

## The Influence of Work Motivation and Work Discipline on Employee Performance Mediated by Organizational Commitment at Teungku Fakinah General Hospital Banda Aceh City

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### Abstract

*This study aims to see the effect of Work Motivation and Work Discipline on Employee Performance and Organizational Commitment by carrying out research requirements in order to obtain research results in the form of research methods including using associative quantitative research types, this research was conducted at Teungku Fakinah General Hospital, Banda Aceh City, the population was 141 employees and reduced to 104 samples using the slovin technique, data collection techniques were carried out by distributing questionnaires and surveys. The research model used is Path Analysis using research measuring tool in the form of the Smart PLS Version 3.3.3 application. Based on the results of the research that has been done and data analysis as explained in the previous chapter, the following conclusions are conveyed from the results of the research as follows: Work Discipline has a not significant positive effect on Employee Performance. The results can be seen in the Path Coefficients table with an Original Sample of 0.298 and P values 0.154 > 0.05. Work Discipline has a positive and significant effect on Employee Organizational Commitment. The results can be seen in the Path Coefficients table with an Original Sample of 0.632 Pvalues 0.000 < 0.05. Organizational Commitment has a positive and significant effect on Employee Performance. Employee results can be seen in the Path Coefficients table with an Original Sample of 0.614 and P values 0.001 < 0.05. Work Motivation has no significant negative effect on Employee Performance. The results can be seen in the Path Coefficients table with an Original Sample of -0.116 and P values of 0.542. Work Motivation has a positive and significant effect on Organizational Commitment. The results can be seen in the Path Coefficients table with an Original Sample of 0.309 P values 0.000 < 0.05. Organizational Commitment is able to become an intervening variable and has a positive and significant indirect effect on Work Discipline and Employee Performance. The results can be seen in the Path Coefficients table with an Orginal Sample of 0.388 and P values of 0.002 < 0.05. Organizational Commitment is able to become an intervening variable and has a positive and significant indirect effect on Work Motivation and Employee Performance. The results can be seen in the Path Coefficients table with an Original Sample of 0.190 and P values of 0.040 < 0.05.*

**Keywords** work motivation, work discipline, organizational commitment, employee performance.

### INTRODUCTION

Hospitals are an important part of the health system. The hospital provides complex curative services, emergency services, a knowledge and technology transfer center and functions as a referral center. Hospitals must always improve service quality in accordance with customer expectations to increase service user satisfaction. In Law Number 44 of 2009 concerning Hospitals, Article 29 letter b states that hospitals are obliged to provide safe, quality, anti-discriminatory and effective health services by prioritizing the interests of patients in accordance with hospital service standards, then in Article 40 paragraph (1) It is stated that in an effort to improve the quality of hospital services, accreditation must be carried out periodically at least once every three years.



Employee work motivation can come from within a person, which is often known as internal motivation and external motivation which arises due to external influences to encourage someone to do something in accordance with the expected goals. Benowitz (2001:43) work motivation is the force that causes individuals to act in a certain way. The way to increase employee work motivation is to increase work motivation through training, for example holding training to improve work. Work discipline can be interpreted as a condition that is created and formed through the process of a series of behaviors that demonstrate the values of obedience, conformity, loyalty, regularity and order. In this case, such attitudes and behavior are created through the family development process, education and experience from the example of their environment. Discipline is a mental attitude that consciously and conscientiously obeys orders or prohibitions on something because you really understand the importance of these orders and prohibitions.

Organizational commitment is a situation where an employee sides with a particular organization and its goals and desires to maintain membership in that organization (Robbins and Judge quoted by Noe et al, 2011: 375). Organizational commitment is an important thing in this day and age. When it is very difficult for a company to find employees who have excellent qualifications to do their jobs, organizational commitment is one way to determine employees who have qualifications, loyalty and good performance. Performance is a very important and interesting part because it has proven to be very important in its benefits, an institution wants employees to work seriously according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will be difficult to achieve. Performance basically includes mental attitudes and behavior that always have the view that the work carried out now must be of higher quality than the work carried out in the past, so that the future will be of higher quality than now.

The phenomenon that occurs at the Teungku Fakinah General Hospital, Banda Aceh City is the lack of discipline in the work of hospital employees so that employee performance is not good and even they do not follow the applicable SOPs even though employees are often given motivation by their superiors, but it does not have a positive impact on them, in fact there is no effect whatsoever. towards employees regarding the motivation provided so that commitment to the organization is not well established, only a few carries out SOPs and use organizational commitment as their motivation.

## LITERATURE REVIEW

### Work motivation

According to Sunyoto (2018), motivation talks about how to encourage someone's work enthusiasm, so that they want to work by providing their abilities and expertise optimally to achieve organizational goals. Motivation is important because with motivation it is hoped that every employee will work hard and be enthusiastic to achieve high work productivity. A person's behavior is influenced and stimulated by desires, fulfillment of needs as well as goals and satisfaction. Stimulation arises from within and from outside. This stimulation will create encouragement for someone to carry out activities. According to Hasibuan (in Febrianti, NR 2020) work motivation is the provision of motivation that creates

enthusiasm for someone's work so that they want to work together, work effectively and integrate with all efforts to achieve satisfaction.

According to Maruli (2020) work motivation is everything that arises from a person's desires, by generating passion and desires from within a person that can influence, direct and maintain behavior to achieve goals or desires that are in accordance with the scope of work. According to Afandi (2018:23) motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, joy and sincerity so that the results of the activities carried out get good and quality results.

## Work Motivation Indicators

According to Afandi (2018), several indicators of motivation are as follows:

1. Remuneration: Everything in the form of goods, services and money which is compensation received by employees because of their services involved in the organization.
2. Working conditions Conditions or conditions of the working environment of a company which is the place of work for employees who work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities well.
3. Work facilities Everything in the organization that is occupied and enjoyed by employees, both in direct connection with work and for the smooth running of work.
4. Work performance Results achieved or desired by everyone at work. Each person's size is not the same because humans are different from each other.
5. Recognition from superiors A statement given from superiors whether employees have implemented the motivation that has been given or not.
6. The work itself. Employees who do the work themselves can their work be a motivation for other employees.

## Work Discipline

According to Agustini (2019) Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company/organization goals. According to Hasibuan (2017), work discipline is a person's awareness and willingness to comply with all applicable company regulations and social norms. Good discipline is reflected in a person's great sense of responsibility for the tasks given to him. Sinambela (2019) "then regulations are very necessary to create good order in the office where you work, because discipline in an office or place of work is said to be good if some employees obey the existing regulations."

Discipline is really needed by both the individual concerned and the agency, because discipline really helps individuals to straighten out what can and cannot be done in an office. Discipline shows an employee's condition or attitude of respect for office rules and regulations.



## Work Discipline Indicators

According to Agustini (2019) discipline indicators are as follows:

1. Attendance level, namely the number of employees present to carry out work activities in the company, is characterized by a low level of employee absenteeism.
2. Work procedures, namely rules or provisions, must be obeyed by all members of the organization.
3. Obedience to superiors, namely following what is directed by superiors to get good results.
4. Awareness of work, namely the attitude of someone who voluntarily does their job well, not because of coercion.
5. Responsibility, namely the employee's willingness to take responsibility for their work.

## Organizational Commitment

Organizational commitment is a condition where employees are very interested in the goals, values and targets of their organization. Furthermore, organizational commitment means more than just formal membership, because it includes an attitude of liking the organization and a willingness to exert a high level of effort for the benefit of the organization in order to achieve goals (Steers & Porter, 2011). According to Kaswan (2017) organizational commitment is a measure of an employee's willingness to stay with a company in the future. Commitment often reflects an employee's belief in the mission and goals of the organization, a willingness to put forth effort to complete the work and a desire to continue working there. (Kaswan 2017) states that organizational commitment reflects how individuals identify themselves with the organization and are bound by its goals. According to Robbin and Judge, translated by Zelvia (2015), organizational commitment is a situation where an employee sides with a particular organization and its goals and desires to maintain membership in that organization.

## Organizational Commitment Indicators

According to Robbin and Judge, organizational commitment, translated by Zelvia (2015), suggests three dimensions, namely as follows:

1. Affective commitment occurs when employees want to be part of the organization because of an emotional or psychological attachment to the organization and belief in its values.
  - a. Desire to have a career in an organization.
  - b. Sense of trust in the organization
  - c. Devotion to the organization
2. Continuance commitment, the perceived economic value of remaining in an organization when compared to leaving the organization.
  - a. Employee love for the organization
  - b. The desire to stay with his job
  - c. Willing to sacrifice personal interests
  - d. Employee interest in work
  - e. Uncomfortable leaving your current job



3. Normative Commitment, the obligation to stay in the organization for moral or ethical reasons.
  - a. Loyalty to the organization
  - b. Happiness at work
  - c. Pride in working for the organization

## Employee performance

Performance really needs to be evaluated by every leader of a company, to find out which employees are achieving, and which are not achieving so that the company can give rewards to the right people. According to Fahmi (2018) "performance is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a period of time." In Edison, Anwar, Komariyah (2018) Armstrong (2006) states that "performance is the result of a process that refers to and measures over a certain period of time based on previously established provisions or agreements According to Robbins (2016) performance is a measurement of work results that are expected to be optimal.

## Employee Performance Indicators

According to Robbins (2016) performance indicators are:

1. Quality; Work quality is measured from the leadership's perception of the quality of work produced as well as the perfection of tasks regarding employee skills and abilities.
2. Quantity; is the amount produced, usually expressed in terms of units, the number of activity cycles completed.
3. Punctuality; is the level of activity in which work is completed within a certain time that has been determined as the standard for achieving work completion time.
4. Effectiveness; is the level of use of organizational resources (energy, money, technology, raw materials) that is maximized with the aim of increasing the results of each unit in the use of resources.
5. Independence; is the level of an employee who will later be able to carry out their work functions, work commitment to the agency and the employee's responsibilities towards the organization.

## METHOD

This type of research can be classified as casual associative quantitative research. According to Sugiyono (2013) quantitative research is used to examine populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, quantitative or statistical data analysis with the aim of testing predetermined hypotheses. The location of the research was the Teungku Fakinah General Hospital, Banda Aceh City.

According to Sugiyono (2013), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by researchers



to be studied and then conclusions drawn." The number in this study was 141 employees. Withdrawal sample with formula Slovin as follows:

$$n = N / (1 + (N \times e^2))$$

$$\text{Sample} = 141 / (1 + (141 \times 0.052))$$

$$\text{Sample} = 141 / (1 + (141 \times 0.0025))$$

$$\text{Sample} = 141 / (1 + 0.3525)$$

$$\text{Sample} = 141 / 1.3525$$

$$\text{Sample} = 104$$

According to Sugiyono (2013), in quantitative research, data is obtained from various sources using data collection techniques and is carried out continuously until the data is saturated. The data source obtained is a primary data source. According to Riduwan (2014:51) the meaning of data collection techniques is: "Data collection methods are techniques or methods that can be used by researchers to collect data." A questionnaire is a written question that is used as a form of obtaining information from several respondents with the aim of finding out the characteristics of the respondent and their personality as well as getting information that the respondent knows.

This analysis is used involving two or more independent variables, namely the dependent variable (Y) and independent variables (X, Z and Y). In this research, Path Analysis is used to prove the extent to which work motivation and work discipline influence organizational commitment and also influence employee performance. The regression equation is:

$$Z = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = a + b_3 X_1 + b_4 X_2 + b_5 Z + e$$

Where:

Y = Employee Performance

Z = Organizational Commitment

X1 = Work Motivation

X2 = Work Discipline

b1 = Work Motivation coefficient

b2 = Work Discipline coefficient

b3 = Work Motivation coefficient

b4 = Work Discipline coefficient

b5 = Organizational Commitment

a = constant

The data analysis technique used in this research is a quantitative data analysis method. Data analysis in this research uses Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.3.3 software which is run on a computer. PLS is a

method for solving Structural Equation Modeling (SEM) which has advantages compared to other SEM techniques. SEM has a higher level of flexibility in research that connects theory and data and is able to carry out path analysis with latent variables so it is often used by researchers who focus on social sciences. PLS is a component or variant-based structural equation model (SEM).

According to Gozali (2013) Partial Least Square (PLS) is a fairly strong analysis method because it is not based on many assumptions. The data also does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval and ratio scales can be used in the same model), the sample does not have to be large. Partial Least Square (PLS) can not only confirm the theory, but also explain whether or not there is a relationship between latent variables. In prediction-based research, PLS is more suitable for analyzing data. Meanwhile, according to (Latan and Ghazali, 2013), PLS is an alternative approach that shifts from a covariance-based SEM approach to a variance-based one. Covariance-based SEM generally tests causality or theory, while PLS is more of a predictive model.

### ***Measurement Model (Outer Model)***

The procedure for testing the measurement model consists of a validity test and a reliability test.

#### **1. Validity Test**

The validity test is used to assess whether a questionnaire is valid or not. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items for each variable. There are several stages of testing that will be carried out, namely through convergent validity and discriminant validity tests.

##### **a. Convergent Validity**

At this stage, we will see how big the correlation is between the indicator and its latent construct. So that it produces a loading factor value. The loading factor value is said to be high if the component or indicator correlates more than 0.70 with the construct to be measured. However, for research in the early stages of development, a loading factor of 0.5 to 0.6 is considered sufficient (Ghazali, 2013). Apart from that, at this stage we see how much value each variable has. So, it produces an AVE (Average Variance Extracted) value. The AVE value is said to be high if it has a value of more than 0.5. If there is an AVE value of less than 0.5, then there is still an invalid indicator. (Ghazali, 2013).

##### **b. Discriminant Validity**

This validity test explains whether two variables are different enough from each other. The discriminant validity test can be fulfilled if the correlation value of the variable to the variable itself is greater than the correlation value of all other variables. This value is called Fornell Lacker. Apart from that, another way to fulfill the discriminant validity test can be seen in the cross-loading value (how big the correlation value is between the indicators that measure the variables). The cross-loading value is acceptable if the cross loading value of



each variable statement item to the variable itself is greater than the correlation value of the statement item to other variables (Ghozali, 2012).

## 2. Reliability Test

In general, reliability is defined as a series of tests to assess the reliability of statement items. Reliability testing is used to measure the consistency of measuring instruments in measuring a concept or measure the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the alpha coefficient value or Cronbach's alpha and composite reliability). Cronbach's alpha value is recommended to be greater than 0.7 and composite reliability is also recommended to be greater than 0.7. (Sekaran, 2014)

### ***Structural Model (Inner Model)***

This test was carried out to determine the relationship between exogenous and endogenous constructs which have been hypothesized in this research (Hair et al., 2017). To produce inner model test values, the steps in SmartPLS are carried out using the bootstrapping method. The structural model was evaluated using R-square for the dependent variable, Stone-Geisser Q-square test for predictive elevation and t test as well as the significance of the structural path parameter coefficients with the following explanation:

#### 1. Coefficient of Determination / R Square (R<sup>2</sup>)

In assessing the model with PLS, start by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation of regression. Changes in the R-square value can be used to assess the influence of certain independent latent variables on the dependent latent variable whether they have a substantive influence (Ghozali, 2012). The R<sup>2</sup> value is generally between 0 and 1.

#### 2. Predictive Relevance (Q<sup>2</sup>)

This test is used to measure how well the observation values are produced by the model and also the estimated parameters. If the Q<sup>2</sup> value is greater than 0, it indicates the model has predictive relevance, which means it has good observation value, whereas if the value is less than 0, it indicates the model does not have predictive relevance (Ghozali, 2014).

#### 3. t-Statistics

At this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in the research using the bootstrapping method. In the full model, Structural Equation Modeling, apart from confirming the theory, also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the statistical t value is greater than the t table. According to (Latan and Ghozali, 2012) the t table value criteria are as follows:

- Value 1.96 with a significance level of 5%



#### 4. Path Coefficient

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is declared positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between the variables is declared negative.

## 5. Fit Model

This test is used to determine the level of suitability (fit) of the research model with the ideal model for this research, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

## RESULTS AND DISCUSSION

## Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and manifest variables. This test includes convergent validity, discriminant validity and reliability.

## 1. Convergent Validity

Convergent validity of the measurement model with reflexive indicators can be seen from the correlation between the item/indicator scores and the construct scores. Individual indicators are considered reliable if they have a correlation value above 0.70. However, at the research scale development stage, loadings of 0.50 to 0.60 are still acceptable. Based on the results for outer loading, it shows that the indicator has a loading below 0.60 and is not significant. The structural model in this research is shown in Figure 1 below:

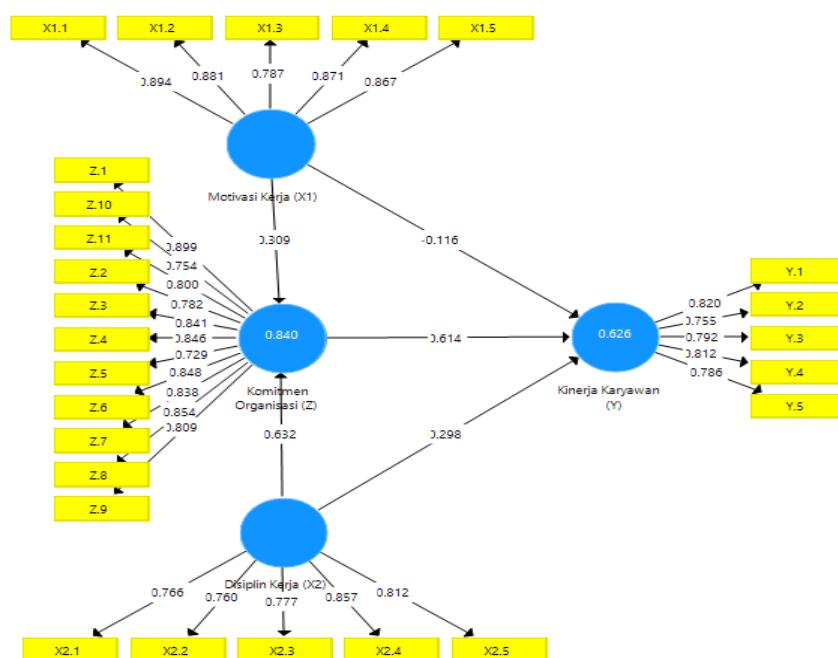


Figure 1. Outer Model

Source: Smart PLS 3.3.3



The Smart PLS output for loading factors gives the results in the following table:

**Table 1. Outer Loadings**

	Work Motivation (X1)	Work Discipline (X2)	Employee Performance (Y)	Organizational Commitment (Z)
<b>X1.1</b>	<b>0.894</b>			
<b>X1.2</b>	<b>0.881</b>			
<b>X1.3</b>	<b>0.787</b>			
<b>X1.4</b>	<b>0.871</b>			
<b>X1.5</b>	<b>0.867</b>			
<b>X2.1</b>		<b>0.766</b>		
<b>X2.2</b>		<b>0.760</b>		
<b>X2.3</b>		<b>0.777</b>		
<b>X2.4</b>		<b>0.857</b>		
<b>X2.5</b>		<b>0.812</b>		
<b>Y.1</b>			<b>0.820</b>	
<b>Y.2</b>			<b>0.755</b>	
<b>Y.3</b>			<b>0.792</b>	
<b>Y.4</b>			<b>0.812</b>	
<b>Y.5</b>			<b>0.786</b>	
<b>Z.1</b>				<b>0.899</b>
<b>Z.10</b>				<b>0.754</b>
<b>Z.11</b>				<b>0.800</b>
<b>Z.2</b>				<b>0.782</b>
<b>Z.3</b>				<b>0.841</b>
<b>Z.4</b>				<b>0.846</b>
<b>Z.5</b>				<b>0.729</b>
<b>Z.6</b>				<b>0.848</b>

Z.7				0.838
Z.8				0.854
Z.9				0.809

Source: Smart PLS 3.3.3

In the picture and table above, all loading factor indicators have a value  $> 0.7$ , meaning the indicator is a valid indicator because it is greater than 700 or 0.7.

## 2. Discriminate Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses cross loading values. An indicator is declared to meet discriminant validity if the cross-loading value of the indicator on the variable is the largest compared to other variables. The following are the cross-loading values for each indicator:

Table 2. Discriminant Validity

	Work Motivation (X1)	Work Discipline (X2)	Employee Performance (Y)	Organizational Commitment (Z)
<b>X1.1</b>	<b>0.894</b>	0.791	0.598	0.706
<b>X1.2</b>	0.881	0.743	0.641	0.641
<b>X1.3</b>	0.787	0.745	0.537	0.791
<b>X1.4</b>	0.871	0.771	0.592	0.801
<b>X1.5</b>	0.867	0.764	0.563	0.679
<b>X2.1</b>	0.657	0.766	0.520	0.699
<b>X2.2</b>	0.753	0.760	0.577	0.668
<b>X2.3</b>	0.792	0.777	0.544	0.779
<b>X2.4</b>	0.693	<b>0.857</b>	0.620	0.763
<b>X2.5</b>	0.646	0.812	0.706	0.800
<b>Y.1</b>	0.720	0.751	<b>0.820</b>	0.561
<b>Y.2</b>	0.462	0.523	0.755	0.513
<b>Y.3</b>	0.429	0.475	0.792	0.644
<b>Y.4</b>	0.577	0.672	0.812	0.499
<b>Y.5</b>	0.420	0.466	0.786	0.899
<b>Z.1</b>	0.825	0.821	0.716	0.754
<b>Z.10</b>	0.744	0.708	0.572	0.800
<b>Z.11</b>	0.637	0.749	0.721	0.782
<b>Z.2</b>	0.644	0.641	0.586	0.841
<b>Z.3</b>	0.703	0.740	0.633	0.846
<b>Z.4</b>	0.703	0.777	0.723	0.729



<b>Z.5</b>	0.637	0.654	0.550	<b>0.848</b>
<b>Z.6</b>	0.777	0.754	0.647	0.838
<b>Z.7</b>	0.742	0.772	0.560	0.854
<b>Z.8</b>	0.822	0.825	0.643	0.809
<b>Z.9</b>	0.572	0.693	0.683	0.787

Source: Smart PLS 3.3.3

Table 2 above shows that the indicators for the research variables have a cross loading value that is greater than the cross loading value for the other variables, for the cross loading value for the Work Discipline variable is greater than the other variables, for the cross loading value for the Employee Performance variable is greater than Other variables for the cross loading value for the Organizational Commitment variable are greater than the other variables, which means the cross loading value is Discriminately valid.

### 3. Composite reliability

The next test is the composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the composite reliability value is above 0.60. A construct is declared reliable if the Cronbach's alpha value is above 0.7. The following describes the construct results for each variable, namely Work Motivation and Work Discipline, Organizational Commitment and Employee Performance with each variable and indicator. The following is a table of loading values for the research variable constructs resulting from running the Smart PLS program in the next table:

**Table 3. Construct Reliability and Validity**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<b>Work Discipline (X2)</b>	<b>0.854</b>	<b>0.896</b>	<b>0.632</b>
<b>Employee Performance (Y)</b>	<b>0.855</b>	<b>0.895</b>	<b>0.629</b>
<b>Organizational Commitment (Z)</b>	<b>0.951</b>	<b>0.957</b>	<b>0.672</b>
<b>Work Motivation (X1)</b>	<b>0.912</b>	<b>0.935</b>	<b>0.741</b>

Source: Smart PLS 3.3.3

Based on Table 3 above, it shows that the Average Variance Extracted (AVE) for each variable, namely Work Motivation, Work Discipline, Organizational Commitment and Employee Performance, has a construct  $> 0.50$ , meaning all constructs are reliable. Thus, it can be stated that each variable has high discriminant validity. Meanwhile, it can be seen in the table above that the composite reliability value for each variable shows a construct value  $> 0.60$ . These results show that each variable has met composite reliability so it can be

concluded that all variables have a high level of reality. The Cronbach's alpha value for each variable shows a construct value  $> 0$ .

### Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The analysis stages carried out in the structural model evaluation are seen from several indicators, namely:

#### 1. Coefficient of Determination (R2)

Based on data processing that has been carried out using the SmartPLS 3.0 program, the R Square value is obtained as follows:

**Table 4. R Square Results**

	R Square	Adjusted R Square
<b>Employee Performance (Y)</b>	0.626	0.614
<b>Organizational Commitment (Z)</b>	0.840	0.837

Source: Smart PLS 3.3.3

Table 4 above shows that the R Square value for the Employee Performance variable is 0.626. These results explain that the percentage of employee performance is 62.6%. This means that the variables Work Motivation, Work Discipline and Organizational Commitment influence employee performance by 62.6% and the remaining 37.4% is influenced by other variables. Meanwhile, the R Square value for the Organizational Commitment variable is 0.840. These results explain that the percentage of Organizational Commitment is 84.0%. This means that the variables Work Motivation and Work Discipline influence Organizational Commitment by 84.0% and the remaining 16% is influenced by other variables.

#### 2. Goodness of Fit (GoF) Assessment

The goodness of fit model test can be seen from the NFI value  $\geq 0.697$  which is declared fit. Based on data processing that has been carried out using the SmartPLS 3.3 program, the Model Fit values are obtained as follows:

**Table 5. Model Fit**

	Saturated Model	Estimation Model
<b>SRMR</b>	0.091	0.091
<b>d_ULS</b>	2,936	2,936
<b>d_G</b>	4,759	4,759
<b>Chi-Square</b>	1569,604	1569,604
<b>NFI</b>	0.779	0.779

Source: Smart PLS 3.3.3



The goodness of fit test results of the PLS model in table 5 below show that the NFI value of 0.779 means FIT. Thus, from these results it can be concluded that the model in this study has a high goodness of fitness and is suitable for use to test research hypotheses.

### 3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this research. Hypothesis testing in this research was carried out by looking at T-Statistics and P-Values. The hypothesis is declared accepted if the T-Statistics value is  $> 1.96$  and P-Values  $< 0.05$ . The following are the direct influence Path Coefficients results:

**Table 6. Path Coefficients (Direct Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Work Discipline (X2) -&gt; Employee Performance (Y)</b>	0.298	1,429	<b>0.154</b>	<b>Rejected</b>
<b>Work Discipline (X2) -&gt; Organizational Commitment (Z)</b>	0.632	8,038	<b>0,000</b>	<b>Accepted</b>
<b>Organizational Commitment (Z) -&gt; Employee Performance (Y)</b>	0.614	3,217	<b>0.001</b>	<b>Accepted</b>
<b>Work Motivation (X1) -&gt; Employee Performance (Y)</b>	-0.116	0.610	<b>0.542</b>	<b>Rejected</b>
<b>Work Motivation (X1) -&gt; Organizational Commitment (Z)</b>	0.309	3,790	<b>0,000</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

Based on table 6 above, it shows that of the five hypotheses that have a direct effect, there are 3 hypotheses that are accepted, namely because the TStatistics value is  $> 1.96$  and P-Values  $< 0.05$ , therefore the hypothesis can be accepted. Two hypotheses were rejected because the TStatistics value was  $> 1.96$  and P-Values  $< 0.05$ .

**Table 7. Path Coefficients (Indirect Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Work Discipline (X2) -&gt; Organizational Commitment (Z) -&gt; Employee Performance (Y)</b>	0.388	3,186	<b>0.002</b>	<b>Accepted</b>
<b>Work Motivation (X1) -&gt; Organizational Commitment (Z) -&gt; Employee Performance (Y)</b>	0.190	2,062	<b>0.040</b>	<b>Accepted</b>

Source: Smart PLS 3.3.3

Based on table 7 above, from the indirect hypothesis, H6 and H7 variable Z (Organizational Commitment) can be an intervening variable, which means that indirectly Organizational Commitment is an intervening variable in this research.

## CLOSING

### Conclusion

1. Work Discipline has a positive and insignificant effect on Employee Performance inTeungku Fakinah General Hospital, Banda Aceh City
2. Work Discipline has a positive and significant effect on Employee Organizational Commitment inTeungku Fakinah General Hospital, Banda Aceh City
3. Organizational Commitment has a positive and significant effect on Employee Performance inTeungku Fakinah General Hospital, Banda Aceh City
4. Work Motivation has an insignificant negative effect on Employee Performance inTeungku Fakinah General Hospital, Banda Aceh City
5. Work Motivation has a positive and significant effect on Organizational Commitment inTeungku Fakinah General Hospital, Banda Aceh City
6. Organizational Commitment is able to become an intervening variable and has a positive and significant indirect effect on Work Discipline and Employee Performance inTeungku Fakinah General Hospital, Banda Aceh City
7. Organizational Commitment is able to become an intervening variable and has a positive and significant indirect effect on Work Motivation and Employee Performance inTeungku Fakinah General Hospital, Banda Aceh City

### Suggestion

1. Organizations must provide work motivation for employees in order to change the mindset of employees who are lazy and less competent to become more active.
2. Organizations must provide strict supervision and appropriate punishment for undisciplined employees as a deterrent effect.
3. Organizations must form commitment to the organization by communicating directly with employees to increase commitment to employees.

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