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The Role of Organizational Commitment in Improving Employee Performance through Motivation, Discipline, and Job Satisfaction



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Abstract:

Motivation, discipline, and job satisfaction are crucial factors that influence employee performance, especially in the context of dynamic business competition. This study raises the urgency to evaluate the direct and indirect contributions of these three factors to employee performance, by highlighting the mediating role of organizational commitment at PT. Indolakto, Pandaan. It was conducted using a quantitative approach with a survey technique using a questionnaire, and data analysis through Partial Least Square (PLS). The results confirm that motivation and discipline not only have a direct impact, but also through organizational commitment as important bridge in improving work performance. Job satisfaction is also proven to have a significant influence through organizational commitment on employee performance. These findings emphasize the need for a holistic human resource management strategy, which not only improves motivation and satisfaction but also strengthens work discipline and organizational commitment to achieve sustainable and modest performance improvements.

1. INTRODUCTION

Employee performance is a key determinant of organizational competitiveness in an era of increasingly fierce competition. Individual work results reflect not only personal productivity but also contribute to the achievement of the company's overall strategic goals (Tanjung & Rasyid, 2023). Management research shows that the interaction of ability, opportunity, and motivation influences performance. Therefore, work motivation, job satisfaction, work discipline, and organizational commitment are crucial in shaping employee performance. In the industrial sector, the role of employees is increasingly essential because achieving operational targets depends heavily on the workforce's ability to complete tasks on time, maintain quality, and conduct themselves professionally. (Hidayat et al., 2019). Furthermore, organizational commitment also has an equally significant influence. Therefore, effective human resource management through increased motivation, enforcement of work discipline, and maintenance of job satisfaction is a strategic step that can significantly increase the potential for organizational performance. (Krisna, 2024).

Work motivation serves as the primary driver that determines the intensity, direction, and persistence of employee behavior in carrying out tasks. According to Self-Determination Theory, autonomous motivation, such as intrinsic or internalized motivation, tends to result in higher work engagement and performance than purely extrinsic motivation. This is due to the fulfillment of basic psychological needs for autonomy, competence, and relatedness. (Manninen et al., 2022) . Therefore, managerial strategies that focus on job design, supportive Leadership, and reward systems that foster a sense of competence and social connection can strengthen long-term work motivation and contribute significantly to improved employee performance (Sungkawati, 2024) .

Discipline reflects employee compliance with formal and informal, unwritten rules within an organization. Willingness to carry out responsibilities and readiness to accept consequences for violations also constitute this compliance. (Tanjung & Rasyid, 2023) . Many empirical studies have found a positive, significant relationship between work discipline and employee performance, indicating that greater discipline is associated with higher productivity and work quality. (Sukiyah et al., 2021) . However, findings are not always consistent; some studies report no significant effect or weaker effects, suggesting that the moderating roles of organizational context, measurement method, or sample characteristics may be at play. (Nurrohmat & Lestari, 2021) .

Job satisfaction is an employee's subjective perception of how well their personal needs, expectations, and values are met in the work environment, encompassing emotional, cognitive, and behavioral dimensions. High levels of satisfaction tend to increase intrinsic motivation, organizational commitment, and productivity, thus positively impacting employee performance. (Locke 1976, n.d.) . Several studies have shown a significant positive correlation between job satisfaction and individual performance. (Judge et al., 2001) . Research on the Indonesian banking sector also found that job satisfaction contributes to higher service efficiency and better output quality. (Arifin & Sasana, 2022) . However, not all findings are consistent. Some studies also report negative or insignificant relationships. Conversely, studies in the service industry confirm that excessive satisfaction can trigger social complexity, disrupting team coordination and, in turn, reducing productivity. (Lestari, 2022) . These findings emphasize the importance of examining the organizational context and mediating variables when assessing the effect of job satisfaction on performance.

Organizational commitment is a psychological bond that makes employees feel affiliated with the company, want to stay, and contribute to the company's goals. High levels of commitment typically encourage proactive work behavior, increase adherence to standards, and reduce turnover rates, significantly improving overall employee performance. (Godbersen et al., 2024) . Several empirical studies support this positive relationship, finding a strong correlation between affective commitment and individual performance. (Herrera & De Las Heras-Rosas, 2021) . A study in a manufacturing company links organizational commitment to increased innovation and operational efficiency. (Arifin & Sasana, 2022) . These findings confirm that organizational commitment plays a key role in optimizing performance achievement in the workplace.

Employee performance is influenced by several variables, such as work motivation, work discipline, and job satisfaction, each of which positively contributes to productivity, quality, and work initiative. (Arifin & Sasana, 2022) . Although some suggest an inverse relationship, research in the Indonesian banking sector shows that increased work motivation is closely related to increased output and service quality (Sanuddin & Widjojo, 2013) . Other empirical studies have identified a positive correlation between work discipline and individual performance. Furthermore, several other studies have confirmed a consistent positive relationship between job satisfaction and performance. (Sukiyah et al., 2021) . In this study, organizational commitment serves as an intervening variable, strengthening or mediating the influence of these four antecedent variables on employee performance, as high commitment fosters a sense of identity, loyalty, and concern for company goals. (Manjare, 2023) .

Given the findings that emphasize the importance of these variables, this study focuses on PT Indolakto

Pandaan, where improving employee performance is a pressing strategic agenda. PT Indolakto Pandaan's urgent need to optimize workforce performance arises from increasingly fierce and dynamic business competition. As a company that emphasizes professionalism, PT Indolakto Pandaan sets strict work discipline standards, including using employee attendance as a key indicator. The ideal attendance target is 95%–100% (source: HR PT Indolakto), but data from the last three months show an average of 94%, which is still acceptable but requires further improvement and monitoring. Efforts to achieve the ideal attendance level are crucial to ensuring smooth operations and improving employee performance across every production line.

This study aims to investigate the relationships among motivation, discipline, and job satisfaction (independent variables) and employee performance (dependent variable), as well as the mediating role of organizational commitment, in light of real-world conditions at PT Indolakto Pandaan and gaps in previous research. The main contribution of this research is to add empirical evidence on the direct influence of antecedent variables through the mediation of organizational commitment, while offering practical solutions for HR management in the manufacturing industry. The uniqueness of this study lies in the use of the PLS-SEM model, which integrates employee motivation, discipline, satisfaction, commitment, and performance within a single framework, providing a comprehensive understanding of the cause-and-effect relationships and supporting appropriate managerial decisions.

2. RESEARCH METHOD

This study uses a quantitative, explanatory research design to answer the research questions and test the formulated hypotheses. The quantitative approach is inductive, objective, and scientific, relying on numerical data in the form of scores, values, or measurable statements. The data are then analyzed statistically, discussed systematically, and become the basis for drawing research conclusions. (SPSS_Ghozali 2015, n.d.) .

This study used all 183 employees of PT. Indolakto Pandaan as the population. These employees are spread across eight divisions. The Finance Accounting Division has nine employees. The Human Resource & General Affairs Division has four employees. The Environment, Health & Safety Division has five employees. The Engineering Division has 15 employees. The Production Planning & Inventory Control Division has one employee. The Production Division has 110 employees. The Quality Assurance Division has nine employees. The Warehouse Division has 20 employees. Due to the relatively small population, the researcher used a saturated sampling technique, ensuring that all employees were included as respondents. (WANG et al., 2008) . This approach increases the validity and accuracy of the data and enables the collection of more comprehensive, in-depth information. Although each division has different work functions, performance assessments remain consistent because they are based on Key Performance Indicators (KPIs) tailored to each job description, enabling fair comparisons between employees.

Data collection was conducted by distributing a questionnaire via Google Forms, designed to align with the research objectives and containing both closed- and open-ended questions to obtain relevant data and reduce misunderstandings. The instrument was tested using SmartPLS 4 to assess validity and reliability, with the analysis beginning with the measurement model (outer model), then the structural model (inner model), and concluding with hypothesis testing. Next, a bootstrapping analysis was performed to test the significance of the relationship between variables using a t -statistic > 1.96 and a p -value < 0.05 . The results were interpreted to accept or reject the hypothesis, and reported the strength of the relationship and the mediation effect, if any.

3.1 Convergent Validity Test Results

The Average Variance Extracted (AVE) indicates that the latent variable accounts for a significant portion of the variance in the indicators used in the measurement. Furthermore, *an outer loading* above 0.7 indicates that more than half of each indicator's variance is accounted for by the latent variable, reflecting a strong relationship and an adequate level of reliability. (Hair et al., 2021) .

Table 1. Convergent Validity Test Results

	Work Discipline	Job satisfaction	Employee performance	Organizational Commitment	Work motivation
DK1	0.764				
DK2	0.845				
DK3	0.877				
KK1		0.862			
KK2		0.913			
KK3		0.843			
KKar1			0.745		
KKar2			0.707		
KKar3			0.854		
KKar4			0.853		
KKar5			0.750		
KO1				0.859	
KO2				0.891	
KO3				0.822	
MK1					0.716
MK2					0.838
MK3					0.827

The Table shows the outer loading values (0.707–0.913) for indicators measuring five latent variables: Work Discipline, Job Satisfaction, Employee Performance, Organizational Commitment, and Work Motivation. All these values exceed the 0.70 threshold, indicating high convergent validity and reliability of the indicators according to Hair et al.'s (2014) criteria. High loading values (e.g., KK2 = 0.913 and KO2 = 0.891) indicate that more than 50% of each indicator's variance is explained by its latent variables, strengthening convergent validity. This also shows adequate internal reliability, with Composite Reliability (Cronbach's α) estimated above 0.80. (Hair et al., 2021) . Overall, this Table provides strong evidence that each indicator represents its respective latent construct, indicating that the measurement model is valid and reliable for further analysis in the context of human resource management at PT Indolakto Pandaan.

3.2 Discriminant Validity Test

Table 2. Fornell-Larckel Test Results

Construct	Discipline Work	Job satisfaction	Performance Employee	Organizational Commitment	Work motivation	Information
Work discipline	0.834					Valid
Job satisfaction	0.810	0.870				Valid
Employee performance	0.626	0.685	0.784			Valid
Organizational commitment	0.738	0.838	0.587	0.858		Valid
Work motivation	0.539	0.579	0.685	0.419	0.796	Valid

Table 2 presents the results of the Fornell-Larcker test evaluating the discriminant validity of five latent constructs (Work Discipline, Job Satisfaction, Employee Performance, Organizational Commitment, and Work Motivation). The diagonal values in the Table are the square roots of the Average Variance Extracted (AVE) for each construct, which indicate the proportion of each indicator's variance explained by the construct. According to Fornell & Larcker's criteria, discriminant validity is met because each diagonal value is greater than all correlations between constructs in the corresponding row and column, indicating that each construct is valid. The inter-construct correlation values range from 0.419 to 0.687, below the 0.85 threshold, thus avoiding excessive multicollinearity. (Hair et al., 2021) .

3.3 Heterotrait-Monotrait Correlation Ratio

Hair (2021) suggested that discriminant validity be evaluated using the heterotrait-monotrait ratio (HTMT). This approach calculates the average correlation between indicators across different constructs (heterotrait-heteromethod) and compares it with the geometric mean correlation within the same construct. (Hair et al., 2021) .

Table 3. Heterotrait-monotrait Ratio (HTMT) Test Result

	Work Discipline	Job satisfaction	Employee performance	Organizational Commitment	Work motivation
Work Discipline					
Job satisfaction	0.847				
Employee performance	0.668	0.723			
Organizational Commitment	0.817	0.824	0.625		
Work motivation	0.714	0.736	0.83	0.573	

Table 3 shows positive correlations among the primary constructs, ranging from 0.573 to 0.847, all below the 0.85 threshold for safe multicollinearity. The highest correlation is between Work Discipline and Job Satisfaction (0.847), followed by positive relationships between Discipline and Performance (0.668) and Satisfaction and Performance (0.723). The other relationships are also positive but weaker. (Hair et al., 2021) .

3.4 Reliability

Internal consistency, measured by Cronbach's Alpha, is essential for reliability. Although Cronbach's Alpha has limitations (assumes uniform reliability and is sensitive to the number of items), a value of 0.60–0.70 is still acceptable for exploratory research. (Hair et al., 2021) .

Table 4. Reliability Test Results

Construct	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Work Discipline	0.780	0.799	0.872	0.695
Job satisfaction	0.839	0.840	0.893	0.758
Employee performance	0.849	0.876	0.888	0.615
Organizational Commitment	0.820	0.820	0.893	0.736
Work motivation	0.709	0.725	0.837	0.633

Table 4 shows the results of the instrument reliability test for the five primary constructs. All constructs have Cronbach's α (0.709–0.849) above 0.70, Composite Reliability (0.799–0.893) above 0.80, and Average Variance Extracted (AVE) (0.615–0.758) above 0.60. This confirms that the research instrument is consistent and accurate in measuring these constructs. (Hair et al., 2021) .

3.5 Collinearity

Table 5. VIF Test Result

	Work Discipline	Job satisfaction	Employee performance	Organizational Commitment	Work motivation
Work Discipline			3.104	2,964	
Job satisfaction			4,177	3,168	
Employee performance					
Organizational Commitment			3,594		
Work motivation			1.59	1,538	

Table 5 shows the Variance Inflation Factor (VIF) values for the constructs in the model. The majority of constructs exhibit VIFs ranging from 1.54 to 3.59, indicating no serious multicollinearity. However, several high values of 3.77-4.18 are observed for Job Satisfaction and Employee Performance, indicating moderate collinearity. Therefore, although no indication of severe multicollinearity was found (e.g., $VIF \geq 5$ or ≥ 10), we recommend further indicator-level examination to ensure the stability of coefficient estimates before concluding relationships between variables. (Hair et al., 2021) .

3.6 Coefficient of determination

Table 6. R-square

	R-square	R-square adjusted
Employee performance	0.603	0.540
Organizational Commitment	0.722	0.690

In Table 6, the R-square (R^2) values indicate the proportion of the dependent variable's total variance explained by the independent variables in the model. For Employee Performance, $R^2 = 0.603$, indicating that approximately 60.3% of the performance variance can be explained by the predictors; for Organizational Commitment, $R^2 = 0.722$, indicating that approximately 72.2% of the variance can be explained. The adjusted R-square values account for the number of predictors and the sample size, providing a more conservative estimate of the model's explanatory power: adjusted $R^2 = 0.540$ for Employee Performance and adjusted $R^2 = 0.690$ for Organizational Commitment. The difference between R^2 and adjusted R^2 indicates that some explained variation may be reduced after a penalty for model complexity. (Hair et al., 2021) .

3.7 Hypothesis Testing

In this study, there are three hypotheses tested, namely: (1) the influence of Work Motivation on Employee Performance, (2) the influence of Work Discipline on Employee Performance, (3) the influence of Job Satisfaction on Employee Performance, (4) the influence of Work Motivation on Organizational Commitment, (5) the influence of Work Discipline on Organizational Commitment, (6) the influence of Job Satisfaction on Organizational Commitment, and (7) the influence of Organizational

Commitment on Employee Performance, as presented in the path coefficient Table to see the following T-statistic results:

Table 7. Direct Path Coefficient Test Results

	Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ([O/STDEV])	P values
H1	Work Motivation -> Employee Performance	0.251	2,640	0.027	2,675	0.008
H2	Work Discipline -> Employee Performance	0.158	1,457	0.049	2,764	0.006
H3	Job Satisfaction -> Employee Performance	0.379	3,357	0.061	2,652	0.008
H4	Work Motivation -> Organizational Commitment	0.267	2,179	0.037	3,301	0.001
H5	Work Discipline -> Organizational Commitment	0.356	1,789	0.025	2,671	0.008
H6	Satisfaction -> Organizational Commitment	0.401	3,609	0.058	2,659	0.008
H7	Organizational Commitment -> Employee Performance	0.128	1,385	0.031	3,873	0.000

The results of the data analysis presented in Table 7 indicate that the hypothesis test shows a positive and significant relationship between the variables studied.

3.8 H1 The Influence of Motivation on Employee Performance

The path test results for Hypothesis 1 (H1) in Table 7 indicate that work motivation positively and significantly influences employee performance. This is evident from the path coefficient (β) of 0.251, indicating a positive relationship: every one-unit increase in work motivation increases employee performance by 0.251 units. The t-statistic value of 2.675, which is greater than the critical value of 1.96, with a significance level (p-value) of 0.008 (<0.05), confirms that the effect is statistically significant and does not occur by chance. Thus, work motivation is an important variable that determines how well employees carry out their duties and responsibilities. (Hair et al., 2021) .

3.9 H2 The Influence of Work Discipline on Employee Performance

Hypothesis 2 (H2) indicates that work discipline has a positive and significant influence on employee performance. Data from Table 7 shows a path coefficient (β) of 0.158 with a t-statistic of 2.764, exceeding the critical value of 1.96, and a p-value of 0.006 (<0.05). This indicates that a one-unit increase in work discipline will increase employee performance by 0.158 units, and this effect is statistically significant with a high level of confidence. (Sarstedt et al., 2021) . These findings confirm that work discipline is an essential factor in supporting employee performance, as disciplined employees tend to follow organizational rules, meet deadlines, and maintain consistency in task execution.

3.10 H3 The Influence of Job Satisfaction on Employee Performance

The first hypothesis (H1) in Table 7 indicates that work motivation positively and significantly influences employee performance. This is evidenced by the path coefficient (β) of 0.251, with a t-statistic of 2.675 exceeding the critical value of 1.96, and a p-value of 0.008 indicating a statistical confidence level below 5%. This means that a significant increase of 0.251 units in employee performance will follow every one-unit increase in work motivation. This finding aligns with a study by Hayat & Rastryana (2025), which found that motivation is an essential factor influencing employee performance because it drives commitment and discipline at work. (Hayat Rachman & Rastryana, 2025) .

3.11 H4 The Influence of Work Motivation on Organizational Commitment

Hypothesis 4 (H4) in Table 7 shows that work motivation has a positive and significant effect on organizational commitment. The path coefficient (β) is 0.267 with a t-statistic of 3.301, which is much greater than the critical value of 1.96, and a very small p-value of 0.001, indicating a very high level of significance. In other words, a one-unit increase in work motivation will significantly increase organizational commitment by 0.267 units. (Hair et al., 2021) . This finding indicates that well-motivated employees not only perform better but also demonstrate strong loyalty and emotional attachment to their organizations.

3.12 H5 The Influence of Work Discipline on Organizational Commitment

Hypothesis 5 (H5) indicates that work discipline has a positive and significant influence on organizational commitment. Table 7 shows the path coefficient (β) of 0.356, with a t-statistic of 2.671, exceeding the critical value of 1.96, and a p-value of 0.008, indicating significance at the 5% level. This suggests that the higher the level of employee work discipline, the more significant and statistically reliable their commitment to the organization increases. (Sarstedt et al., 2021) . Work discipline, including adherence to rules, timely task execution, and consistency in work, is a necessary foundation that shapes employees' psychological attachment to and sense of responsibility toward the organization.

3.13 H6 The Influence of Job Satisfaction on Organizational Commitment

Hypothesis 6 (H6) indicates that job satisfaction has a positive and significant effect on organizational commitment. Data from Table 7 shows a path coefficient (β) of 0.401, with a t-statistic of 2.659, exceeding the critical threshold of 1.96, and a p-value of 0.008, supporting the significance of this effect at the 5% level. This means that every one-unit increase in job satisfaction significantly increases employee commitment to the organization by 0.401 units. This finding confirms that when employees are satisfied with their jobs, including the work environment, rewards, and work-life balance, they tend to be more committed and dedicated to supporting organizational goals.

3.14 H7 The Influence of Organizational Commitment on Employee Performance

Hypothesis 7 (H7) in the Table shows that organizational commitment has a positive and significant influence on employee performance. This is evidenced by the path coefficient (β) of 0.128, a very high t-statistic of 3.873 exceeding the critical limit of 1.96, and a p-value approaching 0.000, indicating an extreme level of statistical significance. This means that a 0.128-unit increase in employee performance will follow a one-unit increase in organizational commitment. (Hair et al., 2021) . This confirms that employees with a strong emotional and psychological attachment to the organization tend to perform better at work.

Table 8. Indirect Path Coefficient Test Result

	Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ([O/STDEV])	P values
H8	Work Motivation - - > Organizational Commitment - - > Employee Performance	0.389	0.390	0.087	3,706	0.000
H9	Work Discipline - - > Organizational Commitment - - > Employee Performance	0.199	0.105	0.030	2,090	0.000
H10	Job Satisfaction - - > Organizational Commitment - - > Employee Performance	0.223	0.297	0.090	2,728	0.002

3.15 H8 The Influence of Organizational Commitment in Mediating the Influence of Work Motivation on Employee Performance.

Hypothesis 8 (H8) examines the role of organizational commitment as a mediator of the relationship between work motivation and employee performance. Based on the analysis in Table 8, work motivation has a positive and significant indirect effect on employee performance via organizational commitment. This is indicated by the indirect path coefficient of 0.389, with a t-statistic of 3.706 and a p-value of 0.000, providing strong evidence that the higher an employee's work motivation, the higher their organizational commitment. (Hair et al., 2021) . This organizational commitment ultimately significantly improves employee performance. In other words, organizational commitment acts as a bridge between work motivation and actual performance improvements in the organizational context.

3.16 H9 The Influence of Organizational Commitment in Mediating the Influence of Work Discipline on Employee Performance.

Hypothesis 9 (H9) assesses the role of organizational commitment as a mediator in the relationship between work discipline and employee performance. Based on the data in Table 8, work discipline has a positive and significant indirect effect on employee performance via organizational commitment. This is indicated by the mediation path coefficient of 0.199, with a t-statistic of 2.090 and a p-value of 0.000, confirming that the higher an employee's work discipline, the greater their level of commitment to the organization. This organizational commitment then significantly improves employee performance, so that work discipline has an impact not only directly but also through the mediation pathway of organizational commitment (Alrowwad et al., 2019) .

3.17 H10 The Influence of Organizational Commitment in Mediating the Influence of Job Satisfaction on Employee Performance.

Hypothesis 10 (H10) examines the role of organizational commitment as a mediator in the relationship between job satisfaction and employee performance. Based on the analysis in Table 8, job satisfaction has a positive and significant indirect effect on employee performance, mediated by organizational commitment. This is evidenced by a mediation path coefficient of 0.223 and a t-statistic of 2.728 (p-value = 0.002), confirming that a high level of job satisfaction increases employee commitment to their organization. This increased organizational commitment then significantly improves overall employee performance. (Kurniawan & Alimudin, 2015) .

4. DISCUSSION AND ANALYSIS

The findings of this study provide a comprehensive and multi-layered overview of the mechanisms for improving employee performance at PT Indolakto Pandaan through the strategic integration of motivation, work discipline, and job satisfaction, as mediated by organizational commitment. Fundamentally, the path analysis results indicate that work motivation has a positive and significant influence on employee performance ($\beta = 0.251$, $p = 0.008$). This relationship reflects that strong internal drives and external incentives are capable of mobilizing employee energy toward achieving specific organizational targets. This finding aligns with the study by Hayat & Rastryana (2025), which asserts that motivation is the primary engine in the work ecosystem, acting as the fuel for professional persistence. Critically, these results show that at PT Indolakto, motivation is not merely a financial incentive but a sophisticated form of self-actualization that leads to heightened productivity. Consequently, organizations capable of maintaining high motivation levels will possess better resilience

in facing operational pressures, as supported by the research of Sun et al. (2023) regarding the importance of a supportive work environment in maintaining performance rhythm even during periods of high industrial volatility.

Furthermore, the exploration of the work discipline variable reveals a significant positive influence on performance ($\beta = 0.158$, $p = 0.006$). Although the coefficient is numerically smaller than other variables, discipline remains the indispensable behavioral foundation that ensures the standardization of work output and the safety protocols essential in a production-heavy environment like PT Indolakto. This correlation suggests that compliance with regulations and punctuality acts as a catalyst for operational efficiency, reducing errors and downtime. This analysis is supported by the findings of Sarstedt et al. (2021), who state that discipline is a predictor of long-term performance stability and organizational reliability. However, reflectively, this study offers a critique that overly rigid or punitive discipline—without being balanced by job satisfaction—risks creating psychological reactance and burnout. Therefore, the synergy between discipline and job satisfaction ($\beta = 0.379$ toward performance) becomes a crucial balancing act for management. The data indicates that employee emotional well-being is a more deterministic asset for high-quality output than mere formal compliance, suggesting that a "soft" approach to discipline rooted in mutual respect may yield better results than traditional "command and control" methods.

An in-depth analysis of the role of organizational commitment reveals its position as an exceptionally strong and vital mediator (H8, H9, H10). The finding that work motivation influences performance through commitment with an indirect path coefficient of 0.389 ($p = 0.000$) indicates a profound process of "value internalization." Motivated employees do not just perform tasks; they tend to develop deep emotional bonds with the company's mission, which subsequently triggers their performance potential to exceed standard benchmarks. This impact is consistent with the theory of Hair et al. (2021) regarding organizational psychology, where commitment acts as the psychological bridge transforming raw intent into concrete, high-value action. Similarly, work discipline and job satisfaction through the commitment pathway show a significant increase in their total influence. This examines how organizational commitment at PT Indolakto functions as a psychological filter; without this commitment, discipline and satisfaction might remain purely transactional and temporary, easily disrupted by external job offers or minor workplace conflicts.

More critically, the mediating role of commitment on job satisfaction (indirect $\beta = 0.223$) emphasizes that a sense of belonging is the key to human resource sustainability in a competitive labor market. The transformation from an employee who is merely "satisfied" with their salary to one who is "committed" to the brand requires an integrative managerial strategy that prioritizes transparency and career development. Studies by Alrowwad et al. (2019) and Kurniawan & Alimudin (2015), which serve as empirical benchmarks in this study, reinforce the argument that organizations cannot rely on a single aspect of HR management alone. Reflections from these results suggest that PT Indolakto's management needs to prioritize programs capable of increasing "affective commitment"—where employees stay because they *want* to, not because they *have* to. Since commitment yielded the highest t-statistic (3.873) in influencing performance directly, it proves that psychological-organizational factors have greater leverage in modern human resource management compared to traditional, purely mechanistic approaches.

The consequences of these findings suggest that when an employee feels a high level of job satisfaction, they undergo a psychological shift where the organization's goals become synonymous with their personal goals. This is why the path from satisfaction to commitment ($\beta = 0.401$) is so robust. In practice, this means that improvements in the work environment or benefits do not just make employees "happier"; they fundamentally change the employee's identity in relation to the company. This shift is what drives the significant indirect effects observed in H10. Management must

recognize that a satisfied employee is a candidate for commitment, but it is the organizational culture and leadership style that ultimately secure that commitment. If the leadership fails to foster trust, the satisfaction gained from high wages will not translate into the long-term commitment needed to sustain peak performance.

In closing the analysis, the impact of these findings provides practical implications that performance improvement cannot be executed as a series of isolated, partial interventions. The hierarchical relationships identified show that motivation, discipline, and job satisfaction are mutually reinforcing inputs that must be managed simultaneously to build the "fortress" of organizational commitment. The success of this model in explaining 72.2% of the variance in commitment and 60.3% of the variance in performance (based on R-square) confirms that the research model possesses high explanatory power and practical relevance. Socio-psychologically, this research reaffirms that humans in an organization are not merely factors of production or "cogs in a machine," but emotional subjects whose performance depends heavily on the extent to which they feel they are an integral, respected part of the organization's collective future. These findings serve as a vital reminder for HR practitioners to continuously calibrate their policies to align with the higher-order needs for actualization and deep employee engagement, ensuring the company remains a destination of choice in an increasingly competitive industrial era.

5. CONCLUSION

Work motivation, discipline, and job satisfaction play a crucial role in improving employee performance, both directly and through organizational commitment as a mediator. Organizations need to implement a holistic strategy that strengthens these four factors, such as training, internal communication, and performance rewards. This approach will create a supportive work environment, increase employee satisfaction and commitment, and lead to sustained improvements in employee performance.

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