivation and employee performance, discipline, and employee achievement, motivation and employee commitment, discipline and employee commitment, and employee commitment and employee performance. Based on these facts, this study intends to empirically explore and analyze the effects of work discipline and employee motivation on organizational commitment and employee performance at the administrative staff working at the General Administration, Planning, and Financial Bureau of UIN Ar-Raniry, Banda Aceh, Indonesia. In addition, it attempts to examine and analyze the mediating effect of organizational commitment on the relationships between discipline and motivation on employee performance.

The findings of this study are hoped to provide some guidelines for the human resource management of the university in designing policy for improving the performance of the employees through enhancing the organizational commitment of employees on the basis of improving their motivation and discipline.

The rest of this study is structured in the following manner. Section 2 provides the selected relevant literature reviews, followed by the highlights of the research method in Section 3. Section 4 provides the findings and their discussion. Finally, Section 5 concludes the study.

LITERATURE REVIEW

Employee performance

According to Mathis and Jackson (2013: 175), the concept of performance is the output produced by functions or individuals on a particular job or profession. In any organization, the performance appraisal or work performance of each employee is a common practice of an organization. Performance appraisal is an equivalent word from performance appraisal, weighing one's work performance in a certain period of time (Munandar, 2013). It is a process of evaluating the personality traits, work behavior, and work results of an employee, who is considered to support his work performance, which is used as consideration for making decisions about actions against him in the field of employment (Munandar, 2013).

According to Fredereca and Chairy (2010), in general, performance appraisal is a process in which an organization evaluates employee performance or performance with the aim to improve it. Caston and Badger (2013) suggest that performance appraisal or work performance is a method for evaluating work behavior that is quantitative and qualitative in the workplace. Meanwhile, Marlina (2014) defines work performance appraisal as a manager's activity to evaluate employee work performance behavior and establish further policies. Behavioral assessment

includes an assessment of loyalty, honesty, leadership, cooperation, loyalty, dedication, and employee participation. Performance appraisal is evaluating the ratio of real work results with quality and quantity standards produced by each employee.

According to Hessel (2011: 174), the measurement or assessment of organizational performance is the process of recording and measuring the achievement of the implementation of activities in the direction of achieving mission (mission accomplishment) through the results displayed in the form of a product, service or a process. The measurement and utilization of performance appraisal will encourage the achievement of organizational goals and will provide feedback for continuous improvement efforts (Bastian, 2011).

Organizational commitment

Organizational members who are committed to their organizations might develop a more positive perspective on the organization and will gladly spend extra energy in the interests of the organization (Anik and Arifuddin, 2012). This shows that organizational commitment means more than passive loyalty, but involves active relationships and the desire of employees to make a meaningful contribution to the organization.

Employee commitment to the organization is the attitude of employees who show their attachment to the organization (Porter *et al.*, 2003). An employee has a high commitment if he/she feels himself/herself as part of the organization. Conversely, an employee who has a low commitment feels that he/she does not part of the organization. Commitments owned by an employee grow and develop according to the introduction of the organization, length of work in the organization, the rewards it receives and participation in the organization.

Work motivation

Work motivation is something that gives rise to enthusiasm or drives and works. According to As'ad (2014), work motivation is something that gives rise to enthusiasm or encouragement of work, thus, existing motivation in a person is a driving force that will manifest a behavior in order to achieve the goal of self-satisfaction. Motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving the goal. In addition, motivation is also defined as internal and external factors that cause an individual to engage in behavior related to the achievement of goals (Robbins, 2012).

Humans are social creatures who have various needs, feelings, thoughts, and motivations. Every human being who does something is basically driven by a motivation that arises in him. With a variety of needs will lead to motivation for someone to try to meet these needs by working. According to Manullang (2014),

motivation is giving excitement to employees to work with all their power and effort. Motivation is also interpreted as a condition in a person that encourages individual desires to carry out certain activities in order to achieve both organizational and individual goals (Handoko (2013). Based on the understanding put forward by some experts regarding the notion of motivation above, it can be concluded that the notion of motivation is a condition or condition that encourages, stimulates or moves someone to do something to achieve a goal.

Work discipline

To improve employee performance, it is necessary to have work discipline performed by employees. A discipline is a form of responsibility from an individual based on the duties and responsibilities that he is assigned. It as a person's awareness and willingness to obey all organizational rules and social norms those apply in an organization (Hasibuan (2002),

The element of work discipline based on Siswanto (2012), comprising an attitude of respect for regulations, obedient and obedient to the rules, to the rules that apply in an organization, both written and unwritten and able to carry it out and are not averse to accepting sanctions if he violates the duties and authority given to him.

RESEARCH METHOD

This study explores and analyzes the mediating effect of organizational commitment on the relationships between work motivation and discipline on employee performance of the administrative staff at the UIN Ar-Raniry, Banda Aceh, Indonesia. The sample of this study was all 121 administrative staff of the General Administration, Planning and Finance Bureau, UIN Ar-Raniry, Banda Aceh, Indonesia. Thus, the study uses a census sampling technique as all staff was selected for further analysis.

To gather the data, questionnaires were distributed to all respondents. The Structural Equation Modeling (SEM) is used as an analysis technique to test the influence among variables, using AMOS application. Hair *et al.*, (2014) explained the advantages of SEM applications in research is because of its ability to confirm the dimensions of a concept or factor that is very commonly used and its ability to measure the influence of existing relationships theoretically. The Confirmatory Factor Analysis (CFA) in the SEM is conducted first to ensure that the indicators are in a fit condition. After the analysis, the SEM is used to test the theoretical model, which is based on a measure of goodness-of-fit.

Thus, the study proposed the following estimation to explore and analyze the mediating effect of organizational commitment on the relationships between work motivation and discipline on employee performance of the administrative staff at the UIN Ar-Raniry, Banda Aceh, Indonesia.

$$\text{Org-commitment} = \gamma_{11}\text{Motivation} + \gamma_{12}\text{Discipline} + \zeta_1 \quad (1)$$

$$\text{Emp-performance} = \gamma_{21}\text{Motivasi} + \gamma_{12}\text{Discipline} + \beta_{21}\text{Org- commitment} + \zeta_2 \quad (2)$$

where Org-commitment is the organizational commitment, Emp-performance is the employee performance, performance, γ_{ii} and β_{ii} are the estimated coefficients for each exogenous variables and ζ_i is the structural error term.

FINDINGS AND DISCUSSION

The birth of State Islamic Institute of Ar-Raniry (Institut Agama Islam Negeri Ar-Raniry - IAIN Ar-Raniry), Banda Aceh, Indonesia was preceded by the establishment of the Shari'ah Faculty in 1960 and the Tarbiyah Faculty in 1962 as a branch of IAIN Sunan Kalidjaga Yogyakarta, Indonesia. In addition, in the same year (1962), the Faculty of Usuluddin was also established as a private faculty in Banda Aceh. After a number of years as branches of IAIN Yogyakarta, the faculties were held at Syarif Hidayatullah Jakarta IAIN for six months until the Ar-Raniry IAIN was inaugurated. When it was inaugurated on October 5, 1963, with the issuance of the Decree of the Minister of Religion of the Republic of Indonesia Number 89 of 1963.

As the third IAIN in the archipelago after IAIN

Sunan Kalidjaga Yogyakarta and IAIN Syarif Hidayatullah Jakarta, IAIN Ar-Raniry continued to progress and develop. This can be seen, when IAIN Ar-Raniry was inaugurated (October 5, 1963) it only had three faculties, namely the Shariah Faculty, the Tarbiyah Faculty, and the Ushuluddin Faculty, but only 5 years old had also been officially opened the Da'wah Faculty (1968) as the first Da'wah faculty in the IAIN environment in Indonesia. Also in 1968, IAIN Ar-Raniry was appointed as the parent of two-state religious faculties in Medan (the forerunner of the North Sumatra IAIN) namely the Faculty of Tarbiyah and Sharia which lasted for 5 years.

To match with other IAINs, in 1983, the Adab Faculty officially became one of the 5 faculties in the Ar-Raniry IAIN environment. IAIN is an abbreviation of the State Islamic Institute of Religion and the word Ar-Raniry which was given to IAIN Banda Aceh is the

name of a great Ulama and mufti who was very influential during the time of Sultan Iskandar Tsani (ruled 1637-1641).

The great cleric was full name Sheikh Nuruddin Ar-Raniry who came from Ranir (now Rander) in Gujarat, India. He has made a very valuable contribution to the development of Islamic thought in Southeast Asia, especially in Aceh. In its history since its foundation, IAIN Ar-Raniry as a higher education institution has demonstrated its strategic role and significance for community development and development. Alumnus that has been evenly found in almost all government and private agencies (including outside Aceh), it is not excessive to mention that this institution has been located and is a "pocket of hate for the people of Aceh".

As from October 1, 2013, IAIN Ar-Raniry officially changed to State Islamic University of Ar Raniry (Universitas Islam Negeri Ar-Raniry – UIN Ar-Raniry) and is listed as the seventh UIN in Indonesia. As for everything related to names, statuses and assets, both fixed and mobile, including students, lecturers, and employees IAIN automatically becomes the assets of Ar Raniry's UIN. Ar Raniry's UIN was inaugurated at the peak of Ar Raniry's IAIN 50th Anniversary in an open senate meeting. With the change of status of IAIN Ar Raniry, it is hoped that it will further increase the capacity of Ar Raniry's UIN in improving the quality of human resources or the quality of graduates who are getting better and able to compete in this globalization era.

As said earlier, the sample of this study was all 121 administrative staff of the General Administration, Planning and Finance Bureau, UIN Ar-Raniry, Banda Aceh, Indonesia. Out of 121 respondents of this study, as many as 73 people or 60.3% consisted of male respondents and as many as 48 people or 39.7% consisted of female respondents. Thus, the number of male respondents dominated the employees. Based on the age of respondents, it can be explained that as many as 13 people or 10.7% of respondents aged 20-29 years old, then respondents with an age level of 30 to 39 years old were 41 people or 33.9% of the total respondents, respondents aged 40-49 years old as many as 61 people or 50.4%, and respondents with the age of 50 years and above as many as 6 people or 5.0% of the total respondents. The results of this study indicate that respondents aged 40-50 years old were more dominant compared to other age levels.

Characteristics of respondents based on marital status can be explained that as many as 85 people or 70.2% were unmarried, 36 people or 29.8% were married. Thus, the respondents who have married status were more than the respondents who were unmarried.

Then the characteristics of the next respondent is regarding the education level of the respondent, it can be explained that as many as 11 people or 9.1% have the last high school education, as many as 22 people or 18.2% have the Diploma degree, as many as 72 people or 59.5% have Bachelor degree, while respondents with Postgraduate education level were 16 people or 13.22% of the total respondents. Thus undergraduate educated employees were more dominant.

Then regarding the length of service of the respondent, it can be explained that as many as 42 people or 34.7% of respondents have a service period of 2-4 years, as many as 54 people or 44.6% have a working period of 5-7 years and as many as 25 people or 20.7% have working period was more than 8 years, where the working period of 5-7 years was more dominant. Meanwhile, relating to the level of income of respondents, it can be explained that as many as 39 people or 32.2% have incomes of less than IDR3,000,000 - as many as 40 people or 33.1% have income of IDR3,000,000 - 3,999,999, - as many as 23 people or 19.0% of respondents had income of IDR5,000,000 - 5,999,999, - and as many as 6 people or 5.0% have an income of more than IDR6,000,000 and income of IDR3,000,000 - 3,999,999 were more dominant compared to other income.

Overall, the respondents of this study were dominated by male respondents with an average age level of 40-50 years old with married status, while the education level of respondents in this study was dominated by the undergraduate. The respondents in the study had a service period of 5 - 7 years old.

Next, the study proceeded to ensure the validity and reliability of the data. For these tests, the confirmatory factor analysis is conducted. If the estimated loading factor is found to be below 0.50, thus the indicator to measure the variable is invalid. The only valid indicator is used to measure a variable that is those estimated loading factors with a value of greater than 0.50. Of 20 indicators used to measure four variables, only four of them had a value of less than 0.50, while the rest 16 indicators were above 0.50. In short, out of 20 indicators, only 16 of them were found to be valid and could be used for further measuring variables and analyzed their interaction with other variables.

Before the research estimates the suggested SEM equations to investigate the interactions between endogenous, mediating, and exogenous variables, to ensure the appropriateness of the estimated model, the study checked the proper specification of our estimated model by using the goodness of fit indices. The findings of the goodness of fit indices are reported in Table 1.

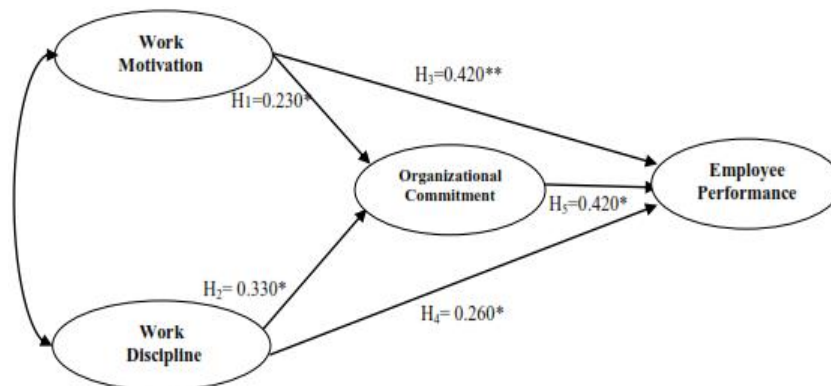
Table 1: Goodness of fit model measurement

Goodness-of-Fit Index	Cut-off-value	Finding	Remark
Degree of Freedom	Positive	Positive	Good fit
χ^2 (Chi-Square)	Expected to be small	164.418	Fit
Probability	≥ 0.05	0.062	Good fit
CMIN/DF	≤ 2.00	1.442	Good fit
GFI	≥ 0.90	0.960	Good fit
AGFI	≥ 0.90	0.912	Good fit
PGFI	≥ 0.90	0.941	Good fit
TLI	≥ 0.90	0.987	Good fit
CFI	≥ 0.90	0.905	Good fit
NFI	≥ 0.90	0.995	Good fit
PNFI	0.60 – 0.90	0.632	Good fit

As observed from the table, the study found that, except for χ^2 -Chi-Square Statistics that was found to be fit, all other goodness of fit indices were found to be a good fit. The estimated value of the goodness of fit indices was above the cut-off value, indicating that the overall estimated SEM models were best fit to provide the answer for the objectives of the study. Of 11 goodness of fit indices estimated, 10 of them were found to be a good fit, while only one index was found to be fit. These findings indicate that our estimated

model was good fit enough to measure the interactions among variables and provide answers for the study's objectives.

After ensuring the fitness of our estimated model, the findings of the effect of work motivation and work discipline on organizational commitment and their impacts on employee performance at the UIN Ar-Raniry, Banda Aceh, Indonesia are now reported. The summary of those findings is illustrated in Figure 1.



Note: * indicates the significance level of 1%.

Figure 1: Findings of Estimated SEM

As illustrated in Figure 1, the study found that work motivation and discipline have positive and significant effects on organization commitment at the 1% level of significance. As compared to work motivation, discipline was found to have a greater effect on organizational commitment. Specifically, as the discipline increases by 1 unit on the Likert scale, the organizational commitment increased by 0.330 units on the Likert scale. Meanwhile, only 0.230 units of organizational commitment increased when motivation increases by 1 unit on the Likert scale. These findings indicate the importance of enhancing the discipline of the employee to enhance their organizational commitment.

Our findings are consistent with the results of previous studies conducted by Sylvia Era Rimbani

(2015), Nurul Fuada Fatima (2016), Sativa *et al.*, (2018), Marlina *et al.*, (2018), Hanaysha and Majid (2018), Hanafi *et al.*, (2019), Rukayah *et al.*, (2019), Sari *et al.*, (2019), and Amin *et al.*, (2019) where motivation possessed by employees had an influence in increasing employee commitment. In addition, our findings are also in line with research conducted by Iswandi (2017) who revealed that work discipline had an influence on the increasing commitment of employees in carrying out every task given by the leadership.

Furthermore, as illustrated in Figure 1, the study found that work motivation and discipline have positive and significant effects on employee performance at the 1% level of significance. As compared to discipline, work motivation was

documented to have a greater effect on employee performance. Specifically, as the work motivation increases by 1 unit on the Likert scale, the employee performance increased by 0.420 units on the Likert scale. Meanwhile, only 0.260 units of employee performance increased when discipline increases by 1 unit on the Likert scale. These findings indicate the importance of enhancing work motivation to improve employee performance.

These findings are consistent with research conducted by Endah Noerhayati (2011), Majid *et al.*, (2016), Agung Harianto (2016), Hariyonyoto *et al.*, (2019), Qadariah *et al.*, (2019), which recorded that organizational commitment had an influence in increasing employee performance. In addition, the results of this study are also consistent with the findings by Parhusip (2014) and Nur Aini (2016) who found that work discipline owned by employees influenced the improvement of employee performance.

Finally, the study documented the mediating effects of organization commitment on the influences of work motivation and discipline on employee performance. Since both direct and indirect effects of work motivation and discipline on employee performance through organizational commitment, thus the mediating variable of organizational commitment was found to function as a partial mediator.

The results of this study have the implication that work motivation possessed by employees had a positive impact on increasing the commitment of employees in improving their performance. Increased employee commitment based on employee motivation can be seen from the quality of work produced by employees has increased, because employees always try to improve the quality of work in accordance with work standards set by the leadership, then the tasks received by employees in accordance with the abilities owned by employees, so that employees concerned feel able to carry out these duties and responsibilities better. The implication of improving work discipline on employee commitment as well as employee performance can be seen from the accuracy of employees coming to the office and returning home on time, employees are able to comply with all the rules set by the leadership so that all work performed can be realized based on the work targets that have been set. The high commitment of employees will have an impact on improving employee performance in the future. The high commitment of employees can be seen from several indications, among others, employees always try to put the interests of the organization ahead of personal interests, then employees try to carry out their duties in accordance with the rules set or in accordance with the oath of office that has been carried out by the employee concerned.

Overall, our findings imply that any efforts are taken to improve employee performance; it should be

done by enhancing the organizational commitment of the staff through improving their work motivation and discipline.

CONCLUSION

This study empirically explored and analyzed the effects of work motivation and discipline on organizational commitment and employee performance of the administrative staff of the Ar-Raniry State Islamic University (UIN Ar-Raniry), Banda Aceh, Indonesia. It also attempted to empirically explore and analyzed the mediating effect of organizational commitment on the influences of motivation and discipline on the performance of the administrative staff at the university. To gather the data, questionnaires were distributed to all 121 staff working at the General Administration, Planning and Finance Bureau at the UIN Ar-Raniry. Based on the analysis of Structural Equation Modeling (SEM), the study found shreds of evidence that work discipline and employee motivation positively and significantly affected organizational commitment and employee performance. In addition, the organizational commitment was found to have a mediating effect on the relationships between work discipline and employee motivation on employee performance. These findings suggest that to further improve the employee performance; the organizational commitment should be continuously enhanced through promoting the work discipline and motivation of the employee.

Future studies on this topic might offer more robust findings by taking into account more antecedents into the investigated model. Covering more universities, both private and public into the analysis could also enrich the literature on the antecedents and consequences of organizational commitments.

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