

The Influence of Work Motivation on Employee Performance with Organizational Commitment as a Mediating Variable

Mediating Effect of
Commitment on
Performance

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ABSTRACT

Employee performance is crucial for organizational success, and understanding the factors that influence it is essential. This study examines the influence of work motivation on employee performance, with organizational commitment serving as a mediating variable. This study employed a quantitative research method. The research population consisted of 49 managers, and saturated sampling was used to collect data from all respondents via structured questionnaires. Data were analyzed using WarpPLS version 7.0. The findings reveal that work motivation has a non-significant direct effect on employee performance, while it has a positive and significant impact on organizational commitment. In turn, organizational commitment positively and significantly influences employee performance. Furthermore, organizational commitment effectively mediates the relationship between work motivation and employee performance, highlighting its critical role in translating motivation into improved performance outcomes. These results suggest that enhancing organizational commitment is essential for ensuring that employee motivation contributes meaningfully to performance. The study provides practical insights for management in designing targeted strategies to strengthen both motivation and commitment, ultimately fostering higher levels of employee performance in the organization.

Keywords: Employee Performance, Human Resource, Organizational Commitment, Work Motivation.

INTRODUCTION

Employee performance refers to the level of achievement attained by an individual while working within a particular organization (Karnati et al., 2020). The value obtained from a variety of employee activities that favorably contribute to the accomplishment of organizational goals is known as employee performance. This implies that performance is not merely about completing assigned tasks, but also about how those tasks align with and support broader organizational objectives. The methodical process of performance appraisal includes assessing an employee's productivity and work performance in accordance with established standards and corporate objectives. This process may involve various methods and tools to measure different aspects of performance, such as quality, quantity, discipline, and teamwork (Maryana & Kurnia, 2017).

A collection of energizing elements that come from both inside and outside of a person is referred to as work motivation. These forces initiate work-related behavior and determine its direction, intensity, and persistence (Latham & Ernst, 2006). Work motivation significantly influences employee well-being and plays an important role in shaping job performance, work engagement, and the reduction of burnout (Chien et al., 2020; Labrague, 2024). Furthermore, the effectiveness of work motivation may be

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influenced by cultural and contextual factors, such as national religious affiliation, political participation, and organizational culture (Vo et al., 2022).

Organizational commitment refers to the psychological attachment that an employee develops toward the organization in which they work (Becker & Meyer, 2008). This attachment encompasses various components, including values, attitudes, and emotional connections to the organization (Dirwan et al., 2024). Employees who possess a high level of organizational commitment tend to perform their duties responsibly and effectively in order to achieve organizational goals (Nahak & Ellitan, 2022; Silva et al., 2023). In contrast, individuals with low organizational commitment may demonstrate lower levels of responsibility and work performance. Moreover, a higher level of organizational commitment is associated with lower employee turnover rates, which can help reduce organizational costs (Park, 2018).

Previous studies by Khaeruman and Mariam (2025) and Nurhasanah et al. (2025) have consistently shown that work motivation positively influences organizational commitment and employee performance, while organizational commitment also plays a significant role in enhancing performance outcomes. However, the empirical findings by Bela et al. (2022) regarding the direct relationship between work motivation and employee performance remain inconsistent, as some studies report a significant effect while others find it weak or insignificant, particularly when additional variables are considered. Furthermore, although several studies suggest that organizational commitment can act as a mediating variable, limited research has explicitly examined whether this mediation is partial or full, especially in specific organizational contexts. This suggests a knowledge gap about the process by which job motivation results in performance outcomes. Therefore, more research is required to elucidate the mediating role of organizational commitment, especially in identifying whether employee performance is predominantly driven by the development of organizational commitment or is directly influenced by motivation.

Limited research has explored the mediating role of organizational commitment in the relationship between work motivation and employee performance, particularly within cooperative financial institutions such as credit unions. This study addresses this gap by investigating organizational commitment as a mediating variable among credit union managers in West Kalimantan, a context that remains underexplored in the literature. This study contributes to the development of human resource management knowledge, particularly in understanding how work motivation can enhance employee performance through stronger organizational attachment. The purpose of this study is to examine the effect of work motivation on employee performance and to assess the mediating role of organizational commitment in this relationship among credit union managers in West Kalimantan.

LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

The Influence of Work Motivation

Work motivation is widely recognized as a key determinant of individual and organizational success, as it explains the underlying reasons why employees engage in and persist with their tasks (Manolopoulos, 2008; Martín-Albo et al., 2009; Fajar, 2023). It consists of intrinsic motivation, driven by internal satisfaction and personal interest, and extrinsic motivation, influenced by external rewards such as incentives and promotions (Hasmi et al., 2020; Ozolina, 2024). From a theoretical perspective, both dimensions of motivation contribute to shaping employees' attitudes and behaviors in the workplace. Empirical evidence further supports this relationship, showing that work motivation has a positive effect on employee performance and organizational commitment (Rita et al., 2018; Khaeruman & Mariam, 2025). In particular, motivation enhances employees' willingness to contribute, improves their sense of responsibility, and encourages greater involvement in organizational activities.

Moreover, previous studies by Dobre (2013) and Elizabeth et al. (2025) consistently demonstrate that work motivation significantly influences organizational commitment.

Employees with higher motivation levels tend to develop stronger emotional attachment, loyalty, and alignment with organizational values, which in turn strengthens their commitment (Sutisna et al., 2025). This is reinforced by findings that motivated employees are more likely to internalize organizational goals and exhibit a deeper sense of belonging (Wijayaningsih, 2025). As a result, motivation has an indirect impact on performance through greater organizational commitment in addition to directly influencing personnel outcomes. These theoretical and empirical findings support the hypothesis that work motivation contributes significantly to improving employee performance and has a favorable impact on organizational commitment.

H1: Work motivation has a significant influence on organizational commitment.

H2: Work motivation has a significant influence on employee performance.

The Influence of Organizational Commitment and Employee Performance

Organizational commitment refers to the psychological bond between employees and their organization, encompassing emotional attachment, identification with organizational values, and the intention to remain as part of the organization (Park, 2018). Affective commitment, continuation commitment, and normative commitment make up this multifaceted idea. While continuous commitment pertains to the perceived expenses or losses involved with leaving the firm, affective commitment shows an employee's emotional relationship and active participation in organizational activities. Meanwhile, normative commitment represents a sense of obligation to remain, demonstrated through behaviors aligned with organizational goals and a belief in supporting organizational interests (Habraken et al., 2014; Cury & Veiga, 2023). These dimensions collectively explain how employees develop a sense of belonging and loyalty within the workplace.

From an empirical perspective, organizational commitment plays a crucial role in influencing employee performance. Strong commitment and job satisfaction are identified as key internal factors that drive improved performance outcomes (Damayanti & Darmawan, 2025). This is supported by findings that organizational commitment has a significant positive effect on employee performance (Lee et al., 2022; Qiao et al., 2024; Nurhasanah et al., 2025). Employees who are highly committed tend to exert greater effort, maintain loyalty, and sustain their membership within the organization, all of which contribute to enhanced performance (Hassan, 2012; Tanjung, 2022). Therefore, organizational commitment not only reflects employees' attachment to the organization but also serves as an important predictor of their work outcomes.

H3: Organizational commitment has a significant influence on employee performance.

Organizational Commitment as Mediating Variable

Organizational commitment plays an important role as a mediating variable in explaining how work motivation translates into improved employee performance. Employee performance reflects the extent to which individuals achieve organizational goals through efficiency, quality of work, and overall contribution to organizational success (Purnomo et al., 2020). While work motivation directly encourages employees to perform better, its impact becomes more substantial when it fosters a strong sense of attachment and loyalty to the organization. Motivated employees tend to internalize organizational values and develop a deeper emotional connection, which strengthens their commitment and encourages them to contribute more effectively (Rizal et al., 2014; Sutisna et al., 2025; Wijayaningsih, 2025). This indicates that organizational commitment serves as an important mechanism linking motivation to performance outcomes (Rita et al., 2018).

Empirical studies further confirm the mediating role of organizational commitment in the relationship between work motivation and employee performance. Research by Khaeruman and Mariam (2025) shows that work motivation significantly improves

employee performance through the strengthening of organizational commitment. In addition, high employee involvement driven by strong motivation can enhance performance, particularly when accompanied by a high level of commitment (Boonyathikarn & Kuntonbutr, 2021). Employees who are both motivated and committed are more likely to exert greater effort, maintain loyalty, and deliver better results (Hassan, 2012; Nurhasanah et al., 2025). Therefore, organizational commitment not only acts as a direct predictor of performance but also functions as a critical mediating variable that reinforces the influence of work motivation on employee performance.

H4: Organizational commitment mediates the influence of work motivation on employee performance.

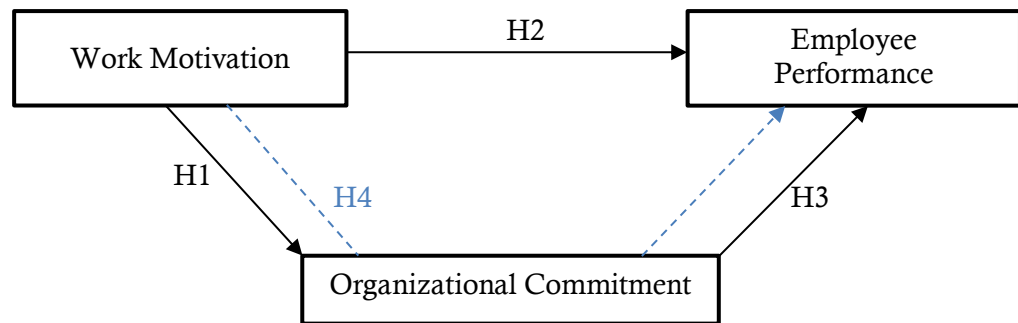


Figure 1. Research Framework

Figure 1 illustrates the hypothesized relationships among the study variables. Work motivation is proposed to influence employee performance both directly and indirectly through organizational commitment. The model shows that organizational commitment serves as a mediating variable, capturing the pathway through which motivation can enhance performance. The arrows indicate the direction of the hypothesized effects, with H4 representing the indirect effect of work motivation on employee performance via organizational commitment. This framework emphasizes the central role of organizational commitment in translating motivation into improved employee outcomes.

RESEARCH METHODS

The study utilized an associative research approach focused on investigating the relationship and impact between variables. This research employed the associative method to examine the impact of the independent variable, work motivation, on the dependent variable, organizational performance, while organizational commitment functioned as a mediating variable. Information was gathered via a survey administered to the participants. The process of data collection was quantitative and aimed to examine the existing research hypotheses.

The research was conducted among Credit Union (CU) managers in West Kalimantan, involving a total sample of 49 managers, where all members of the population were included as participants. Data were collected using a questionnaire with a Likert scale. Work motivation was measured using six indicators: adherence to work standards, job enjoyment, perceived recognition, diligence, the ability to work with minimal supervision, and a high level of perseverance. Organizational commitment was assessed through three dimensions: affective, continuance, and normative commitment, reflecting emotional attachment, perceived costs of leaving the organization, and a sense of obligation to remain. Meanwhile, employee performance was evaluated using five indicators: quantity of work, quality of work, timeliness, attendance, and teamwork ability.

Data analysis in this study was conducted using Structural Equation Modeling (SEM) with WarpPLS version 7.0. The analysis began with the evaluation of the measurement model (outer model), including convergent validity assessed through loading factor values

(≥ 0.70) as well as discriminant validity using cross-loading criteria to ensure that each indicator accurately represents its respective construct. Reliability was tested using Cronbach's Alpha (≥ 0.60) and Composite Reliability (≥ 0.70), confirming the consistency of all variables. Subsequently, the structural model (inner model) was evaluated using R-square and Q-square values to assess explanatory and predictive power, along with model fit indices such as APC, ARS, AARS, AVIF, and GoF to determine model adequacy. Hypothesis testing was performed by examining path coefficients (β) and p-values to analyze both direct and indirect (mediation) relationships among work motivation, organizational commitment, and employee performance.

RESULTS

Before presenting the findings, this section provides an overview of the data analysis process and the structure of the results. The analysis focuses on examining the relationships among work motivation, organizational commitment, and employee performance, including both direct and mediating effects. The results are organized to first present the loading factors and cross-loadings, followed by hypothesis testing, and finally, the assessment of the mediation effect. This approach ensures a clear and systematic presentation of the study's empirical evidence.

Table 1. Convergent Validity

Variable	Loading Factor
Work Motivation	0.730
Organizational Commitment	0.749
Employee Performance	0.804

Based on Table 1, the results from the measurement using WarpPLS version 7.0 after re-estimation show that all the indicators for the variables work motivation, organizational commitment, and employee performance satisfy the requirements for convergent validity. This is shown by the loading factor values, which reach or get close to the suggested limit of 0.70. All the measurement indicators used in this study meet the criteria for convergent validity and are ready to be used for more detailed analysis.

Table 2. Cross Loading Test

Variable	Item	Work Motivation	Organizational Commitment	Employee Performance
Work Motivation (X)	X1.2	0.650	0.193	0.372
	X1.8	0.716	-0.074	0.198
	X1.9	0.659	0.309	0.300
	X1.13	0.765	-0.299	0.284
	X1.15	0.762	-0.340	0.300
	X1.16	0.815	-0.256	0.044
	X1.17	0.806	0.274	-0.388
	X1.18	0.806	0.274	-0.388
	Organizational Commitment (Z)	Z1.1	0.062	0.734
Z1.2		0.134	0.738	-0.444
Z1.3		0.387	0.677	-0.263
Z1.4		-0.095	0.704	0.082
Z1.6		-0.279	0.738	0.027
Z1.7		-0.025	0.669	0.526
Z1.8		-0.262	0.689	0.436
Z1.9		0.162	0.651	0.409
Employee Performance (Y)		Y1	0.160	0.303
	Y2	-0.111	0.348	0.704
	Y3	0.086	0.262	0.690
	Y4	-0.067	-0.020	0.738
	Y5	0.012	-0.135	0.721
	Y6	0.109	-0.134	0.709
	Y7	-0.113	-0.189	0.770
	Y8	-0.235	-0.159	0.804
	Y9	-0.139	-0.172	0.778

Variable	Item	Work Motivation	Organizational Commitment	Employee Performance
	Y10	-0.088	0.262	0.690
	Y11	-0.093	0.006	0.727
	Y12	-0.011	0.144	0.719
	Y13	0.319	-0.173	0.694
	Y14	0.217	0.032	0.693
	Y15	0.217	0.032	0.693

Table 2 shows the results of the discriminant validity test, indicating that all measurement items for the variables of work motivation, organizational commitment, and employee performance are declared valid. This is because the loading factor values of each indicator are higher than their cross-loading values on other constructs. Therefore, each indicator is able to measure its respective variable more strongly compared to other variables in the model, confirming that the constructs are empirically distinct and meet the discriminant validity criteria.

Table 3. Validity and Reliability Test

Variable	Cronbach Alpha	Composite Reliability
Work Motivation	0.877	0.904
Organizational Commitment	0.888	0.912
Employee Performance	0.961	0.965

The reliability test results are shown in Table 3. The results show that the work motivation, organizational commitment, and employee performance indicators are dependable because their Cronbach's alpha values are higher than the required minimum of 0.6. This implies that the targeted constructs are consistently measured by the questionnaire items. Furthermore, all variables' composite reliability values are greater than 0.7, indicating strong reliability that satisfies acceptable requirements. All things considered, these findings verify that the study model is trustworthy and appropriate for the ensuing phases of examination.

The structural model test (inner model) is used to evaluate the relationships among latent variables in the research model. According to Khairi and Susanti (2021), Structural Equation Modeling (SEM) combines two statistical approaches, namely factor analysis derived from psychology and simultaneous equation modeling originating from econometrics. Through this approach, SEM enables researchers to analyze complex relationships among variables simultaneously, including direct and indirect effects within a research model.

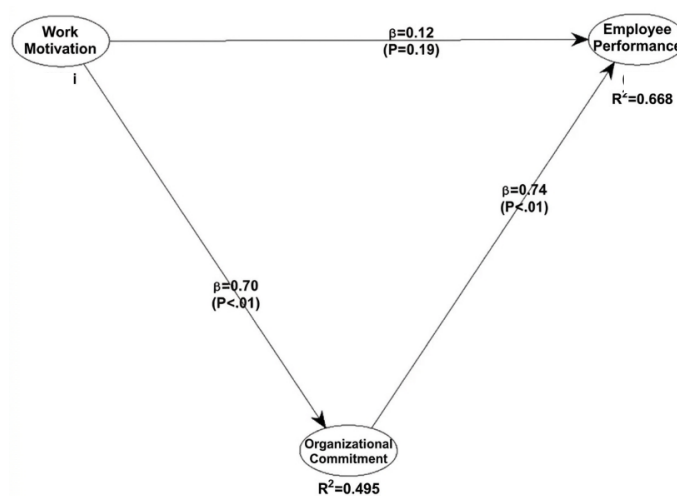


Figure 2. Mediation Model Estimation

Based on Figure 2, the output from the R-Square test can be observed, obtained using WarpPLS 7.0. A detailed presentation of the test results, along with explanations of the R-Square and Q-Square values, is provided in Table 4.

Table 4. R-square and Q-Square

Variable	R-Square	Q-Square
Organizational Commitment	0.495	0.502
Employee Performance	0.668	0.661

Looking at Table 4, the R-Square value for organizational commitment is 0.495, which means it is in the moderate range. This shows that the work motivation variable helps explain 49.5% of the variation in organizational commitment, and the other 50.5% is due to different factors that were not included in this study. The R-Square value for employee performance is 0.668, which is in the moderate range. This means that work motivation and organizational commitment together help explain 66.8% of the differences in employee performance. The other 33.2% is explained by factors that were not studied in this research. Additionally, the Q-Square test results in Table 4 show a value of 0.502 for organizational commitment and 0.661 for employee performance. These results show that the research model has strong predictive power, since all the Q-Square values are above zero.

Table 5. Model Fit and Quality Indices

Model Fit and Quality Indices	Analysis Result	Description
Average Path Coefficient (APC)	0.520, $p < 0.001$	Good
Average R-Squared (ARS)	0.582, $p < 0.001$	Good
Average Adjusted R-Squared (AARS)	0.569, $p < 0.001$	Good
Average Block VIF (AVIF)	1.639	Ideal
Average Full Collinearity VIF (AFVIF)	2.525	Ideal
Tenenhaus GoF (GoF)	0.584	Large
Simpson's Paradox Ratio (SPR)	1.000	Ideal
R-Squared Contribution Ratio (RSCR)	1.000	Ideal
Statistical Suppression Ratio (SSR)	1.000	Ideal
Nonlinear Bivariate Causality Direction Ratio (NLBCDR)	1.000	Ideal

Looking at Table 6, we can see that the research model meets the requirements for the inner model. The Average Path Coefficient (APC), Average R-Squared (ARS), and Average Adjusted R-Squared (AARS) are all statistically significant at $p < 0.05$, which means the model fits the data well. The average block VIF value is 1.639, and the average full collinearity VIF value is 2.525. Both of these values are under 5, which means there is no multicollinearity. The Tenenhaus GoF value of 0.584, which is considered large, shows that the model fits the data very well. The Simpson's Paradox Ratio (SPR) of 1.000, which is perfect, indicates that the model aligns well with the correlations. The R-Squared Contribution Ratio (RSCR) of 1.000, which is also very good, shows that work motivation helps improve employee performance in a positive way. The Statistical Suppression Ratio (SSR) of 1.000, which is also perfect, indicates that organizational commitment, as a mediating variable, strengthens the connection between work motivation and employee performance. The Nonlinear Bivariate Causality Direction Ratio (NLBCDR) of 1.000, which is perfect, shows that the model has strong and correctly directed nonlinear relationships.

Table 6. Hypothesis Testing

Variable	Path Coefficient	p-value
Work Motivation → Organizational Commitment	0.704	0.001
Work Motivation → Employee Performance	0.120	0.193
Organizational Commitment → Employee Performance	0.737	0.001
Work Motivation → Organizational Commitment → Employee Performance	0.519	0.001

Table 6 shows that work motivation has a strong and important positive influence on how committed employees are to the organization ($\beta = 0.704, \rho < 0.001$). This means that

when employees are more motivated at work, they tend to feel more committed to their organization. When looking at how employee performance is affected by work motivation, the results show that work motivation has a small and not significant direct effect ($\beta = 0.120$, $\rho = 0.193$). This means that work motivation by itself does not strongly predict how well an employee performs. Unlike organizational citizenship behavior, organizational commitment strongly and positively affects employee performance ($\beta = 0.737$, $\rho < 0.001$), which means that employees who are more committed to their organization usually perform better. The results indicate that organizational commitment significantly mediates the relationship between work motivation and employee performance ($\beta = 0.519$, $p < 0.001$). This suggests that work motivation influences employee performance indirectly through organizational commitment, while its direct effect is not significant.

DISCUSSION

Using WarpPLS 7.0, this study attempted to examine how work motivation influences employee performance among managers in West Kalimantan, with organizational commitment serving as a mediating factor. The results indicate that while work motivation has a good and significant impact on organizational commitment, it has a favorable but not statistically significant direct impact on employee performance. Employee performance is favorably and significantly impacted by organizational commitment. Furthermore, organizational commitment serves as a full mediator since it eliminates the direct impact of work incentive on performance. These findings highlight how crucial it is for workers to have a sense of loyalty to their company since this boosts motivation and improves productivity (Wijayanti, 2024; Silalahi & Bangun, 2020).

A positive and statistically significant relationship was found between work motivation and organizational commitment. The direct effect shows a path coefficient of $\beta = 0.704$, indicating a strong positive influence, with a significance level of $p < 0.001$. Since this value is below the 0.05 threshold, the hypothesis is accepted. This result corresponds with the research of Tentama and Pranungsari (2016) and Al-Madi et al. (2017), which showed a significant relationship, suggesting that work motivation significantly influences organizational commitment.

Organizational commitment was found to have a statistically significant positive effect on employee performance, as indicated by a p-value of less than 0.001 ($p < 0.001$). The path coefficient ($\beta = 0.737$) reflects a strong positive relationship, demonstrating that increased organizational commitment is associated with higher levels of employee performance. Thus, the hypothesis is accepted, verifying a notable positive correlation between organizational commitment and employee performance. Previous studies offer a more nuanced perspective. Bela et al. (2022) observed that organizational commitment positively influences performance, though not consistently with statistical significance, while Afuan and Ali (2024) indicated that organizational commitment greatly enhances performance, especially when mediated by job satisfaction.

The indirect effect of work motivation on employee performance, mediated by organizational commitment, is positive and statistically significant, with a p-value of less than 0.001 ($p < 0.001$). The path coefficient ($\beta = 0.519$) indicates a moderate positive influence, reflecting a 51.9% effect size. This implies that the hypothesis is supported, confirming that job motivation has a major positive indirect impact on staff performance through organizational commitment. Likewise, Khaeruman and Mariam (2025) discovered that mediation analysis verifies that work motivation influences performance through organizational commitment. The significance value for the indirect effect is below 0.001 ($p < 0.001$), suggesting that the research model demonstrates a mediation effect. Organizational commitment acts as a complete mediator in the connection between work motivation and employee performance. It is regarded as full mediation since work motivation does not directly affect employee performance; its impact transpires solely through organizational commitment. This happens as the direct effect loses significance

with the inclusion of the mediator, validating the complete mediating function of organizational commitment.

CONCLUSION

This study examines the relationship between work motivation and employee performance, with organizational commitment serving as a mediating factor. The results demonstrate that while work motivation has a positive and significant impact on organizational commitment, it has a favorable but not statistically significant direct impact on employee performance. Employee performance is favorably and dramatically impacted by organizational commitment. Furthermore, organizational commitment serves as a full mediator since it eliminates the direct impact of work incentive on performance. These findings highlight how crucial it is for workers to have a sense of loyalty to their company since this boosts motivation and improves productivity. It should be noted that the results may not apply to other locations or circumstances because this study only examined CU Managers in a specific area.

Based on these results, it is recommended that management evaluate and optimize current motivation programs, including rewards, incentives, and performance recognition, to better align with employee needs and characteristics. Efforts should focus on strengthening organizational commitment through fair recognition, transparent incentives, career development, and employee involvement in decision-making to enhance emotional attachment to the organization. Future research could examine additional mediating variables, such as job satisfaction or organizational culture, and explore the effects across different regions or over time to better understand how motivation and commitment interact to influence employee performance. Implementing these strategies can ensure that work motivation is effectively translated into measurable improvements in performance.

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