

(such as training, technology, work standards, and management roles). Meanwhile, according to Dessler (2000), other determining factors include the quality and quantity of work, supervision, attendance levels, and employee conservation efforts in preventing waste and maintaining organizational assets.

In various studies on human resource development, employee work discipline has been identified as a crucial factor influencing performance improvement. It is evidenced by Wahyudi, Semmaila, and Arifin (2020), whose research demonstrated that work discipline significantly impacts the performance of civil servants. Similar findings are supported by research conducted by Andriani, Y.A., Purnamaningsih, N., & Satriyono, G. (2018) and Prihastuti, R.R., Soelistya, D., and Wijayanti, T.C. (2022), which concluded that work discipline positively contributes to improving employee performance.

Besides work discipline, motivation is also a key factor in improving employee performance. Several studies, including those by Salbiyah and Mahardhika (2017) and Nur, Wiryawan, and Nur (2020), have demonstrated a positive correlation between work motivation and performance achievement. According to Wibowo (2014:323), motivation is understood as the driving force that drives a series of individual behavioral processes in achieving organizational goals, encompassing elements of generation, direction, maintenance, intensity, continuity, and goal orientation.

From this perspective, work discipline and work motivation are two important aspects believed to influence employee performance. Discipline, which includes adherence to work hours, tasks, and internal regulations (Hasibuan, 2017:193), reflects professional responsibility that directly contributes to work performance. Meanwhile, motivation, especially extrinsic motivation such as job security, quality supervision, and interpersonal relationships (Herzberg in Nawawi, 2011), can be a powerful driver of increased employee productivity.

However, various previous studies have shown inconsistent results regarding the direct influence of discipline and motivation on employee performance. Research by Saputri, Handayani, and Kurniawan (2021) found that discipline had no significant effect on performance. Research by Rahmat Hidayat (2021) instead found that motivation had no significant effect on employee performance, indicating an inconsistency in previous findings. Therefore, a new approach is needed that incorporates potential mediating variables.

The differences in research results indicate the importance of examining the possibility of other variables mediating the relationship between work discipline and motivation on performance, one of which is organizational commitment. Research by Santoso (2018), Wildan (2019), Kurniawan (2019), Erawati and Wahyono (2019), Hestini and Haryani (2020), and Indah and Puspasari (2021) confirms that organizational commitment is a crucial variable in driving performance improvement. Organizational commitment, which reflects loyalty, emotional attachment, and willingness to contribute to institutional goals (Luthans, 2017), is believed to bridge the relationship between individual factors (discipline and motivation) and employee performance outcomes.

Taking into account the theoretical framework and empirical evidence, this study focuses on examining the influence of work discipline and work motivation on employee performance, positioning organizational commitment as a mediating variable, in the context of educational staff at FHUB. In relation to this focus, a conceptual framework is developed that refers to the theoretical foundation and empirical findings from previous research to clarify the relationships between the variables studied.

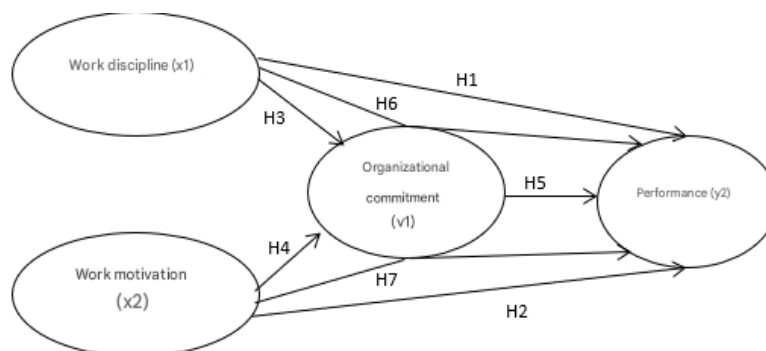


Figure 1. Research Framework

Based on the conceptual framework, this study proposes seven hypotheses describing the relationships between variables. H-1 and H-2 state that work discipline and work motivation each influence the performance of educational staff. H-3 and H-4 suggest that work discipline and work motivation also influence organizational commitment. H-5 states that organizational commitment influences performance. Furthermore, H-6 and H-7 confirm that organizational commitment mediates the influence of work discipline and motivation on performance. All hypotheses are formulated based on previous theories and empirical findings and will be tested quantitatively to obtain reliable scientific evidence.

This study aims to analyze the influence of work discipline and work motivation on employee performance, with organizational commitment as a mediating variable. The results are expected to enrich studies on organizational behavior, particularly in understanding the role of organizational commitment as a mediator. Practically, these findings serve as a basis for formulating strategies to improve the performance of educational staff in higher education.

METHODS

This study uses a quantitative explanatory approach to examine the relationship between variables through hypothesis testing. The study was conducted in 2022 at the Faculty of Law, Brawijaya University, Malang. The study population was all 46 FH UB educational staff, consisting of 19 Civil Servants (PNS) and 27 Non-PNS Permanent Employees. Data collection was conducted by distributing questionnaires to the entire population using a five-point Likert scale. Instrument validity was tested using the Pearson Product-Moment technique, while reliability was tested using Cronbach's Alpha. Data analysis used path analysis to identify direct and indirect influences between variables. All analyses were performed using SPSS for Windows version 26 software.

RESULT AND DISCUSSION

The validity test results using Pearson correlation showed that all questions in the questionnaire had a significant relationship with the total score of each variable. The significance values obtained were all below 0.05, indicating that the questionnaire items were valid. In other words, all items in the variables Work Discipline, Work Motivation, Organizational Commitment, and Performance were appropriate and could measure what they were intended to measure. Therefore, this questionnaire is suitable for use in research and can proceed to the next testing stage.

The results of the reliability test using Cronbach's Alpha showed that all variables in this study had coefficient values above 0.60. This value indicates that the instrument used is reliable. It means that all questions in the variables Work Discipline, Work Motivation, Organizational Commitment,

and Performance demonstrate consistency in measuring each variable. Thus, the research instrument is declared stable and suitable for use in further data analysis.

Based on the analytical model used in this study, namely path analysis, this approach is applied to examine the pattern of relationships between variables, both direct and indirect relationships. In the context of this study, there are two types of variables analyzed: independent variables (exogenous) and dependent variables (endogenous). The independent variables consist of work discipline (X1) and work motivation (X2), while the dependent variables include organizational commitment (Y1) and educational staff performance (Y2). A visualization of the model can be seen in Figure 2.

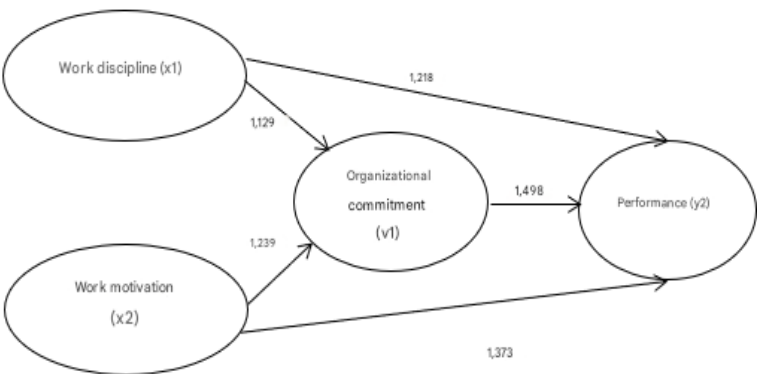


Figure 2. Path Analysis Model of the Influence of Discipline and Work Motivation on Performance with Organizational Commitment as a Mediating Variable

Based on the results of the path analysis, the direct and indirect influence coefficients were obtained as presented in Table 1 below:

Table 1. Summary of Path Analysis Results

Information	standardized path coefficient (β)	p-value (mark sig)	Conclusion Hypothesis
H-1: X1 => Y2 (direct influence)	1.218	0.000	accepted
H-2: X2 => Y2 (direct influence)	1.373	0.000	accepted
H-3: X1 => Y1	1.129	0.000	accepted
H-4: X2 => Y1	1.239	0.000	accepted
H-5: Y1 => Y2	1.498	0,000	accepted
H-6: X1 => Y1 => Y2 (indirect influence)	1.129*1.498= 1.691	> 1.218	accepted
H-7: X2 => Y1 => Y2 (indirect influence)	1.239*1.368= 1.694	> 1.373	accepted

Source: primary data processed by researchers in 2022

First, the analysis results show that work discipline has a direct impact on performance. The magnitude of this influence is indicated by a coefficient of 1.218, which is statistically significant (p-value = 0.000). It means that the higher an employee's discipline in carrying out their duties, such as being punctual, adhering to rules, and working consistently, the higher their performance.

Second, work motivation also has a direct effect on performance, with a coefficient of 1.373 and a p-value of 0.000. It means that motivated employees – whether due to internal factors like job

satisfaction or external factors like incentives or recognition—tend to perform better. In fact, the effect of motivation on performance was recorded as higher than the effect of work discipline.

Third and fourth, work discipline and work motivation also have a direct influence on organizational commitment. Work discipline influences organizational commitment with a coefficient of 1.129, and work motivation with a coefficient of 1.239, both significant (p -value = 0.000). It means that disciplined and motivated employees not only perform well but also have a sense of responsibility, loyalty, and emotional attachment to the institution where they work.

Fifth, and most prominently, is the influence of organizational commitment on performance, with the highest coefficient of 1.498. It indicates that organizational commitment is the strongest factor influencing educational staff performance.

In addition to the direct influence, this study also found an indirect influence of discipline and work motivation on performance, through organizational commitment as an intermediary (mediation). Work discipline has an indirect influence on performance of 1.691 (the product of 1.129×1.498). This value is greater than its direct influence (1.218), indicating that organizational commitment strengthens the impact of discipline on performance. Work motivation also has an indirect influence on performance of 1.854 (the product of 1.239×1.498), greater than its direct influence (1.373). It means that the higher the employee motivation and the greater their organizational commitment, the higher the resulting performance.

Work Discipline Affects Performance. Hypothesis 1 states that work discipline influences the performance of educational staff at the Faculty of Law, Brawijaya University. Path analysis results indicate that work discipline has a significant influence on performance. This finding indicates that discipline encourages individuals to act purposefully and comply with work regulations, thus positively impacting performance. This finding aligns with research by Andriani et al. (2018) and Prihastuti et al. (2022), which states that employees with high levels of discipline tend to perform their duties optimally. Conversely, low levels of discipline can lead to neglect of responsibilities and decreased performance. However, this result differs from the findings of Saputri et al. (2021), which stated that work discipline did not significantly influence performance, likely due to differences in context, respondent characteristics, or research instruments. Overall, this study confirms the importance of work discipline as a factor that directly contributes to improving educational staff performance.

Work Motivation Affects Performance. Hypothesis 2: The second hypothesis states that work motivation influences the performance of the educational staff at the Faculty of Law, Brawijaya University. Path analysis results indicate that work motivation has a significant effect on performance. This finding suggests that motivation drives individuals to perform tasks optimally, with high enthusiasm and commitment to achieving the best results. Motivated employees are more active, take initiative, and are willing to put in more effort in their work, while low motivation can potentially decrease performance due to a lack of participation and responsibility. These results are consistent with research by Salbiyah and Mahardhika (2017) and Nur et al. (2020), which showed a positive effect of motivation on employee performance. However, these findings differ from those of Rahmat Hidayat (2021), who stated that motivation did not significantly influence performance, likely due to differences in organizational context, work culture, or measurement tools used. Therefore, this study confirms that increasing work motivation is an important strategy in supporting optimal educational staff performance.

Work Discipline Influences Organizational Commitment. Hypothesis 3 states that work discipline influences the organizational commitment of the Faculty of Law staff at Brawijaya University. Path analysis results indicate that work discipline has a significant influence on

organizational commitment. High levels of discipline reflect an individual's ability to control themselves and act according to organizational rules, which ultimately fosters responsibility, efficiency, and loyalty. Employees who consistently demonstrate disciplined behavior tend to have a strong emotional attachment to the institution and an awareness of the organization's values and goals, thus increasing their commitment to contribute actively. This finding aligns with research by Liana and Irawati (2018), Nurlaely and Riani (2020), and Ridwan (2020), which emphasizes that work discipline is a crucial factor in building and strengthening organizational commitment.

Work Motivation Influences Organizational Commitment. Hypothesis 4 states that work motivation influences the organizational commitment of the teaching staff at the Faculty of Law, Brawijaya University. Based on the results of the path analysis, work motivation was proven to have a significant influence on organizational commitment. This finding indicates that the higher an employee's work motivation, the stronger their emotional attachment and loyalty to the institution. Motivated employees tend to have an internal drive to contribute optimally to support organizational goals, while low motivation can weaken their sense of ownership and commitment. These results align with research by Liana and Irawati (2018) and Nurlaely and Riani (2020), which states that motivation is a key factor in shaping organizational commitment. Motivation can be increased by fulfilling basic employee needs, such as recognition, security, harmonious work relationships, and opportunities for self-actualization. When these needs are met, employees tend to exhibit high work enthusiasm, which positively impacts organizational commitment.

Organizational Commitment Affects Performance. Hypothesis 5 states that organizational commitment influences the performance of the Faculty of Law staff at Brawijaya University. Path analysis results indicate that organizational commitment significantly influences performance. This finding indicates that the higher an employee's commitment to the organization, the better the quality of their performance. Organizational commitment reflects emotional attachment, loyalty, and a desire to support the institution's goals continuously. According to Robbins (2013), organizational commitment is a state in which employees identify with the organization and intend to maintain their membership. Mathis and Jackson (2011) emphasize that highly committed employees will contribute maximally. It is also confirmed by Nasution (2017), who states that highly committed employees actively maintain organizational dynamics and standards. These results are in line with previous findings from Liana and Irawati (2018), Santoso (2018), Wildan (2019), Kurniawan (2019), Erawati and Wahyono (2019), Nurlaely and Riani (2020), Hestini and Haryani (2020), and Indah and Puspitasari (2021), which show that organizational commitment has a positive and significant effect on improving employee performance.

Work Discipline Influences Performance through Organizational Commitment. Hypothesis 6 states that work discipline influences performance through organizational commitment among the Faculty of Law staff at Brawijaya University. Path analysis results indicate that the effect of work discipline on performance is significant, mediated by organizational commitment. It means that employee discipline will be more effective in improving performance when accompanied by a high level of commitment to the organization. Work discipline contributes to efficiency and order in task execution, but the motivation to maintain this discipline is highly dependent on the employee's emotional attachment and loyalty to the institution. Employees with high commitment tend to carry out their duties responsibly and consistently, meeting expected performance standards. Consistent with Robbins' (2007) perspective, commitment is reflected in the desire to remain part of the organization and actively support the achievement of its goals. Therefore, the results of this study confirm that organizational commitment strengthens the relationship between work discipline and

performance, creating a workforce that not only adheres to regulations but also demonstrates dedication and professional responsibility in supporting the institution's progress.

Work Motivation Influences Performance through Organizational Commitment. Hypothesis 7 states that work motivation influences performance through organizational commitment among the teaching staff at the Faculty of Law, Brawijaya University. Path analysis results indicate that work motivation has a significant effect on performance, mediated by organizational commitment. This finding suggests that high work motivation will drive optimal performance improvement when accompanied by strong organizational commitment. Motivation, both internal and external, encourages individuals to work diligently, responsibly, and with a results-oriented focus. In an organizational context, motivation also plays a role in fostering loyalty, engagement, and identification with the institution's values and goals. Organizational commitment, fostered by high motivation, then strengthens employees' drive to contribute their best, thus positively impacting performance improvement. Thus, the results of this study confirm that organizational commitment is a crucial bridge that strengthens the influence of work motivation on teaching staff performance.

Thus, the results of this study confirm that organizational commitment acts as a mediating variable that strengthens the influence of work motivation on performance improvement. Therefore, in efforts to improve employee performance, it is important for institutions to not only build an effective motivation system but also foster and strengthen organizational commitment among educational staff.

CONCLUSION

Based on the analysis results discussed previously, there are several important findings related to the influence of work discipline, work motivation, and organizational commitment on the performance of Education Personnel at the Faculty of Law, Brawijaya University. First, work discipline is proven to have a positive influence on employee performance, indicating that the higher the level of discipline, the better the performance. Second, work motivation also has a positive influence on performance, meaning that employees who have a high work drive tend to show better performance. Furthermore, work discipline and work motivation separately also have a positive influence on organizational commitment, indicating that disciplined and motivated employees tend to have high loyalty and responsibility to the institution where they work. In addition, organizational commitment itself is proven to have a positive influence on performance, so that the higher the employee's commitment to the organization, the more optimal their performance. Finally, both work discipline and work motivation are proven to influence performance through the mediation of organizational commitment, indicating that organizational commitment plays a significant role in strengthening the relationship between these variables and employee performance. These findings underscore the importance of building a disciplined and motivating work culture, as well as strengthening organizational commitment to improve the overall performance of education personnel.

REFERENCES

Andriani, Y. A., Purnamaningsih, N., & Satriyono, G. (2019). Pengaruh penerapan SOP (Standard Operating Procedure) dan disiplin kerja terhadap kinerja tenaga kependidikan di STIKES Surya Mitra Husada Kediri. *JIMEK: Jurnal Ilmiah Mahasiswa Ekonomi*, 1(2), 156–166. <https://doi.org/10.30737/jimek.v1i2.317>

Dessler, G. (2000). *Human resource management (10th ed.)*. Pearson Education.



This open-access article is distributed under a
Creative Commons Attribution (CC-BY-NC) 4.0 license

- Erawati, A., & Wahyono. (2019). Peran komitmen organisasi dalam memediasi pengaruh disiplin kerja, motivasi kerja, dan self efficacy terhadap kinerja pegawai. *Economic Education Analysis Journal*, 8(1), 288-301.
- Hasibuan, M. S. P. (2016). *Manajemen sumber daya manusia (Edisi Revisi)*. Bumi Aksara.
- Hasibuan, M. S. P. (2017). *Manajemen sumber daya manusia (Edisi Revisi)*. Bumi Aksara.
- Hestini, S., & Haryani. (2020). Pengaruh disiplin kerja, motivasi kerja, dan komitmen organisasi terhadap kinerja pegawai kantor kecamatan Semarang Barat. *Dharma Ekonomi*, 27(51), 49-60.
- Hidayat, R. (2021). Pengaruh motivasi, kompetensi dan disiplin kerja terhadap kinerja. *Widya Cipta: Jurnal Sekretari dan Manajemen*, 5(1), 16-23. <https://doi.org/10.31294/widyacipta.v5i1.8838>
- Indah, D. Y., & Puspasari, R. D. (2021). Pengaruh disiplin dan komitmen organisasi terhadap kinerja pegawai pada Azo Florist Cianjur. *Coopetition: Jurnal Ilmiah Manajemen*, 12(3), 491-497. <https://doi.org/10.32670/coopetition.v12i3.1010>
- Kurniawan, P. (2019). Pengaruh disiplin kerja, motivasi, dan komitmen organisasi terhadap kinerja pegawai pada PT. Bank Rakyat Indonesia (Persero) Cabang Tangerang Merdeka. *Jurnal Ekonomi Efektif*, 1(2), 101-109. <https://doi.org/10.30737/jimek.v2i1.427>
- Liana, Y., & Irawati, R. (2018). Peran motivasi, disiplin kerja terhadap komitmen pegawai dan kinerja pegawai pada perusahaan air minum di Malang Raya. *Jurnal Manajemen dan Akuntansi*, 3(1), 17-34.
- Luthans, F. (2017). *Organizational behavior: An evidence-based approach (Edisi Bahasa Indonesia)*. Erlangga.
- Mathis, R. L., & Jackson, J. H. (2016). *Manajemen sumber daya manusia*. Salemba Empat.
- Mathis, R. L., & Jackson, J. H. (2011). *Human resource management (13th ed.)*. South-Western Cengage Learning.
- Nasution, M. I. (2017). Pengaruh budaya organisasi dan komitmen organisasi terhadap kinerja karyawan: PT Pegadaian (Persero) Kanwil I - Medan. *Jurnal Indonesia Sosial Teknologi*, 16.
- Nawawi, H. (2011). *Manajemen sumber daya manusia untuk bisnis yang kompetitif*. Gadjah Mada University Press.
- Nurlaely, M., & Riani, A. (2020). Pengaruh disiplin kerja, motivasi kerja, kepuasan kerja dan kompetensi terhadap komitmen organisasi. *Daya Saing: Jurnal Ekonomi Manajemen Sumber Daya*, 18(1), 10-19. <https://doi.org/10.23917/dayasaing.v18i1.3788>
- Prihastuti, R. R., Soelistya, D., & Wijayanti, T. C. (2022). The important role of work motivation as mediation and work discipline in improving the performance of Gresik cooperative employees. *Budapest International Research and Critics Institute Journal (BIRCI Journal)*, 5(1), 5482-5500. <https://doi.org/10.33258/birci.v5i1.4254>
- Qamar, S., Madina, S., Armiana, A., & Wahyuddin, W. (2021). Pengaruh komitmen organisasi terhadap kinerja tenaga kependidikan di Fakultas Tarbiyah dan Keguruan UIN Alauddin Makassar. *Educational Leadership: Jurnal Manajemen Pendidikan*, 1(1), 51-60. <https://doi.org/10.24252/edu.v1i1.22106>
- Ridwan, F. (2020). Pengaruh disiplin dan motivasi terhadap komitmen organisasi pegawai PT Pertamina EP Asset 2 Field Prabumulih. *Prosiding 2nd Business and Economics Conference on Utilizing Modern Technology*, 545-557.
- Robbins, S. P. (2016). *Perilaku organisasi*. Indeks.
- Robbins, S. P., & Judge, T. A. (2013). *Perilaku organisasi (Edisi 12)*. Salemba Empat.

- Salbiyah, S., & Mahardhika, B. W. (2017). Pengaruh motivasi kerja terhadap kinerja tenaga kependidikan Universitas Muhammadiyah Surabaya tahun 2016. *Journal Balance*, 14(2), 149–156.
- Santoso, A. B. (2018). Pengaruh disiplin kerja, motivasi, dan komitmen organisasi terhadap kinerja pegawai (Pada PT. Bank Negara Indonesia (Persero) Cabang Pamulang). *Jurnal Mandiri: Ilmu Pengetahuan, Seni, dan Teknologi*, 1(2), 248–271. <https://doi.org/10.33753/mandiri.v1i2.21>
- Saputri, A. D., Handayani, S., & Muhammad, K. D. P. (2021). Pengaruh disiplin kerja dan pemberian insentif terhadap kinerja pegawai PT Putra Karisma Palembang. *Jurnal Nasional Manajemen Pemasaran & SDM*, 2(1), 25–42.
- Wahyudi, W., Semmaila, B., & Arifin, Z. (2020). Influences of work discipline, motivation and non-physical working environment non physical on civil apparatus performance. *Point of View Research Management*, 1(3), 1–8. <https://journal.accountingpointofview.id/index.php/POVREMA/article/view/27>
- Wibowo. (2014). *Manajemen kinerja (Edisi Revisi)*. Rajawali Pers.
- Wildan, M. (2019). Pengaruh komitmen organisasi, motivasi kerja dan disiplin kerja terhadap kinerja pegawai STIE Pasaman. *E-Jurnal Apresiasi Ekonomi*, 4(3), 191–204. <https://doi.org/10.31846/jae.v4i3.164>
- Wiryawan, D., Nur, A. A., & Nur, A. R. (2020). Pengaruh motivasi kerja dan kompetensi terhadap kinerja tenaga pendidik dan tenaga kependidikan Universitas Kaltara. *Value: Jurnal Manajemen dan Akuntansi*, 15(2), 140–155. <https://doi.org/10.32534/jv.v15i2.1270>

