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ANALYSIS OF THE INFLUENCE OF WORK DISCIPLINE AND WORK MOTIVATION ON THE PERFORMANCE OF ASN EMPLOYEES WITH WORK COMMITMENT AS AN INTERVENING VARIABLE IN MEDAN CITY EDUCATION OFFICE

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ABSTRACT

This study aims to analyze the influence of work discipline and work motivation on the performance of State Civil Apparatus (ASN) employees with work commitment as an intervening variable in the Medan City Education Office. The main problem in this study is the lack of optimal employee performance which is allegedly influenced by various levels of discipline and work motivation. The research method used is a quantitative approach with survey techniques through the distribution of questionnaires to ASN employees. The data was analyzed using the path analysis method or Structural Equation Modeling (SEM) to test the direct and indirect influence between variables. The results of the study show that work discipline and work motivation have a positive and significant effect on work commitment. Work discipline and work motivation also have a positive and significant effect on employee performance. In addition, work commitment has been proven to be able to mediate the influence of work discipline and work motivation on employee performance significantly. These findings confirm that the improvement of ASN performance is not only determined by discipline and motivation aspects, but also by the level of commitment of employees to the organization. This research provides practical implications for the management of the Medan City Education Office in formulating performance improvement policies based on strengthening discipline, motivation, and work commitment.

Introduction

Human resources of the apparatus are a strategic element in the implementation of public services, especially in the education sector which has a fundamental role in the development of the quality of human resources. The State Civil Apparatus (ASN) is required to have optimal performance in order to be able to support the achievement of

organizational goals effectively and sustainably. Employee performance is not only influenced by technical ability, but also by work behavior factors such as work discipline, work motivation, and work commitment to the organization (Wibowo, 2017).

Work discipline reflects the level of compliance of employees with the rules, procedures, and norms that apply in the organization. Good discipline will encourage the creation of an orderly, efficient, and results-oriented work environment. On the other hand, low work discipline can have an impact on declining productivity and quality of public services (Hasibuan, 2019).

In addition to work discipline, work motivation is also an important factor that affects employee performance. Work motivation plays a role as an internal driver that determines the level of seriousness of employees in carrying out their duties and responsibilities. Employees with high work motivation tend to show better work morale, loyalty, and performance than employees with low work motivation (Robbins & Judge, 2017).

The Medan City Education Office as one of the regional apparatur has a great responsibility in managing and improving the quality of education services. To carry out these functions optimally, ASN is needed who has high performance, is professional, and committed to their duties and responsibilities. However, based on initial observations and internal evaluations, there are still several problems related to employee performance. Problems that often arise include suboptimal levels of discipline, such as late attendance, lack of compliance with working hours, and inaccuracies in completing tasks. This condition indicates that work discipline has not fully become a work culture inherent in all ASN.

In addition, employee work motivation also shows significant variations. Some employees are still working limited to fulfilling administrative obligations without encouragement to excel or innovate. Lack of awards, career development, and adequate work challenges can affect the level of work motivation of ASN (Mangkunegara, 2020). The low discipline and work motivation have an impact on the employee's work commitment to the organization. Employees with low work commitments tend to lack a sense of responsibility, loyalty, and involvement in achieving organizational goals. As a result, the overall performance of employees becomes less than optimal.

Problem Identification

1. The level of work discipline of ASN at the Medan City Education Office is still not optimal, which can be seen from non-compliance with working hours and delays in completing tasks.
2. The work motivation of ASN is not evenly distributed, where some employees are still working only to fulfill obligations without encouragement to excel and improve work quality.
3. ASN's work commitment to the organization is not fully strong, characterized by low employee involvement in supporting the achievement of organizational goals and work programs.
4. The performance of ASN has not shown optimal results, especially in terms of timeliness and consistency of work quality in providing educational services.

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THEORETICAL FOUNDATION

1. Employee Performance (Variable Y)

Definition of Employee Performance

Employee performance is the result of work achieved by individuals in accordance with the standards and goals set by the organization. According to Kasmir (2017), performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period.

Factors Affecting Employee Performance

According to Kasmir (2017), there are several main factors that affect employee performance, including: 1) Abilities and Expertise, 2) Motivation, 3) Work Environment, 4) HR personality/quality, 5) Commitment, 6) Organizational Culture, 7) Leadership, 8) Work Design, 9) Work Loyalty, 10) Job Satisfaction, 11) Work Discipline.

Employee Performance Indicators

Based on Kasmir (2017), performance indicators include: 1) Quality of work, 2) Working quantity, 3) Time (Time Frame), 4) Cost Emphasis, 5) Supervision, 6) Employee relations.

2. Commitment (Moderating Variable (Z))

Definition of Commitment

Work commitment is the level of psychological attachment of employees to the organization which is reflected in the desire to remain a member of the organization, willingness to make maximum efforts, and acceptance of the values and goals of the organization. According to Meyer and Allen (2019), work commitment is a psychological condition that describes the employee's relationship with the organization and influences the decision to stay in the organization.

Factors Affecting Work Commitments

Based on the theory of Meyer and Allen (2019), employee work commitment is influenced by several main factors, namely: 1) Individual Characteristics, 2) Job Characteristics, 3) Work Experience in Organizations, 4) Motivation and Job Satisfaction,

5) leadership style.

Work Commitment Indicators

The indicators of work commitment in this study refer to the Three-Component Model of Organizational Commitment Theory by Meyer and Allen (2019), which consists of three main dimensions as follows: 1) Affective Commitment (Affective Commitment), 2) Ongoing Commitment, 3) Normative Commitments.

3. Work Discipline (Variable X1)

Definition of Work Discipline

According to T. Hani Handoko (2017), in his book "Personnel and Human Resource Management", work discipline is a tool used by managers to communicate with employees so that they want to change a behavior and as an effort to increase awareness and willingness to comply with all applicable company regulations and social norms. Handoko (2017) states that work discipline is the willingness and awareness of individuals to obey all company regulations and social norms that apply in the organization.

Factors that affect work discipline

The following are the factors that affect work discipline according to Handoko (2017): 1) Objectives and Capabilities, 2) Leadership Examples, 3) Compensation, 4) Justice, 5) Leadership Firmness, 6) Humanitarian Relations.

Indicators of Work Discipline

According to Handoko (2017) there are five indicators of work discipline, namely: 1) Regulatory compliance, 2) Punctuality of attendance, 3) Consistency in task completion, 4) Responsibilities in work, 5) Obedience to work instructions.

4. Work Motivation (Variable X2)

Definition of Work Motivation

Work motivation is an internal and external drive that generates enthusiasm, directs behavior, and maintains a person's consistency in carrying out their duties and job responsibilities to achieve organizational and personal goals.

According to Kasmir (2018), work motivation is a process to encourage and move employees to have a high spirit to work together, work effectively, and be integrated in an effort to achieve company satisfaction and goals.

Factors that affect work motivation

According to Kasmir (2018), factors that affect work motivation include: 1) External/Environmental Factors, 2) Internal/Individual Factors

Indicators of Work Motivation

Indicators of Work Motivation according to Kasmir (2018) through citation references In one of the works that refers to Kasmir (in the 2018 Corporate Business Journal article) it is stated that the indicators of work motivation according to Mangkunegara (2013), which are often used with Kasmir's quotes, are as follows (8 indicators): 1) Hard work, 2) Future orientation, 3) High level of ideals, 4) Task/goal orientation, 5) Effort to advance, 6) Perseverance, 7) Selected colleagues, 8) Time utilization.

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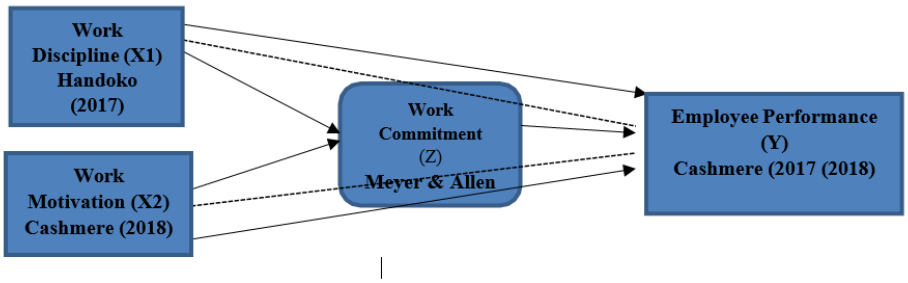

Conceptual Framework Drawings Source: 2026

Research Hypothesis

H1: Work discipline has a positive and partially significant effect on the Performance of ASN Employees at the Medan City Education Office.

H2: Work motivation has a positive and partially significant effect on the Performance of ASN Employees at the Medan City Education Office

H3: Work Commitment has a positive and partially significant effect on the Performance of ASN Employees at the Medan City Education Office

H4: Work discipline has a positive and partially significant effect on the commitment as a variable intervening in the Medan City Education Office

H5: Work motivation has a positive and partially significant effect on commitment as an Intervening Variable at the Medan City Education Office

H6: Work discipline has a positive and partially significant effect on the Performance of ASN Employees with Commitment as an Intervening Variable in the Medan City Education Office

H7 : Work Motivation has a positive and partially significant effect on the Performance of ASN Employees with Commitment as an Intervening Variable in the Medan City Education Office

Method

Types of Research

This research is included in quantitative research with an explanatory approach. Explanatory research aims to elucidate the causal relationship between independent variables, intervening variables, and dependent variables through testing hypotheses that have been formulated previously. The quantitative approach is used because the research data is in the form of numbers obtained through the distribution of questionnaires to the State Civil Apparatus (ASN) at the Medan City Education Office, which is then analyzed using statistical methods.

This study analyzes the influence of work discipline and work motivation on the performance of ASN employees, with work commitment as an intervening variable.

Research Location and Time

This research was carried out at the Medan City Education Office, which is located in Medan City, North Sumatra Province. The selection of the location of this research is based on the consideration that the Medan City Education Office is a local government agency that has a strategic role in the implementation and management of educational services, and is relevant to research problems related to work discipline, work motivation, work commitment, and performance of the State Civil Apparatus (ASN).

The research implementation time is carried out for ±3 (three) months, starting from January to March 2026, which includes the stages of research preparation, preparation of instruments, data collection, data processing, and preparation of research reports.

Population and Sample

The population in this study is all ASN employees in the North Sumatra Education Office which totals 195 people. The sample of this study was determined using the Slovin technique with a margin of error of 10%. Based on this calculation, the minimum number of samples taken was 66 respondents.

According to Sugiyono (2019), samples are part of the number and characteristics possessed by the population. Sampling is carried out when the population is large enough that it is not possible for researchers to examine the entire population. In this study, the sample determination technique used the Slovin formula with an error rate of 10**%,** so that a sample of 66 respondents was obtained.

The selection of samples was carried out by proportional random sampling technique, which is the proportional division of samples based on the employment status of ASN, so that representatives of each group are reflected proportionally in the research.

Slovin Formula:

$$\frac{N}{1 + N\ x\ e^2}$$

where:
n = sample size
N = total population (195)
e = error rate (0.1) = 10%
Calculation:

$$n = \frac{195}{1 + (195x(0.1)^2} = \frac{195}{1 + 195\ x\ 0{,}01} = \frac{195}{1 + 1.95} = \frac{195}{2.95} = 66{,}10$$

The number of samples used in this study was 66 respondents.

Data Types and Sources

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numbers and can be measured objectively. Quantitative data was obtained from the results of measuring research variables which included work discipline, work motivation, work commitment, and performance of ASN employees, which were collected through questionnaire instruments with a certain measurement scale.

In addition, this study also uses descriptive qualitative data, in the form of general information about organizational conditions and a brief overview of employee work behavior, which is used to strengthen the analysis and discussion of research results.

Data Source

Based on the source of the acquisition, the data in this study consisted of:

1. First Data; Primary data was obtained directly from the research respondents, namely the State Civil Apparatus (ASN) at the Medan City Education Office, through the distribution of questionnaires containing statements related to variables of work discipline, work motivation, work commitment, and employee performance.
2. Secondary Data; Secondary data is obtained from official documents and archives of the agency, such as performance reports, personnel data, laws and regulations, and scientific literature in the form of books, journals, and previous research results relevant to the research topic.

Data Collection Techniques

1) Questionnaire: contains statements that measure respondents' perception of each research variable.
2) Brief interviews: conducted with key officials or employees to reinforce quantitative data.
3) Documentation: used to obtain secondary data such as organizational structure, number of employees, and performance reports.

Variable Operational Definition

According to Sugiyono (2016), a variable is an attribute or trait or value of a person, object, or activity that has certain variation activities that are set by the researcher to be studied and draw conclusions. In this study, there are two types of variables, namely independent variables, dependent variables, and intervening variables.

Table 1. Variable Operational Definition

Variable	Operational Definition	Indicator
Employee Performance (Y)	According to Kasmir 2017, Employee Performance is the result of work and work behavior that has been achieved in completing tasks and responsibilities given in a certain period	Cashmere (2017) 1. **Quality of work** 2. **Working quantity** 3. Time (Time Frame) 4. Cost Emphasis 5. Supervision **6.** Employee relations
Work Commitment (Z)	According to Meyer & Allen (2019), work commitment is a psychological condition that describes the employee's relationship with the organization and influences the decision to stay in the organization.	Meyer & Allen (2019) 1. Affective Commitment (*Affective Commitment*) 2. Sustainable Commitment (Sustainability Commitment) 3. *Normative Commitment*
Work Discipline (X1)	According to Handoko (2017), Work Discipline is the willingness and awareness of individuals to obey all company regulations and social norms that apply in the organization.	Handoko (2017) 1. Regulatory compliance 2. Punctuality of attendance 3. Consistency in task completion 4. Responsibilities in work 5. Obedience to work instructions
Work Motivation (X2)	According to Kasmir (2018), it is a process to encourage and mobilize employees to have a high spirit to work together, work effectively, and be integrated in an effort to achieve company satisfaction and goals.	Cashmere (2018) 1. Hard work 2. Future orientation 3. High level of ambition 4. Task/goal orientation 5. Efforts to progress 6. Perseverance 7. Selected co-workers 8. Time utilization

Source of researcher 2026

Data Analysis Model

Analytical Approach

This study uses a quantitative approach with the Structural Equation Modeling (SEM) analysis method based on Partial Least Square (PLS) through SmartPLS software. The reason for choosing PLS-SEM is because this research model involves intervening variables (commitments), a large number of indicators, and to measure the causal relationship between variables simultaneously.

Stages of Analysis Using PLS-SEM

a. Evaluation Measurement Model

This stage is used to test the quality of the data, i.e. the extent to which the indicator is able to explain latent variables. The tests carried out include:

1. Convergent Validity Test
   Judging from the value of *the loading factor* ≥ 0.70.

   The Average Variance Extracted (AVE) ≥ 0.50 indicates that the indicator is able to explain the latent variable well.

2. Discriminating Validity Test

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Using *Fornell-Larcker Criterion* and *Cross Loading*.

The square root value of AVE of each construct must be greater than the correlation between other constructs.

3. Construct Reliability Test
   Using two measures, namely *Composite Reliability (CR)* ≥ 0.70 and *Cronbach's Alpha* ≥ 0.60.

   Shows the internal consistency between the indicators that make up the latent variables.

b. Evaluation Structure Model

This model is used to test the relationships between latent variables based on a predetermined theory. The steps include:

1. R-Square Test (R^2)
   Indicates the magnitude of the proportion of variance of the dependent variable that can be explained by the independent variable.

   The value of R^2 is categorized:

   0.67 = strong

   0.33 = medium

   0.19 = weak

2. Test Line Coefficients
   Measure the strength and direction of the relationship between variables (positive or negative). A significant *path coefficient* value indicates a significant influence between variables.

3. Predictive Relevance of the Test (Q^2)
   Testing the model's ability to predict observational data.

   A value of $Q^2 > 0$ indicates the model has good predictive relevance.

4. Compatibility Goodness Test (GoF)
   Measure the overall feasibility of the model statistically.

   GoF = $\sqrt{(AVE \times R^2)}$, the greater the value indicates the model the better

c. Significance Test and Hypothesis Testing

Hypothesis testing was carried out through the bootstrapping method in SmartPLS to obtain *t-statistics* and *p-values*. Test criteria:

If *the t-statistic* ≥ 1.96 and *the p-value* < 0.05 → the relationship between variables is significant.

If the *t-statistic* < 1.96 and *the p-value* > 0.05 → the relationship between variables is not significant.

4. Types of Influences Tested

This study examines three types of intervariable influences, namely:

1. Direct Influence:
   $X_1 \rightarrow Y$ (Work Discipline on ASN Employee Performance)
   $X_2 \rightarrow Y$ (Work Motivation for the Performance of ASN Employees) $X_1 \rightarrow Z$ (Work Discipline to Commitment)
   $X_2 \rightarrow Z$ (Work Motivation to Commitment)
   $Z \rightarrow Y$ (Commitment to the Performance of ASN Employees)
2. Indirect Effects (Indirect Effects):
   $X_1 \rightarrow Z \rightarrow Y$ (Work Discipline on the Performance of ASN Employees through Commitment)
   $X_2 \rightarrow Z \rightarrow Y$ (Work Motivation for ASN Employee Performance through Commitment)
3. Total Effect:
   The combination of the direct and indirect influence of each variable on the performance of ASN employees.

Results and Discussion

Research Results

The data was analyzed using Structural Equation Modeling based on Partial Least Squares (PLS-SEM) with the help of SmartPLS software version 3**.** PLS-SEM was chosen because it is able to handle data that is not normally distributed, a relatively small sample, and a complex research model with latent variables and their indicators. The analysis began with testing the outer model (convergent validity, discriminant, reliability), followed by testing the inner model (path coefficient, R^2, statistical t-value via bootstrap) to testing the mediating effect between latent variables. According to Hair, Sarstedt, Ringle & Gudergan (2022)

Evaluation of the Outer Model (*Measurement Model*): Testing Validity and Reliability

Convergent validity is part of the *measurement* model which in SEM-PLS is usually referred to as the *outer model* while in *covariance-based* SEM it is called *confirmatory factor analysis* (CFA) (Hair et al., 2022). There are two criteria to assess whether *the outer model* (measurement model) meets the convergence validity requirements for reflective constructs, namely (1) *loading* must be above 0.7 and (2) significant p-value (<0.05) (Hair et al., 2022). However, in some cases, often loading requirements above 0.7 are often not met, especially for newly developed questionnaires. Therefore, *loading* between 0.40-0.70 must still be considered to be maintained (Hair et al., 2022).

Indicators with *loads* below 0.40 should be removed from the model. However, for indicators with *loads* between 0.40 and 0.70, we should analyze the impact of the decision to remove the indicator on *average variance extracted* (AVE) and *composite reliability*. We can remove indicators with *loads* between 0.40 and 0.70 if they can increase the extracted *average variance* (AVE) and the *reliability of the composite* above its limits

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(treshold) (Hair et al., 2022). The AVE limit value is 0.50 and *the composite reliability* is 0.7. Another consideration in removing indicators is their impact on the *content validity* of the construct. Indicators with *small loads* are sometimes maintained because they contribute to the validity of the construct content (Hair et al., 2022). Table 1 presents the loading values for each indicator:

Table 1 Validity Testing by Loading Factor

	Work Discipline (X1)	Employee Performance (Y)	Work Commitment (Z)	Work Motivation (X2)
X1.1	0.944			
X1.2	0.89			
X1.3	0.923			
X1.4	0.881			
X1.5	0.844			
X2.1				0.739
X2.2				0.823
X2.3				0.773
X2.4				0.824
X2.5				0.833
X2.6				0.818
X2.7				0.892
X2.8				0.764
Y1		0.866		
Y2		0.898		
Y3		0.883		
Y4		0.873		
Y5		0.88		
Y6		0.807		
Z1			0.957	
Z2			0.91	
Z3			0.942	

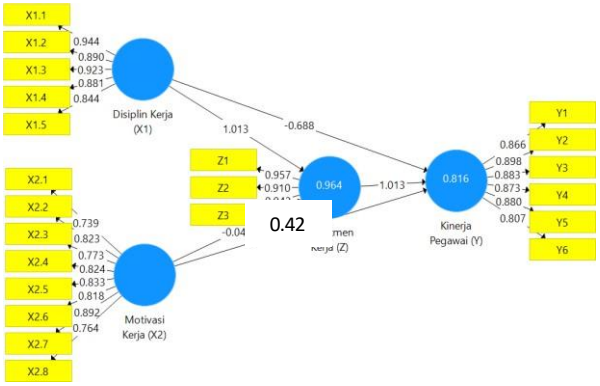

Figure 1 Validity Testing by Loading Factor

Based on the validity test of the loading factor in Table 1 and Figure 1, it is known that all loading values > 0.7, which means that they have met the validity requirements based on the loading value. Furthermore, validity testing was carried out based on *the average variance extracted* (AVE) value.

Table 2 Validity Testing by *Extracted Mean Variance* (AVE

	Mean Variance Extracted (AVE)
Work Discipline (X1)	0.804
Employee Performance (Y)	0.754
Work Commitment (Z)	0.877
Work Motivation (X2)	0.655

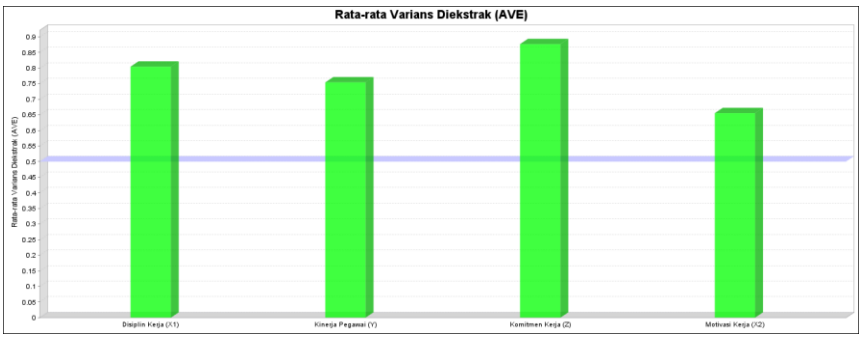

Figure 2 Validity Testing by *Average Variance Extracted* (AVE)

The recommended AVE value is above 0.5 (Hair et al., 2022). It is known that all AVE values > 0.5, which means that they have met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on *the composite reliability* (CR) value.

Table 3 Reliability Testing by Composite Reliability (CR)

	Composite Reliability
Work Discipline (X1)	0.954
Employee Performance (Y)	0.948
Work Commitment (Z)	0.955

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Work Motivation (X2)	0.938

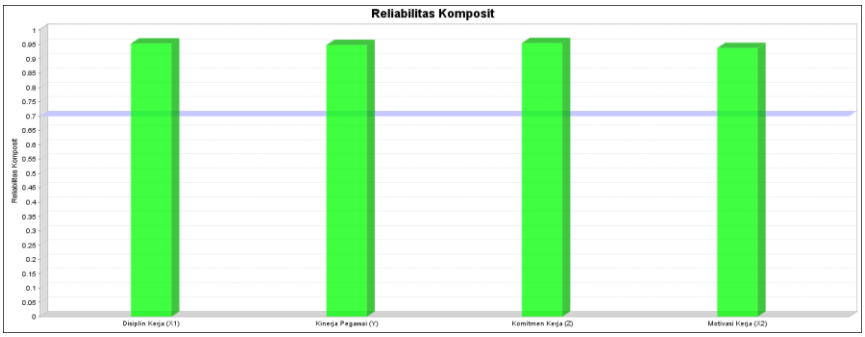

Figure 3 Reliability Testing by Composite Reliability (CR)

The recommended CR value is above 0.7 (Hair et al., 2022). It is known that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Next, reliability testing was carried out based on *Cronbach's alpha* (CA) value.

Table 4 Reliability Testing by *Alfa Cronbach* (CA)

	Alpha Cronbach
Work Discipline (X1)	0.939
Employee Performance (Y)	0.935
Work Commitment (Z)	0.93
Work Motivation (X2)	0.928

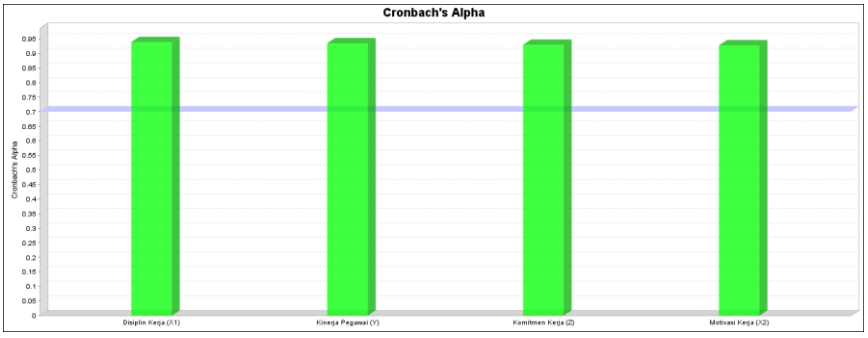

Figure 4 Reliability Testing based on Cronbach's Alpha (CA)

The recommended CA value is above 0.7 (Hair et al., 2022). It is known that all CA values

> 0.7, which means that they have met the reliability requirements based on Cronbach's alpha. Next, a discriminatory validity test was carried out using the Fornell-Larcker approach. Table 5 presents the results of the discriminant validity test.

Table 5 Discriminatory Validity Testing

(Y)	0.781	$\sqrt{AVE_Y} = 0.868$		
Work Commitment (Z)	0.982	0.791	$\sqrt{\overline{AVE_Z}} = 0.936$	
Work Motivation (X2)	0.733	0.852	0.7	$\sqrt{\overline{AVE_{X2}}} = 0.81$

In discriminant validity testing, the square root value of AVE of a latent variable is compared to the correlation value between that latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it is concluded that it has met the requirements for discriminatory validity.

Influence Significance Test (Boostrapping) (Hypothesis Test) (Inner Model)

Table 6 Test Line Coefficients & Significance of Influence

	Original Sample (O)	Average sample (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P value
Work Discipline (X1) -> Employee Performance (Y)	0.428	0.415	0.138	3.1	0.002
Work Discipline (X1) -> Work Commitment (Z)	1.013	1.018	0.035	28.653	0.000
Work Commitment (Z) -> Employee Performance (Y)	1.013	0.947	0.389	2.605	0.009
Work Motivation (X2) -> Employee Performance (Y)	0.604	0.592	0.169	3.575	0.000
Work Motivation (X2) -> Work Commitment (Z)	0.412	0.398	0.145	2.84	0.005

Based on the results of the structural model test using SmartPLS, it can be explained that all paths of intervariable relationships in this study show a positive and significant influence**,** as evidenced by the Statistical T value of > 1.96 and the P Value < 0.05**.**

1. Work Discipline (X1) has a positive and significant effect on Employee Performance (Y) with a path coefficient value of 0.428, Statistical T of 3.10, and P Value of 0.002.

   This shows that the better the work discipline of employees, the more employee performance will improve.

2. Work Discipline (X1) had a positive and significant effect on Work Commitment (Z) with a coefficient value of 1.013, Statistical T of 28.653, and P Value of 0.000. These results indicate that high work discipline is able to strengthen employee commitment to the organization.
3. Work Commitment (Z) has a positive and significant effect on Employee Performance

   (Y) with a path coefficient value of 1.013, Statistical T of 2.605, and P Value of 0.009. Thus, work commitment has an important role in encouraging employee performance improvement.

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4. Work Motivation (X2) has a positive and significant effect on Employee Performance
   (Y) with a coefficient value of 0.604, Statistical T of 3.575, and P Value of 0.000. This shows that high work motivation can increase employee enthusiasm and productivity, thus having an impact on improving performance.
5. Work Motivation (X2) had a positive and significant effect on Work Commitment (Z) with a coefficient value of 0.412, Statistical T of 2.84, and P Value of 0.005. This means that good work motivation will encourage employees to have a stronger commitment to the organization.

Determination Coefficient Test (R Square)

The value of R Square (R^2) indicates the ability of independent variables to explain the variation of dependent variables, while Adjusted R Square is the value of R Square that has been adjusted to the number of predictor variables in the model.

Table 7 R-Square and Adjusted R

	R Square	Customized R Box
Employee Performance (Y)	0.816	0.807
Work Commitment (Z)	0.964	0.963

Based on the test results, the R Square value for the Employee Performance (Y) variable is 0.816, with the Adjusted R Square value of 0.807. This shows that 81.6% of the variation in Employee Performance can be explained by Work Discipline and Work Motivation, either directly or through Work Commitment, while the remaining 18.4% is explained by other factors outside of this research model. Furthermore, the R Square value for the Work Commitment (Z) variable is 0.964, with the Adjusted R Square is 0.963. This means that 96.4% of the variation in Work Commitment can be explained by Work Discipline and Work Motivation, while the remaining 3.6% is influenced by other variables that were not studied in this study.

Benefits of Compatibility Test (SRMR)

SRMR (*Standardized Root Mean Square Residudual*) is one of the measures of *goodness of fit* in PLS-SEM analysis which is used to assess the compatibility between the observed correlation matrix and the correlation matrix predicted by the model**.** The smaller the SRMR value, the better the suitability of the research model.

Table 8 Goodness Testing of Fit Models

	Saturated Model
SRMR	0.012

It is known that based on the results of the SRMR goodness of fit test, the SRMR value = 0.012 < 0.1, so it is concluded that the model has FIT.

Table 9 Mediation Testing

	Original Sample (O)	Average sample (M)	Standard Deviation (STDEV)	T Statistics (| O/STDEV |)	P value
Work Discipline (X1) -> Work Commitment (Z) -> Employee Performance (Y)	1.027	0.962	0.393	2.61	0.009
Work Motivation (X2) -> Work Commitment (Z) -> Employee Performance (Y)	0.214	0.208	0.072	2.97	0.003

Based on the test results of the table above:

1. Work Discipline (X1) has a positive and significant effect on Employee Performance
   (Y) through Work Commitment (Z) with an indirect coefficient value of 1.027, Statistical T of 2.61, and P Value of 0.009. These results show that Work Commitment is able to mediate the influence of Work Discipline on Employee Performance, so that increasing work discipline will increase work commitment which ultimately has an impact on improving employee performance.
2. Furthermore, Work Motivation (X2) also has a positive and significant effect on Employee Performance (Y) through Work Commitment (Z) with an indirect coefficient value of 0.214, Statistical T of 2.97, and P Value of 0.003. This indicates that Work Commitment plays a mediator role that strengthens the influence of work motivation on employee performance.

Conclusion

Based on the results of the study, it can be concluded that:

1. The Effect of Work Discipline on Employee Performance: Work Discipline (X1) has a path coefficient value of 0.428 with a p-value of 0.002 (< 0.05). These results show that work discipline has a positive and significant effect on employee performance. This means that the higher the level of employee compliance with regulations, punctuality, and work responsibility, the more employee performance will improve.
2. The Effect of Work Discipline on Work Commitment: Work Discipline (X1) has a positive and significant effect on Work Commitment (Z) with a coefficient value of
   1.013 and a p-value of 0.000 (< 0.05). These findings indicate that high work discipline is able to strengthen employee attachment and loyalty to the organization, so that employee work commitment becomes stronger.
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Commitment (Z) showed a positive and significant influence on Employee Performance (Y) with a path coefficient value of 1.013 and a p-value of 0.009 (< 0.05). This means that employees who have a high work commitment tend to show better performance in carrying out their duties and responsibilities.

4. The Effect of Work Motivation on Employee Performance: Work Motivation (X2) has a positive and significant effect on Employee Performance (Y) with a coefficient value of 0.604 and a p-value of 0.000 (< 0.05). These findings show that high work motivation encourages increased employee enthusiasm, productivity, and work quality, thus having a direct impact on improving performance.
5. Effect of Work Motivation on Work Commitment: Work Motivation (X2) has a positive and significant influence on Work Commitment (Z) with a coefficient value of 0.412 and a p-value of 0.005 (< 0.05). This means that the higher the employee's work motivation, the stronger the employee's commitment to the organization where he works.
6. The Effect of Work Discipline on Employee Performance through Work Commitment: Work Discipline (X1) has a positive and significant effect on Employee Performance (Y) through Work Commitment (Z), with an indirect coefficient value of 1.027 and a p-value of 0.009 (< 0.05). These results show that work commitment is able to mediate the influence of work discipline on employee performance. Thus, increasing work discipline will strengthen work commitment, which will further have an impact on improving employee performance.
7. The Effect of Work Motivation on Employee Performance through Work Commitment: Work Motivation (X2) also has a positive and significant effect on Employee Performance (Y) through Work Commitment (Z), with an indirect coefficient value of 0.214 and a p-value of 0.003 (< 0.05). These findings indicate that work commitment plays a role as a mediator variable that strengthens the influence of work motivation on employee performance.

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