

The Role of Organizational Commitment in Mediating the Effect of Work Motivation on Employee Performance at the Medan Barat District Office

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Abstract

This study aims to analyze the effect of work motivation on employee performance, the effect of work motivation on organizational commitment, the effect of organizational commitment on employee performance, and the role of organizational commitment in mediating the effect of work motivation on employee performance at the Medan Barat Subdistrict Office. The study employed a quantitative approach with a population of 60 civil servants (ASN). The sampling technique used was saturation sampling, meaning the entire population was included in the study sample. Data were collected through a questionnaire and analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the assistance of the SmartPLS software. The test results indicate that work motivation has a positive and significant effect on employee performance ($\beta = 0.195$; $p = 0.004$), work motivation has a positive and significant effect on organizational commitment ($\beta = 0.405$; $p = 0.000$), and organizational commitment has a positive and significant effect on employee performance ($\beta = 0.538$; $p = 0.000$). The results of the indirect effect test indicate that organizational commitment positively and significantly mediates the effect of work motivation on employee performance ($\beta = 0.218$; $p = 0.000$). The coefficient of determination (R^2) indicates that work motivation explains 16.4% of the variance in organizational commitment, while work motivation and organizational commitment together explain 41.2% of the variance in employee performance. Thus, increasing work motivation followed by strengthening organizational commitment can be an effective strategy for improving employee performance at the Medan Barat Subdistrict Office.

Keywords: Work Motivation, Organizational Commitment, Employee Performance

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Introduction

Human resources are strategic assets that determine an organization's success in achieving its goals. In public sector organizations, the quality of human resources is a critical factor in improving the effectiveness of services provided to the public. High employee performance supports the achievement of organizational goals, whereas low performance can hinder task execution and reduce the quality of public services. Research by Astuti and Amalia (2021) shows that employee performance is influenced by various factors, one of which is work motivation and organizational commitment, where organizational commitment acts as a mediating variable in improving employee performance.

Work motivation is the driving force that encourages employees to work optimally toward achieving organizational goals. Employees with high work motivation tend to demonstrate greater enthusiasm, responsibility, and productivity. The findings of Rosyad and Nugraheni's (2021) study confirm that work motivation has a positive and significant effect on employee performance and can enhance organizational commitment as a form of employee loyalty to the institution where they work.

In addition to work motivation, organizational commitment is also a crucial factor determining an organization's success. Employees with high organizational commitment demonstrate loyalty, a sense of belonging to the organization, and a willingness to give their best effort in performing their duties. Research by Sholikhah et al. (2025) indicates that organizational commitment mediates the effect of work motivation on employee performance; thus, high motivation leads to more optimal performance when accompanied by strong organizational commitment.

The Medan Barat Subdistrict Office, as a government agency, is responsible for providing public services that are prompt, accurate, and of high quality. In practice, however, various challenges remain regarding work motivation, employee commitment to the organization, and performance achievement. Therefore, research is needed on the role of organizational commitment in mediating the influence of work motivation on employee performance at the Medan Barat Subdistrict Office. This study is expected to provide a scientific contribution and serve as a basis for decision-makers in formulating human resource management policies capable of enhancing motivation, strengthening organizational commitment, and promoting sustainable improvements in employee performance.

Literature Review

1. Employee Performance

a) Definition of Employee Performance

According to Armstrong (2021), performance is the result of the interaction between an individual's abilities, motivation, and work opportunities in achieving organizational goals. Thus, performance is not only related to the final outcome of the work but also encompasses the work processes employees undertake to achieve predetermined targets. Consequently, employee performance within public organizations such as the North Sumatra Regional Police also reflects the level of success in carrying out service duties, enforcing the law, and maintaining public safety and order in accordance with applicable professional standards.

b) Employee Performance Indicators

Employee performance indicators (Armstrong, 2021):

1) Work Quality

Work quality describes the level of accuracy, neatness, and conformity of an employee's work results to the standards set by the organization. The higher the quality of work produced, the greater the employee's contribution to achieving the organization's goals.

2) Quantity of Work

Work quantity indicates the amount of work an employee is able to complete within a specific time period in accordance with the targets set by the organization.

- 3) Timeliness
Timeliness describes an employee's ability to complete work by the deadlines set by the organization.
- 4) Effectiveness
Effectiveness describes an employee's ability to optimally utilize available resources to achieve the results expected by the organization.
- 5) Independence
Independence indicates an employee's ability to carry out their duties and responsibilities without relying heavily on others' guidance or assistance.

2. Organizational Commitment

a) Definition of Organizational Commitment

According to Meyer and Allen (2020), organizational commitment is an employee's emotional and psychological attachment to the organization.

b) Indicators of Organizational Commitment

Indicators of Organizational Commitment according to Meyer and Allen (2020):

- 1) Affective Commitment
Demonstrates employees' emotional attachment to the organization stemming from a sense of belonging.
- 2) Sustained Commitment
Describes employees' consideration to stay because the cost of leaving the organization is too high.
- 3) Normative Commitment
Indicates employees' sense of moral obligation to remain with the organization.

3. Work Motivation

a) Definition of Work Motivation

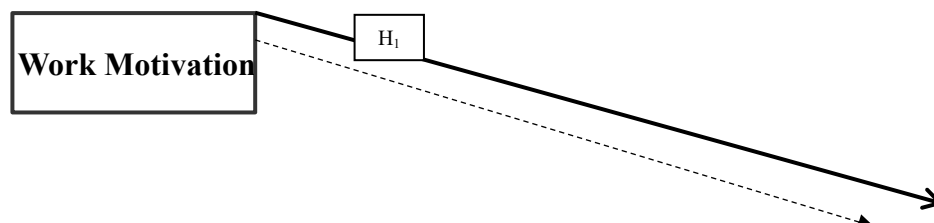
According to Deci & Ryan (2021), work motivation is an internal drive that causes individuals to work out of a sense of enjoyment, interest, and psychological needs.

b) Indicators of Work Motivation

According to Deci & Ryan (2021), indicators of work motivation include:

- 1) Interest in Work
Indicates the extent to which employees are interested in and enjoy their work.
- 2) Work Challenges
Describes employees' drive to complete challenging tasks as a form of self-development.
- 3) Personal Responsibility
Indicates an employee's awareness of the need to complete work driven by an inner motivation.
- 4) Self-Development
Describes an employee's desire to improve their skills and competencies through their work.
- 5) Job Satisfaction
Indicates the sense of satisfaction employees feel when they successfully complete their work.

Conceptual Framework



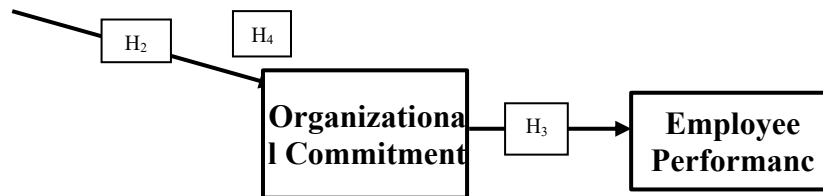


Figure 1. Conceptual Framework

Research Hypotheses

- H₁: Work motivation has a positive and significant effect on employee performance at the Medan Barat Subdistrict Office.
- H₂ : Work motivation has a positive and significant effect on organizational commitment at the Medan Barat Subdistrict Office.
- H₃ : Organizational commitment has a positive and significant effect on employee performance at the Medan Barat Subdistrict Office.
- H₄ : Organizational commitment mediates the effect of work motivation on employee performance at the Medan Barat Subdistrict Office.

Research Methodology

Type of Research

The type of research used is quantitative research. According to Sugiyono (2022), quantitative research is defined as a method based on the philosophy of positivism, used to study a specific population or sample; sampling techniques are generally conducted randomly; data collection uses research instruments; and data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses. This quantitative research was conducted to develop a study aimed at analyzing the role of organizational commitment in mediating the influence of work motivation on employee performance at the Medan Barat Subdistrict Office.

Research Location and Timeframe

The research was conducted at the Medan Barat Subdistrict Office, Medan City, located at Jalan Budi Pembangunan No. 1, Pulo Brayan Village, Medan City, Medan Barat Subdistrict, Medan City, North Sumatra. The research was conducted over a period of 3 months, from May to August 2026.

Population and Sample

According to Sugiyono (2025), a population consists of all objects or subjects that share specific characteristics identified by the researcher for study, from which conclusions are subsequently drawn. Based on this definition, the population in this study consists of all 60 employees at the Medan Barat Subdistrict Office in the City of Medan, all of whom are civil servants.

The sample in this study consists of all 60 employees at the Medan Barat Subdistrict Office in the City of Medan. The sampling technique used is saturation sampling, which involves selecting the entire population as the research sample.

Research Data Sources

The data source used in this study is primary data.

Results

Outer Model Analysis

The *Outer Model* analysis, using the *PLS algorithm*, yielded the following results:

Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Organizational Commitment	Work Motivation
X1.1			0.765

	Employee Performance	Organizational Commitment	Work Motivation
X1.2			0.723
X1.3			0.854
X1.4			0.759
X1.5			0.778
Y.1	0.755		
Y.2	0.858		
Y.3	0.812		
Y.4	0.846		
Y.5	0.839		
Z.1		0.856	
Z.2		0.807	
Z.3		0.892	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, the results of the outer model test using factor loadings/outer loadings show that all indicators for each variable have loadings ≥ 0.70 . This indicates that each indicator is measured validly and reliably. Therefore, it can be concluded that all items in the questionnaire meet the validity criteria, as shown in the following figure.

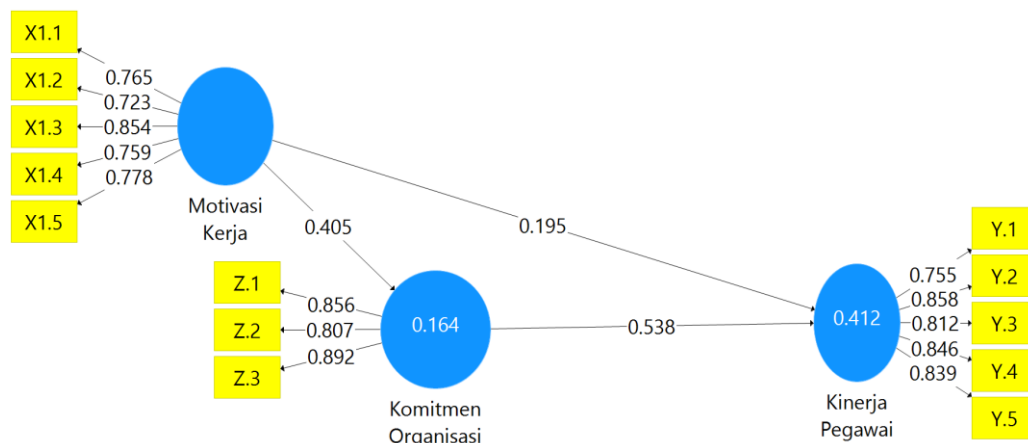


Figure 2. Outer Loadings

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.881	0.889	0.913	0.677
Organizational Commitment	0.812	0.827	0.888	0.727
Work Motivation	0.836	0.847	0.884	0.604

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable for measuring their respective constructs. Therefore, the research instrument is deemed reliable and suitable for use in structural equation modeling.

Coefficient of Determination (R^2)

When evaluating a model using PLS, the process begins by examining the R-squared value for each latent dependent variable. The table below presents the estimated R-squared values using SmartPLS.

Table 3. R-Square Results

	R-Square	Adjusted R-Square
Organizational Commitment	0.164	0.159
Employee Performance	0.412	0.405

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the organizational commitment variable, the R-squared value is 0.164. This means that work motivation accounts for 16.4% of the variation; the remainder is attributed to other variables outside the model. The R-squared value for employee performance is 0.412, meaning that work motivation and organizational commitment account for 41.2%; the remainder is attributed to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

Direct Effects Between Variables

Direct effects between variables can be seen in the *path coefficients*. The data analysis results show that the direct effects are presented in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P-Values	Conclusion
Work Motivation -> Employee Performance	0.195	2.910	0.004	Accepted
Work Motivation -> Organizational Commitment	0.405	7.922	0.000	Accepted
Organizational Commitment -> Employee Performance	0.538	8.073	0.000	Accepted

Source: Smart PLS Output, 2025

Table 4 shows the following direct effect values:

1. Work motivation has a positive and significant effect on employee performance, with a t-statistic of 2.910 (above 1.96) and a p-value of 0.004 (below 0.05). This means that work motivation has a significant effect on employee performance because the p-value is below 0.05. These findings are consistent with previous research, which also found that work motivation has a positive and significant effect on employee performance (Balqis & Daulay, 2025).
2. Work motivation has a positive and significant effect on organizational commitment, with a t-statistic of 7.922 (above 1.96) and a p-value of 0.000 (below 0.05). This means that work motivation has a significant effect on organizational commitment because the p-value is below 0.05. These findings are consistent with previous research, which indicates that work motivation has a positive and significant effect on organizational commitment (Ferine, 2025).
3. Organizational commitment has a positive and significant effect on employee performance, with a t-statistic of 8.073 (greater than 1.96) and a p-value of 0.000 (less than 0.05). This means that organizational commitment has a significant effect on employee performance because the p-value is less than 0.05. These findings are consistent with previous research, which indicates that organizational commitment has a positive and significant effect on employee performance (Silaban et al., 2025; Rahman & Mesra, 2023).

Indirect Effects Between Variables

The indirect effects between variables can be seen in the *specific indirect effects* values. The results of the data analysis on indirect effects are presented in Table 5 below.

Table 5. *Specific Indirect Effects*

	Original Sample	T Statistics	P Values	Conclusion
Work Motivation -> Organizational Commitment -> Employee Performance	0.218	5.793	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows indirect effects between variables, namely: work motivation has a positive and significant effect on employee performance through organizational commitment, with a t-statistic of 5.793 (above 1.96) and a significance level of 0.000 (below 0.05). This means that organizational commitment acts as a mediating variable between work motivation and employee performance.

Conclusion

1. Work motivation has a positive and significant effect on employee performance at the Medan Barat Subdistrict Office.
2. Work motivation has a positive and significant effect on organizational commitment at the Medan Barat Subdistrict Office.
3. Organizational commitment has a positive and significant effect on employee performance at the Medan Barat Subdistrict Office.
4. Organizational commitment mediates the effect of work motivation on employee performance at the Medan Barat Subdistrict Office.

Recommendations

Based on the research results and conclusions obtained, the recommendations of this study are as follows.

1. **Work Motivation**
The Medan Barat Subdistrict Office is advised to continue improving employee work motivation, as it has been proven to have a positive and significant effect on organizational commitment and employee performance. These efforts can be implemented by providing rewards for work achievements, recognizing employees' contributions, offering opportunities for self-development, and assigning tasks that align with employees' abilities and interests. Management also needs to create challenging work and assign clear responsibilities so that employees feel more engaged, satisfied, and motivated to deliver their best work.
2. **Organizational Commitment**
The Medan Barat Subdistrict Office is advised to strengthen employees' organizational commitment by creating a comfortable work environment, fostering harmonious working relationships, promoting open communication, and ensuring fair treatment. Employees need to be involved in activities and decision-making related to their work to foster a sense of belonging to the organization. Management also needs to pay attention to employees' well-being, provide career development opportunities, and recognize their contributions. Organizational commitment deserves attention because it has been proven to improve performance and mediate the effects of motivation and work discipline on employee performance.
3. **Employee Performance**
The Medan Barat Subdistrict Office is advised to conduct periodic employee performance evaluations based on work quality, work quantity, timeliness, effectiveness, and independence. Work targets must be set clearly, realistically, and measurably so that employees understand the results that must be achieved. Evaluation results can be used as

a basis for awarding incentives, competency development, task allocation, job promotions, and improving the quality of service to the public.

4. For Future Researchers

Future researchers are advised to include additional variables that are believed to influence organizational commitment and employee performance, such as leadership, competence, organizational culture, work environment, job satisfaction, compensation, workload, work engagement, and career development. This is necessary because work motivation and work discipline can only explain 39.3% of organizational commitment, meaning that 60.7% is influenced by other factors outside the model. Work motivation, work discipline, and organizational commitment can also only explain 52.9% of employee performance, while the remaining 47.1% is influenced by other variables.

Future researchers are advised to expand the scope of their research to include several subdistrict offices or other government agencies with a larger number of respondents so that the research findings can be generalized more broadly. Comparative studies across subdistricts or agencies can also be conducted to identify differences in the influence of each variable on different organizational characteristics.

In addition, future researchers may use a mixed-methods approach combining quantitative and qualitative methods. In-depth interviews can be used to obtain a more comprehensive explanation of the factors that shape employee motivation, discipline, commitment, and performance. Future research may also conduct additional tests, such as discriminant validity, effect size, predictive relevance, model fit, and mediation analysis, to strengthen the results of the research model evaluation.

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