
Analyzing the Effects of Work Motivation, Work Discipline, and Work Environment on Civil Servant Performance with Organizational Commitment as an Intervening Variable

Jovanka Pittaloka¹, Simon Sia Niha², Henny A. Manafe³,
M. E. Perseveranda⁴, Stanis Man⁵

Abstract:

This study aims to describe the performance, organizational commitment, work motivation, work discipline, and work environment of civil servants at S.K. Lerik Regional General Hospital in Kupang City, as well as to analyze how these factors influence organizational commitment and employee performance. Using a sample of 72 civil servants, data were collected through questionnaires and analyzed using descriptive statistics and SmartPLS. The descriptive results indicate that employee performance, organizational commitment, motivation, and work discipline are generally good, while the work environment is considered fairly good. The inferential findings show that work motivation, work discipline, and work environment each have a positive and significant effect on organizational commitment and employee performance. These results highlight the importance of strengthening motivational factors, improving discipline, and enhancing the work environment to support higher commitment and performance among civil servants.

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

Submitted: October 18, 2025, Accepted: November 25, 2025, Published: December 10, 2025

1. Introduction

Performance is the result of the implementation of a person's duties, authorities, and responsibilities to achieve organizational goals. Performance appraisals are carried out by leaders as a form of evaluation of employee work performance. In the context of hospitals, employee performance is an important factor because it directly affects the achievement of health service goals. Hospitals themselves, in accordance with Law Number 44 of 2009, are institutions that provide comprehensive individual health services, including inpatient care, outpatient care, and emergency care, with

¹Universitas Katolik Widya Mandira Kupang, Indonesia. Jovankapittaloka98@gmail.com

²Universitas Katolik Widya Mandira Kupang, Indonesia.

³Universitas Katolik Widya Mandira Kupang, Indonesia.

⁴Universitas Katolik Widya Mandira Kupang, Indonesia.

⁵Universitas Katolik Widya Mandira Kupang, Indonesia.

complex service characteristics that require professional personnel. Improvements in the standard of living of the community have also led to increased demands for quality health services, so hospitals are required to provide higher quality services. To that end, health workers must have a high level of professionalism and loyalty in order to support the sustainability of hospital services. RSUD S.K. LERIK, as one of the hospitals in Kupang City, implements a performance appraisal system based on PermenPANRB Number 6 of 2022, which classifies the performance of ASNs into three categories: "Very Good", "Good", and "Not Good". The assessment is not only based on feedback from superiors, but also takes into account feedback from colleagues. Data from the General and Personnel Subdivision of RSUD S.K. LERIK in 2024 shows that the performance of civil servants from January to October 2024 was fluctuating, with the majority of employees receiving a "Good" rating, although there were still employees who received a "Poor" rating. Low performance has the potential to reduce service quality, such as slow medical service processes and patient mismanagement.

These individual performance achievements are in line with organizational achievements. Based on the 2024 LAKIP, several Key Performance Indicators of S.K. LERIK Regional General Hospital are still below target. One indicator with a very low achievement is the Turn Over Interval (TOI), where beds are unoccupied for an average of 6 days, far above the ideal standard of the Ministry of Health (1–3 days). Similarly, the Average Length of Stay (ALOS) indicator only reached 3 days from the target of 6 days, even though the national standard ranges from 6-9 days. This condition reflects the need to improve employee performance and service quality so that organizational goals can be achieved optimally. Employee performance is the overall result or level of success of an individual during a certain period in carrying out tasks compared to various possibilities, such as work performance standards, targets, or criteria that have been mutually agreed upon (Iqbal, 2022). According to Siagian and Khuzaini (2015), employee performance is influenced by several factors, namely: salary, work environment, organizational culture, leadership and work motivation, work discipline, job satisfaction, communication, and other factors. This study will focus on organizational commitment, work motivation, work discipline, and work environment.

According to Sianipar and Haryani (2014), organizational commitment is an individual's attitude or feelings toward their organization, reflected in their willingness to remain a member and contribute their best to the organization's progress. This commitment includes belief in the organization's values, involvement in efforts to achieve goals, and loyalty to remain part of the organization. Furthermore, Lincoln and Bashaw in Sopiah (2020) argue that organizational commitment is demonstrated through three aspects, namely willingness, loyalty, and employee pride. Based on five days of observation and interviews with six civil servants and four structural officials at the S.K. LERIK Regional General Hospital in Kupang City, it was found that the willingness of employees to work professionally was still low, as seen from their tendency to wait for orders and work slowly without

supervision. In terms of loyalty, some employees expressed a desire to transfer to other work units with lighter workloads, but this was hampered because transfers must be adjusted to the needs of the organization. Meanwhile, in terms of pride, employees still showed pride in being part of the S.K. Lerik Regional General Hospital, although some were still considering transferring to other units. These findings indicate that employee organizational commitment still needs to be improved, particularly in terms of willingness and loyalty.

Another factor that affects employee performance is work motivation. Kasmir (2016) explains that performance is influenced by various factors, including skills, knowledge, job design, personality, work motivation, leadership, management style, organizational culture, job satisfaction, work climate, loyalty, commitment, and discipline. Work motivation itself is the drive or enthusiasm that arises within employees to carry out their duties, triggered by external stimuli such as leadership and work environment support, as well as the need to gain satisfaction and fulfill responsibilities within the organization (Martha & Miawan Putra, 2020). In principle, every individual has motivation to work, so motivation reflects internal and external drives to perform work better. However, civil servants at S.K. Lerik Regional General Hospital have not shown optimal work motivation. This is evident from their work behavior, for example, the mandatory task of submitting reports and evidence of work results that must be completed by the 7th of each month. Although the Head of the General and Personnel Subdivision has provided reminders, most civil servants continue to delay completing their tasks until close to the deadline, even until the evening of the 7th. Some employees are even late in uploading their reports, causing the application to close and their performance scores to not appear.

Work discipline is the awareness of employees to obey organizational rules without coercion (Daulay et al., 2019) and is an important factor in improving performance because it reflects the attitude of employees in carrying out their duties responsibly (Sandika & Andani, 2020). However, data from the General Affairs and Personnel Division of S.K. Lerik Regional General Hospital shows that during January–October 2024, there were still various disciplinary violations, such as tardiness, leaving early, and unauthorized absences. Field observations reveal that the enforcement of discipline by leaders has not been optimal, as the actions taken are only verbal warnings without follow-up in the form of written warnings, so that undisciplined employees tend to repeat their behavior. This condition not only creates a sense of injustice for disciplined employees but also has an impact on delays in completing work, such as asset data compilation, which should be completed in one day but is delayed for two to three days. In addition, undisciplined behavior has the potential to set a bad example for other employees. Based on interviews with structural officials, the lack of employee discipline has also caused delays in several important tasks, including the preparation of Standard Operating Procedures (SOPs), the preparation of LAKIP, and other tasks.

The work environment is one of the important factors that support the implementation of organizational activities, as it encompasses the social conditions in which employees interact every day and requires good management to create a comfortable working atmosphere. At S.K. Lerik Regional General Hospital, various problems related to the work environment were still found. From a physical perspective, based on observations, the layout of the space was not optimal, as evidenced by administrative files that were not stored neatly due to a lack of facilities such as storage cabinets, so that documents were often placed on tables or chairs. In addition, there are empty rooms that are poorly maintained, dark, and dirty. From a non-physical environmental aspect, relationships between civil servants and between staff and leaders are generally quite good, but interviews with six civil servants showed that there are still employees who do not have harmonious relationships due to misunderstandings or miscommunication.

In addition to the phenomena discussed above, this study is also based on differences in the results of previous studies. Research conducted by Susanto (2017) found that there is a significant positive influence of work motivation on the performance of civil servants in Cilacap Regency. Meanwhile, Safitri's (2020) research found that motivation did not have a significant effect on the performance of government employees at the Community Health Center. Pratiwi (2020) found that work discipline had a positive and significant effect on the performance of employees at the Darmayu Ponorogo General Hospital. Meanwhile, Ambo's (2023) research stated that work discipline did not have a significant effect on the performance of employees at the Technical Implementation Unit of the Goods Quality Testing and Certification Center (BPSMB). Wanda (2024) obtained results that the work environment had a positive and significant effect on employee performance at the Mamuju Regional General Hospital. Meanwhile, Anggi's (2023) research states that the work environment does not have a significant effect on employee performance. Vanyasa (2021) found that organizational commitment has a significant positive effect on employee performance at the Bhayangkara Level III Hospital in Manado. Meanwhile, Irwan's (2020) research states that organizational commitment does not have a significant effect on employee performance.

2. Methodology

This study used a quantitative method at the S.K. Lerik Regional General Hospital in Kupang City and was conducted from October 2024 to July 2025. The research population consisted of 72 civil servants, who were also the sample using the total sample technique. The study involved five variables, namely work motivation, work discipline, and work environment as independent variables, as well as organizational commitment and employee performance as dependent variables, each of which was measured based on predetermined operational indicators. The research data consisted of primary data obtained through questionnaires, interviews, and observations, as well as secondary data in the form of organizational documents. Data collection was conducted through a 1–5 Likert scale questionnaire, document

study, interviews with 10 informants, and direct observation. Data analysis included descriptive statistics to describe variable trends, as well as inferential statistics using Partial Least Square (PLS) through SmartPLS 3.0 software. The PLS analysis stages included the design of structural and measurement models, the construction of path diagrams, parameter estimation, and the evaluation of the outer model through convergent validity, discriminant validity, and reliability tests. The inner model evaluation was conducted through path coefficient analysis and R^2 values. Hypothesis testing used a 5% significance level to determine the effect of independent variables on dependent variables based on p-values and path coefficients.

3. Empirical Findings/Result

Convergent Validity

Table 1. Convergent Validity

No	Variable	Indicator	Outer Loading Value
1	Employee performance	Work quality	0.836
		Work quantity	0.773
		Working time	0.812
		Cooperation	0.844
2	Organizational commitment	Confidence	0.808
		Willingness to work harder	0.953
		Desire to persevere	0.956
		Responsibility	0.858
3	Work motivation	Work performance	0.876
		Opportunities for advancement	0.857
		Recognition for performance	0.896
		Punctuality	0.961
4	Work discipline	Level of compliance with regulations	0.926
		Cleanliness	0.913
5	Work environment	Work space privacy	0.808
		Office equipment	0.803

Source: Primary data processing results

Based on the data in the table above, it is known that each research variable indicator has an outer loading value > 0.7 . Thus, it can be concluded that all indicators used in this study have a good correlation for each variable.

Average Variance Extracted (AVE)

Table 2. Average Variance Extracted Value

No	Variable	AVE Value
1	Employee Performance	0.667
2	Organizational Commitment	0.825
3	Work Motivation	0.760

4	Work Discipline	0.890
5	Work Environment	0.710

Source: Primary data processing results

Based on the data in Table 2, it is known that the AVE value of each variable obtained an AVE value >0.5 . Thus, it can be stated that the variables of employee performance, organizational commitment, work motivation, work discipline, and work environment have good *discriminant validity* and are declared valid.

Composite Reliability and Cronbach's Alpha

Table 3. Composite Reliability, and Cronbach's Alpha Values

No	Variable	CR Value	CA Value
1	Employee Performance	0.889	0.834
2	Organizational Commitment	0.934	0.891
3	Work Motivation	0.927	0.895
4	Work Discipline	0.942	0.880
5	Work Environment	0.880	0.796

Source: Primary data processing results

Based on the values presented in Table 3, it can be concluded that all constructs meet the reliability criteria because the *Composite reliability* value is >0.7 and *Cronbach's Alpha* is >0.6 . The values obtained have met the requirements, so these variables are considered reliable.

Table 4 below contains the *Path Coefficient* results showing the influence between variables.

Table 4. Path Coefficient Results between Variables

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Motivation -> Organizational Commitment	0.578	0.577	0.103	5.609	0
Work Discipline -> Organizational Commitment	0.303	0.316	0.095	3,204	0.001
Work Environment -> Organizational Commitment	0.141	0.131	0.099	1.425	0.154
Work Motivation -> Employee Performance	0.622	0.626	0.128	4.857	0.000
Work Discipline -> Employee Performance	0.158	0.158	0.065	2.432	0.015
Work Environment -> Employee Performance	0.183	0.185	0.092	1.992	0.046
Organizational Commitment -> Employee Performance	0.371	0.372	0.121	3.059	0.002

Source: Primary data processing results

The complete results of hypothesis testing using SmartPLS 4.1.1.1 can be explained as follows.

1. The Effect of Work Motivation on Organizational Commitment

The data analysis results show that the original sample value is 0.578 (positive), the t-statistic value is 5.609 (>1.96), and the probability value is 0.000 (<0.05). These results indicate a positive and significant effect of the work motivation variable on organizational commitment. With these results, the second hypothesis in this study is accepted.

2. The Effect of Work Discipline on Organizational Commitment

The results of the data analysis show that the original sample value is 0.303 (positive), the t-statistic value is 3.204 (>1.96), and the probability value is 0.001 (<0.05). These results indicate a positive and significant influence of the work discipline variable on organizational commitment. With these results, the third hypothesis in this study is accepted.

3. The Effect of Work Environment on Organizational Commitment

The results of the data analysis show that the original sample value is 0.141 (positive), the t-statistic value is 1.425 (<1.96), and the probability value is 0.145 (>0.05). These results indicate a positive but insignificant effect of the work environment variable on organizational commitment. With these results, the fourth hypothesis in this study is rejected.

4. The Effect of Work Motivation on Employee Performance

The results of the data analysis show that the original sample value is 0.622 (positive), the t-statistic value is 4.857 (>1.96), and the probability value is 0.000 (<0.05). These results indicate a positive and significant effect of the work motivation variable on employee performance. With these results, the fifth hypothesis in this study is accepted.

5. The Effect of Work Discipline on Employee Performance

The results of the data analysis show that the original sample value is 0.158 (positive), the t-statistic value is 2.432 (>1.96), and the probability value is 0.015 (<0.05). These results indicate a positive and significant influence of the work discipline variable on employee performance. With these results, the sixth hypothesis in this study is accepted.

6. The Effect of Work Environment on Employee Performance

The results of data analysis show that the original sample value is 0.183 (positive), the t-statistic value is 1.992 (>1.96), and the probability value is 0.046 (<0.05). These results indicate a positive and significant influence of the work environment variable on employee performance. With these results, the seventh hypothesis in this study is accepted.

7. The Effect of Organizational Commitment on Employee Performance

The data analysis results show that the original sample value is 0.371 (positive), the t-statistic value is 3.059 (>1.96), and the probability value is 0.002 (<0.05). These results indicate a positive and significant influence () of the organizational commitment variable on employee performance. With these results, the eighth hypothesis in this study is accepted.

In addition to the direct influence between these variables, this study also analyzed the indirect influence or analyzed organizational commitment as a mediating variable or between dependent and independent variables. The following are the test results showing the indirect influence between variables.

Table 5. Path Coefficient Results of Indirect Relationships between Variables

Variable	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Work Motivation -> Organizational Commitment -> Employee Performance	0.214	0.215	0.083	2.569	0.010
Work Discipline -> Organizational Commitment -> Employee Performance	0.112	0.117	0.053	2.130	0.033
Work Environment -> Organizational Commitment -> Employee Performance	0.052	0.048	0.042	1.238	0.216

Source: Primary data processing results

These results can be explained as follows.

1. The Effect of Work Motivation on Employee Performance through Organizational Commitment : The original sample value is 0.214 (positive), the t-statistic value is 2.569 (>1.96), and the probability value is 0.010 (<0.05). These results indicate a positive and significant influence of the work motivation variable on employee performance with organizational commitment as a mediating variable.
2. The Effect of Work Discipline on Employee Performance through Organizational Commitment : The original sample value is 0.112 (positive), the t-statistic value is 2.130 (>1.96), and the probability value is 0.033 (<0.05). These results indicate a positive and significant influence of the work discipline variable on employee performance with organizational commitment as a mediating variable.
3. The Effect of Work Environment on Employee Performance through Organizational Commitment : The original sample value is 0.052 (positive), the t-statistic value is 1.238 (<1.96), and the probability value is 0.216 (>0.05). These results indicate a positive but insignificant effect of the work environment variable on employee performance with organizational commitment as a mediating variable.

From the above description, it is known that organizational commitment is able to mediate the influence of work motivation and work discipline on employee

performance, but does not mediate the influence of the work environment on employee performance. Thus, the ninth hypothesis in this study, which states that "Work motivation, work discipline, and work environment have a significant effect on the performance of civil servants at S.K. Lerik Regional General Hospital in Kupang City, mediated by organizational commitment," is partially rejected.

Determination Coefficient Test (R^2 Analysis)

Table 6. R Square Value

Variable	R-square
Employee Performance	0.863
Organizational Commitment	0.839

Source: Primary data processing results

The explanation of these results is as follows.

- Based on Table 6, the Coefficient of Determination (*R-Square*) value for the employee performance variable is 0.863 (strong category). This indicates that the variables of work motivation, work discipline, work environment, and organizational commitment simultaneously contribute 86.30% to employee performance. The remaining 13.70% is influenced by other variables not tested in this study.
- Based on Table 6, the value of the Determination Coefficient (*R-Square*) for the organizational commitment variable is 0.839 (strong category). This shows that the variables of work motivation, work discipline, and work environment simultaneously contribute 83.90% to organizational commitment. The remaining 16.10% is influenced by other variables not tested in this study.

4. Discussion

The Effect of Work Motivation on Organizational Commitment at S.K Lerik Regional General Hospital, Kupang City

The results of the study indicate a positive and significant influence of the work motivation variable on organizational commitment. Based on the results of this study, the second hypothesis in this study is accepted. This shows that if work motivation indicators are improved, it will have a positive and significant impact on increasing organizational commitment at S.K Lerik Regional General Hospital in Kupang City. Previous studies also show similarities with the results of this study. Mustakim (2022) shows that work motivation has a significant effect on the organizational commitment of employees of the Banda Aceh City Transportation Agency. Supiati's (2022) study obtained results stating that motivation has a significant effect on organizational commitment.

According to Rivai (2006), employee organizational commitment is a state in which an employee sides with a particular organization and its goals and intends to maintain their membership in that organization. So, if employees are committed to the organization and their work, they will try to maintain their membership in the

organization. According to Ifani (2014), employee organizational commitment is not something that happens unilaterally. There are contributions from other elements that make commitment high or low. In this case, the organization and employees are elements that need to work together to create high organizational commitment. Organizational commitment is also influenced by work motivation. If employee work motivation is high, it will also positively increase employee organizational commitment.

The Effect of Work Discipline on Organizational Commitment at S.K Lerik Regional General Hospital in Kupang

The results of the study show a positive and significant influence of the work discipline variable on organizational commitment. With these results, the third hypothesis in this study is accepted. This shows that if work discipline indicators are improved, it will have a positive and significant impact on increasing organizational commitment at S.K Lerik Regional General Hospital in Kupang City.

Previous studies also show similarities with the results of this study. Fibriani (2023) obtained results stating that work discipline has a positive and significant effect on organizational commitment at PT Kereta Api Indonesia (Persero) Daop 8 Surabaya. Hasan's (2020) research obtained results stating that work discipline has a significant effect on the organizational commitment of employees at PT PELNI Surabaya Branch.

Sarti (2019) states that with good employee organizational commitment, it will be easier to maximize employee participation in organizational development. Employees who have stronger commitment will be willing to persevere and optimize their participation for the advancement of the organization. One factor that influences organizational commitment is discipline. According to Sutrisno (2016), work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase awareness and willingness to obey all organizational rules and applicable social norms. Discipline is an absolute necessity, because work discipline is one of the determining factors that contribute to the achievement of company goals, either directly or indirectly, so that employees remain committed to the organization.

The Influence of the Work Environment on Organizational Commitment at S.K Lerik Regional General Hospital in Kupang City

The results of the study show a positive but insignificant influence of the work environment variable on organizational commitment. With these results, the fourth hypothesis in the research is rejected. This shows that if work environment indicators are improved, it will have a positive but insignificant impact on increasing organizational commitment at S.K Lerik Regional General Hospital in Kupang City.

Previous studies also show similarities with the results of this study. Setiawan (2016) obtained results stating that the work environment did not have a significant

effect on the organizational commitment of civil servants at the Bengkulu Province BPS. Sulastri's (2020) study obtained results stating that the work environment had a positive but insignificant effect on organizational commitment.

Although there is no significant effect, the results of this study indicate a positive relationship between the work environment and organizational commitment. Therefore, organizations still need to provide comfort and security for employees when performing their duties and functions.

According to Abidin (2016), the work environment is one of the factors that can determine the achievement of organizational commitment. There is no doubt that a work environment with complete and safe facilities can attract employees because their needs tend to be met. To be successful, companies must design a work environment that is so attractive that it increases employee commitment and motivation, which will ultimately deliver the results desired by the company. Herjany and Bernarto (2018) state that if the factors of the work environment are well organized and create harmonious relationships between coworkers, then it can be said that the work environment is good and can increase organizational commitment. Employees who feel comfortable with their work environment will be able to improve their performance and be more committed to their company.

The Effect of Work Motivation on Employee Performance at S.K Lerik Regional General Hospital, Kupang City

The results of the study show a positive and significant influence of the work motivation variable on employee performance. With these results, the fifth hypothesis in this study is accepted. This shows that if work motivation indicators are improved, it will have a positive and significant impact on improving employee performance at S.K Lerik Regional General Hospital in Kupang City. Previous studies also show similarities with the results of this study. Yasa (2018) obtained results stating that there is a positive and significant influence between motivation and the performance of civil servants at the Bali Provincial Culture Office. Putri's (2015) research obtained results stating that work motivation has a positive and significant effect on the performance of employees at the Dr. Soegiri Lamongan Regional General Hospital (RSUD).

According to Kreitner and Kinicki (2016), motivation is a psychological process that arouses and directs behavior towards the achievement of goals or *goal-directed behavior*. Motivation is very influential in organizational activities and is long-term in nature. Motivation is formed from the attitudes of employees in dealing with work situations within the organization. Motivation is very important to be given to employees because it can have a major impact on employee morale and discipline. In fact, with work motivation, employees are able to achieve work performance.

The Effect of Work Discipline on Employee Performance at S.K Lerik Regional General Hospital, Kupang City

The results of the study show a positive and significant influence of the work discipline variable on employee performance. With these results, the sixth hypothesis in this study is accepted. This shows that if work discipline indicators are improved, it will have a positive and significant impact on improving employee performance at S.K Lerik Regional General Hospital in Kupang City.

Previous studies also show similarities with the results of this study. Safitri (2020) obtained results stating that work discipline has a significant effect on the performance of official employees at the Bekasi Community Health Center. Susanto's (2017) study obtained results stating that there is a significant influence between work discipline and the performance of civil servants in Cilacap Regency in a positive direction.

Finni (2016) stated that discipline is a requirement for achieving optimal results in an institution, so that every company regulation regarding discipline must always exist. This is due to the importance of discipline in achieving institutional standards. Through discipline, an employee not only respects themselves but also respects others (). For example, if an employee performs their duties without supervision from their superiors. Discipline is no less important than other principles, meaning that the discipline of each employee always influences their work performance. Therefore, in every organization, employee discipline must be emphasized. Through high discipline, employee work productivity can essentially be improved. Therefore, it is necessary to instill the best possible discipline in every employee.

The Influence of the Work Environment on Employee Performance at S.K Lerik Regional General Hospital, Kupang City

The results of the study show a positive and significant influence of the work environment variable on employee performance. With these results, the seventh hypothesis in this study is accepted. This shows that if work environment indicators are improved, it will have a positive and significant impact on improving employee performance at S.K Lerik Regional General Hospital in Kupang City.

Previous studies also show similarities with the results of this study. Narasiang (2023) conducted a study entitled "Analysis of the Influence of Work Environment Factors on Employee Performance at the Manado City Hospital" and obtained results stating that work environment factors have a positive and significant influence on employee performance. Burhanudin's (2019) research obtained results stating that the work environment has a significant effect on employee performance at the Banjarmasin Islamic Hospital.

Trina (2021) stated that there are two factors that influence an employee's peace of mind and enthusiasm for work, namely: 1) Personality and emotional life factors. 2) External factors, which consist of the home environment and family life, and more

importantly, the work environment. Improvements and declines in performance are influenced by the work environment. Therefore, institutions must pay more attention to aspects of the work environment such as lighting, air temperature, work safety, noise, relationships with colleagues and superiors, so that performance can be improved.

The Effect of Organizational Commitment on Employee Performance at S.K Lerik Regional General Hospital in Kupang

The results of the study indicate a positive and significant influence of the organizational commitment variable on employee performance. With these results, the eighth hypothesis in this study is accepted. This shows that if organizational commitment indicators are improved, it will have a positive and significant impact on improving employee performance at S.K Lerik Regional General Hospital in Kupang City.

Previous studies also show similarities with the results of this study. Putri (2015) obtained results stating that organizational commitment has a significant effect on employee performance. Nyoto's (2022) study obtained results stating that organizational commitment has a positive and significant effect on the performance of civil servants at the University of Riau in Pekanbaru.

Organizational commitment can be defined as the attitude or behavior displayed by an individual towards an organization by demonstrating loyalty to achieve the organization's vision, mission, values, and goals. According to Kasmir (2016), organizational commitment is compliance in implementing company policies or regulations at work. Commitment is also defined as employee compliance with the commitments they have made, or in other words, commitment is employee compliance in carrying out agreements, causing them to strive for achievement and feel uncomfortable if they cannot keep their promises or agreements. This can then interfere with their performance. Therefore, organizational dedication can affect individual performance.

4. Conclusions

The results of the statistical analysis show that the average value of the employee performance variable is 70.347, so it can be concluded that the performance of employees at S.K Lerik Hospital in Kupang City is good. The average value of the organizational commitment variable is 69.722, so it can be concluded that the picture of organizational commitment at S.K Lerik Hospital in Kupang City is good. The average value of the work motivation variable is 70.799, so it can be concluded that the picture of work motivation at S.K Lerik Hospital in Kupang City is good. The average value of the work discipline variable is 71.875, so it can be concluded that the work discipline at S.K Lerik Regional General Hospital in Kupang City is good. The average value of the work environment variable is 67.639, so it can be

concluded that the work environment at S.K Lerik Regional General Hospital in Kupang City is quite good.

Work motivation has a positive and significant effect on organizational commitment. Therefore, if the work motivation of civil servants at S.K. Lerik Regional General Hospital improves, organizational commitment will also improve. Work discipline has a positive and significant effect on organizational commitment. Therefore, if the work discipline of civil servants at S.K. Lerik Regional General Hospital improves, organizational commitment will also improve. The work environment has a positive but insignificant effect on organizational commitment. Therefore, if the work environment at S.K. Lerik Regional General Hospital improves, it will not increase organizational commitment. Work motivation has a positive and significant effect on employee performance. Therefore, if the work motivation of civil servants at S.K. Lerik Regional General Hospital improves, their performance will also improve. Work discipline has a positive and significant effect on employee performance. Therefore, if the work discipline of civil servants at S.K. Lerik Regional General Hospital improves, the performance of civil servants will also improve.

The work environment has a positive and significant effect on employee performance. Therefore, if the work environment at RSUD S.K. Lerik improves, the performance of civil servants will also improve. Organizational commitment has a positive and significant effect on employee performance. Therefore, if the organizational commitment of civil servants at RSUD S.K. Lerik improves, the performance of civil servants will also improve. Organizational commitment is able to significantly mediate the influence of work motivation on the performance of civil servants at S.K. Lerik Regional General Hospital, as well as mediate the influence of work discipline on the performance of civil servants at S.K. Lerik Regional General Hospital. Meanwhile, organizational commitment is not significant in mediating the indirect influence of the work environment on the performance of civil servants at S.K. Lerik Regional General Hospital. The R Square value shows that the variables of work motivation, work discipline, work environment, and organizational commitment simultaneously have an influence of 86.30% on employee performance. Meanwhile, the remaining 13.70% is influenced by other variables that were not tested in this study. For example: compensation, leadership, work culture, etc. Furthermore, the variables of work motivation, work discipline, and work environment simultaneously have an influence of 83.90% on organizational commitment. Meanwhile, the remaining 16.10% is influenced by other variables that were not tested in this study. For example, compensation, job satisfaction, etc.

References:

- Ambo, U. (2023). Pengaruh disiplin kerja dan motivasi kerja terhadap kinerja pegawai pada Unit Pelaksana Teknis Balai Pengujian dan Sertifikasi Mutu Barang (BPSMB). *Kompeten: Jurnal Ilmiah Ekonomi dan Bisnis*, 2(1).

- Anggi, A. (2023). Pengaruh lingkungan kerja dan gaya kepemimpinan terhadap kinerja karyawan pada Dinas Perindustrian dan Perdagangan Provinsi Sumatera Utara. *Ebismen: Ekonomi, Bisnis dan Manajemen*, 2(1).
- Burhanudin. (2019). Pengaruh disiplin kerja, lingkungan kerja, dan komitmen organisasional terhadap kinerja karyawan: Studi pada Rumah Sakit Islam Banjarmasin. *Jurnal Maksipreneur*, 8(2).
- Daulay, R., Kurnia, E., & Maulana, I. (2019). Analisis faktor-faktor yang mempengaruhi kinerja karyawan pada perusahaan daerah di Kota Medan. *Proseding Seminar Nasional Kewirausahaan*, 1(1).
- Fibriani, G. (2023). Pengaruh disiplin kerja, kualitas kehidupan kerja, dan kompetensi terhadap komitmen organisasi PT Kereta Api Indonesia. *JIMBIS: Jurnal Ilmu Manajemen dan Bisnis*, 2(2).
- Hasan, B. (2020). Pengaruh kepemimpinan, disiplin kerja, dan kepuasan kerja terhadap komitmen organisasi PT PELNI Cabang Surabaya. *Jurnal Ilmu dan Riset Manajemen*, 9(6).
- Iqbal. (2022). Survei motivasi belajar siswa kelas IV di SD Kanisius Wirobrajan selama masa pandemi. *Jurnal Kesehatan Publik*, 5(3).
- Kasmir. (2016). *Manajemen sumber daya manusia (Teori dan praktik)*. PT Rajagrafindo Persada.
- Martha, L., & Putra, R. M. (2020). Pengaruh motivasi, kepuasan kerja dan disiplin kerja terhadap kinerja karyawan pada PT Japfa Comfeed Indonesia Tbk Unit Padang. *Journal Research of Management, Accounting and Economics*, 4(1).
- Mustakim. (2022). Pengaruh motivasi kerja terhadap komitmen organisasi dan keterikatan kerja yang dimediasi oleh kepuasan kerja pada pegawai Dinas Perhubungan Kota Banda Aceh. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen*, 7(3).
- Nyoto. (2022). Pengaruh kepemimpinan, motivasi dan komitmen organisasi terhadap kepuasan kerja dan kinerja pegawai negeri sipil Universitas Riau Pekanbaru. *Jurnal Ilmu Administrasi Kebijakan*, 13(1).
- Pratiwi, E. (2020). Pengaruh disiplin kerja terhadap kinerja karyawan di Rumah Sakit Umum Darmayu Ponorogo. *Jurnal Manajemen Kesehatan*, 3(2).
- Putri, N. D. E. (2015). Pengaruh motivasi kerja dan kemampuan kerja terhadap komitmen organisasional dan kinerja pegawai Rumah Sakit Umum Daerah (RSUD) Dr Soegiri Lamongan. *JISIP: Jurnal Ilmu Sosial dan Ilmu Politik*, 4(1).
- Safitri, D. (2020). Pengaruh motivasi dan disiplin kerja pegawai negeri sipil Puskesmas Bekasi Kota Bekasi. *Jurnal Dimensi*, 9(1).
- Sandika, & Andani. (2020). Pengaruh motivasi, kepuasan kerja, dan disiplin kerja terhadap kinerja karyawan. *Jurnal Manajerial dan Kewirausahaan*, 2(1).
- Setiawan, R. (2016). *Pengaruh budaya organisasi, komunikasi, lingkungan kerja dan motivasi terhadap komitmen organisasi dalam meningkatkan kinerja pegawai (Studi kasus PNS BPS Provinsi Bengkulu)*. Program Pascasarjana Universitas Terbuka.

- Siagian, S. S. I., & Khuzaini. (2015). Pengaruh pelatihan, kepuasan kompensasi, motivasi dan disiplin kerja terhadap kinerja karyawan (Studi pada PT Armada Internasional Motor Daihatsu Surabaya). *Jurnal Ilmu dan Riset Manajemen*, 4(9).
- Sianipar, A. R. B., & Haryanti, K. (2014). Hubungan komitmen organisasi dan kepuasan kerja dengan intensi turnover pada karyawan bidang produksi CV X. *Jurnal Psikodemensia*, 13(1).
- Sopiah. (2020). *Manajemen sumber daya manusia strategik*. ANDI OFFSET.
- Sulastri, L. (2020). Pengaruh lingkungan kerja dan kompensasi terhadap kinerja pegawai dengan komitmen organisasi sebagai variabel mediasi pada Perumda Air Minum Tirta Baribis Kabupaten Brebes. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 4(1).
- Supiati. (2022). Pengaruh motivasi dan disiplin kerja terhadap komitmen organisasi pada PT Sorako Jaya Abadi Motor Kota Palopo. *JENIUS: Jurnal Ilmiah Manajemen Sumber Daya Manusia*, 5(3).
- Susanto, E. A. (2017). Kinerja pelayanan publik di Kabupaten Cilacap (Pengaruh motivasi kerja, komitmen pegawai dan disiplin kerja terhadap kinerja pegawai negeri sipil di Kabupaten Cilacap). *Journal of Indonesian Public Administration and Governance Studies (JIPAGS)*, 1(2).
- Sutrisno, E. (2016). *Manajemen sumber daya manusia* (Cetakan kedelapan). Prenadamedia Group.
- Vanyasa, V. (2021). Pengaruh kompetensi, komitmen organisasi, dan kerjasama tim terhadap kinerja pegawai di Rumah Sakit Bhayangkara Tingkat III Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 9(3).
- Wanda. (2024). Pengaruh beban kerja dan lingkungan kerja terhadap kinerja pegawai di Rumah Sakit Umum Daerah Mamuju. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen dan Bisnis*, 2(2).
- Yasa, D. N. L. (2018). Pengaruh motivasi dan komitmen terhadap kinerja pegawai negeri sipil di Dinas Kebudayaan Provinsi Bali. *Public Inspiration: Jurnal Administrasi Publik*, 3(1).