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THE INFLUENCE OF WORK DISCIPLINE AND EXTERNAL MOTIVATION ON EMPLOYEE PERFORMANCE THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

(A Study at Sragi Health Center, Pekalongan Regency)

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ABSTRACT

With organizational commitment acting as an intervening variable, this study intends to examine how work discipline and outside motivation affect employee performance at the Sragi Community Health Center. It is anticipated that improved work discipline will boost employee motivation, which in turn will increase organizational commitment. Furthermore, establishing a work environment that promotes employee well-being requires external motivation in the form of incentives and awards. This study employs a quantitative methodology, collecting data from 61 staff of the Sragi Community Health Center in Pekalongan Regency using questionnaires. SEM PLS is used for data analysis. The results of the study show that organizational commitment, job discipline, and outside motivation all significantly impact employee performance. Additionally, the relationship between external motivation and employee performance, as well as between work discipline and employee performance, is mediated by organizational commitment. According to these results, enhancing work discipline and offering outside motivation might boost employee performance by fortifying their loyalty to the company.

KEY WORDS: *Work Discipline; External Motivation; Organizational Commitment; employee performance*

INTRODUCTION

At both the national and local levels, government institutions are essential parts of governance. As a means to carrying out governmental duties like policy implementation, development, empowerment, and service delivery, these institutions engage with the public directly or indirectly. Competent human resources in their respective professions are crucial to the smooth functioning of government, allowing for the achievement of effective governance that satisfies the needs of the general public.

To support the operation of governance, human resources are hired by the government as temporary employees or civil servants. Since the government controls and offers services for every area of life in the state, including the healthcare industry, these human resources are vital and need particular attention.

The healthcare industry is one of the government agencies that has direct contact with the general people. Both medical and non-medical professionals who are on call to offer healthcare services to the underserved community at large are needed in this field. The community health center is a crucial government organization with the responsibility with offering different periods medical services (Puskesmas).

A premier healthcare facility at the vanguard of community health services delivery is the Public Health Center, also known as Pusat Kesehatan Masyarakat (Puskesmas) (Agustian et al., 2022; Luthfia & Alkhajar, 2019). As a government organization that plays a crucial part in providing the community with public health services, Puskesmas are expected to consistently offer the community satisfactory services (Deliana & Irwan, 2016). As a crucial component of an organization's operations, human resources will be needed to continuously enhance performance in order to reach its objectives to the fullest extent possible (Winarti et al., 2022). Effective health professionals will benefit the organization and society as a whole (Martatilova, 2020).

Employing informed and highly skilled employees is essential to guaranteeing good management operations, as is working to optimize corporate management to improve employee performance. Organizations in a variety of industries face a major problem in improving employee performance (Pinzone et al., 2019). Ineffective staff

performance can result in lost business, lower productivity, and greater operating costs. On the other hand, high-performing workers can assist companies in raising customer happiness, increasing the company's reputation, and improving the quality of their goods or services (Dianovi et al., 2022; Rohmalimna et al., 2022).

In an environment of globalization and heightened rivalry, the significance of employee performance has grown more apparent (Atatsi et al., 2019; Egwim et al., 2021; Thin et al., 2022). Employers must maximize their workers' ability to produce value and accomplish business goals (Yong et al., 2020). Therefore, in order to increase productivity and job efficiency, firms must create efficient performance management systems.

The efficiency and quality of healthcare services offered to the general population are greatly affected by employee performance in the healthcare industry, especially in community health clinics (Puskesmas). A number of things, such as job discipline and outside motivation, might affect performance. Even in the absence of rigorous supervision from superiors, prior research has shown that employees with high levels of discipline typically perform better. This is consistent with research showing that employee discipline aids in bridging the gap between individual achievements and corporate objectives.

A key component for enhancing employee performance is work discipline. Establishing and upholding employee discipline should be the main duty in order to accomplish the goals of the organization. Accordingly, discipline is essential to a company's capacity to achieve its objectives (Veithzal et al., 2018).

Discipline is the most important operating function of human resource management, according to Hasibuan (2005), since disciplined employees do better work. It becomes difficult for a company to attain the best results when employee discipline is weak. A person's sense of responsibility for the duties they are given is reflected in their level of discipline. This encourages zeal and drive at work, which ultimately helps the organization, its workers, and society achieve its objectives.

Work discipline has a major impact on employee performance, according to prior studies Arianindita & Dhea (2018), Permana et al. (2019), Permatasari et al. (2019), Setiadi & Lutfi (2021), (Bhaskara et all, 2024). Workplace discipline encompasses following rules, finishing assignments on time, and taking ownership of the work that is done. Therefore, it will be expected than increasing work discipline will help to improve staff performance at the health center.

To improve employee performance, external incentive is just as important as job discipline. Financial incentives, prizes, or praise from supervisors are some ways to motivate employees. The quality of healthcare services is positively impacted by work motivation, according to a study by Reitandi and Nur Ahmadi (2022). Employees who are driven and feel appreciated by the rewards they receive are more likely to give patients with higher-quality care. Thus, in order for staff to give their best effort, the health center's administration must establish an inspiring workplace.

Employee performance can be greatly enhanced by external motivation in addition to job discipline. This motivation may come in the form of cash incentives, prizes, or praise from superiors. According to a study by Reitandi and Nur Ahmadi (2022), work motivation has a beneficial impact on healthcare service quality. The quality of care given to patients is typically improved by staff members who feel appreciated and inspired by the rewards offered. Thus, it is imperative that the health center's management establish an inspiring workplace in order to maximize staff efficiency.

One healthcare facility in Pekalongan Regency that struggles to raise the standard of services it offers the public is Sragi Health Center. The administration of the health center must comprehend the elements that affect employee performance in light of the desire for the best possible healthcare services. In the context of the Sragi Health Center, this study will investigate the relationship between organizational commitment, work discipline, and outside motivation.

A number of research gaps are identified in this study that require attention. First, despite the fact that a large number of studies show a favorable correlation between work motivation and employee performance, the findings are frequently contradictory, necessitating further study to determine the factors influencing this relationship, especially in the setting of community health centers. Second, although it is acknowledged that organizational commitment improves employee performance, some research yields contradictory findings, thus it is crucial to investigate the variables that can moderate this association. Third, little research has been done on the relationship between organizational commitment and work discipline as an intervening variable.

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This research will not only contribute academically but also have practical implications for the development of human resources in the healthcare sector, as it is anticipated that the study will offer recommendations to the health center's management to improve work discipline and employee motivation in order to achieve optimal performance and high organizational commitment.

This study uses organizational commitment as an intervening variable to examine how work discipline and outside motivation affect employee performance.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Human Resource Management

The process of managing particular abilities or capacities to accomplish organizational objectives is known as human resource management (Bohlander & Snell, 2013). The management and use of resources owned by persons is what Rivai (2004) defines as human resource management. Human resource management, on the other hand, is defined by Mathis & Jackson (2011) as the official processes that are designed within an organization to guarantee the efficient and successful utilization of human potential in order to accomplish organizational goals.

Work Discipline

The attitudes, actions, and behaviors that adhere to the rules and regulations of the organization are referred to as work discipline (Nitisemito, 1996). Work discipline is an essential part of the work system that organizations or businesses must prioritize in order to improve performance and productivity, claim Sutrisno et al. (2016). It is a management action to encourage organizational or corporate members to adhere to set office regulations, according to Yuliana et al. (2017). Work discipline, according to Widodo et al. (2018), is the set of guidelines that control and restrict all employee conduct and activities inside a company. Based on these many points of view, it can be said that work discipline is the conduct of an individual that conforms to the regulations and guidelines established by the company.

Work discipline can be affected by a variety of things. The following elements are identified by Helmi (2006): 1) Characteristics of the individual and 2) Environmental influences. The following elements are listed by Hasibuan (2014) as influencing work discipline: 1) objectives and skills, 2) leadership model, 3) equity, 4) oversight, 5) sanctions, 6) firmness, 7) incentives, and 8) interpersonal relationships.
A variety of indicators can be used to gauge work discipline. The following indicators are identified by Sinungan (2005): 1) Attendance; 2) Behavior and Attitudes; and 3) Accountability. Hasibuan (2014) further comprises: 3) Responsibility, 2) Norms, and 1) Attitude. According to Sudarmanto (2009), these indicators are: 1) Punctuality, 2) Tool usage, 3) Accountability, and 4) Compliance with work regulations. Using the variables listed by Sudarmanto (2009)—timeliness, use of work equipment, responsibility, and adherence to work regulations—this study is based on the idea that work discipline is individual conduct that complies with the organization's rules and policies.

Organizational Commitment

Asserts as a key factor in attaining organizational success is dedication to one's work. Strongly dedicated employees have a deep bond with the organization they work for. A strong sense of loyalty to the company can be seen by employees who are unlikely to quit. Work commitment is characterized by an employee's alignment with a particular organization, its objectives, and their desire to stay a member of that organization, according to Kharis (2015). Work commitment entails wanting to be a part of the company, wanting to identify with its goals and values, and being prepared to put in effort to support it. Luthans (2015) outlines the following indicators of work commitment:

1. A strong desire to be a member
2. A willingness to work hard for the success of the organization
3. Shared values with the organization

Employee performance

In the words of Roberts and Wainwright (2019), employee performance is the extent to which each worker completes responsibilities as allocated and contributes to the organization's overall results. The work environment, skills, and motivation all have an impact on this performance.

According to Rukmani et al. (2020), employee performance is defined as the results that are anticipated of people in their roles and can be assessed using both qualitative and quantitative metrics, as well as opinions about how effective their work is perceived.

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In the words of Bakker and Demerouti (2017), occupational demands and personal resources interact to determine employee performance, and the equilibrium between the two has a big influence on overall performance.

According to Campbell et al. (2019), employee performance includes abilities, effort, and job outcomes in a variety of work scenarios and is defined as actions that help the organization achieve its goals.

In the words of Kraiger et al. (2020), employee performance should be viewed through the lens of learning and development, as this approach promotes the development of pertinent skills and enhances individual job results. According to many definitions, employee performance is a gauge of how effectively individuals are able to fulfill their obligations within the framework of the company. It is caused by a number of interrelated elements, and improving an organization's production and effectiveness requires an awareness of its complexity.

The following are significant metrics of employee performance: (a) Quality of Work: The precision, correctness, and dependability of the work produced; (b) Quantity of Work: The quantity of work finished in a given period of time, usually expressed in units or production volume; (c) Efficiency: The ratio of output to resources utilized, which shows how well workers manage their time and resources, (d) requirements Compliance: How closely employees adhere to rules, guidelines, and quality requirements (e) Competencies and Skills: The ability of workers to apply pertinent knowledge and skills to their jobs; and (f) Initiative and Proactivity: The readiness to act without waiting for orders and the capacity to recognize and resolve issues on one's own.

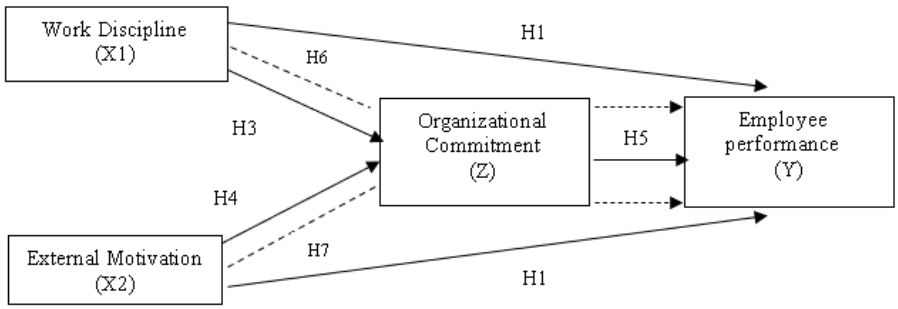

Figure 1 Research Model

Description:
: Direct Effect
: Indirect Effect

The hypothesis in this study is:
H1: Work discipline affects employee performance.
H2: External motivation affects employee performance.
H3: Work discipline affects employee organizational commitment.
H4: External motivation affects employee organizational commitment.
H5: Organizational commitment affects employee performance.
H6: Organizational commitment mediates the effect of work discipline on employee performance.
H7: Organizational commitment mediates the effect of external motivation on employee performance.

RESEARCH METHODOLOGY

Sampling Method

Population

Kothari, CR (2020) defines the population as all people, things, or events that are the focus of the study and have particular qualities. To get reliable results, a representative sample of the population must be chosen. The population in this study is all employees at Puskesmas Sragi, Pekalongan Regency, totaling 55 employees.

Sample

A sample is a smaller subset of a larger population that is used in research to make inferences about that group, according to Kothari, CR (2020). Careful sample selection is necessary to ensure that the findings of the study accurately represent the circumstances of the general public. Non-probability sampling combined with the saturation sampling (census) approach is the sample strategy employed in this investigation. Saturated sampling, according to Sugiyono (2014:118), is a sampling strategy in which every member of the population is used as a sample. Because of the very small population size, the researcher chose to use the saturation sampling technique. Thus, 55 employees make up the sample used in this investigation.

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Data Collection

a. Research Data
Based on Kothari, research data can be classified as either descriptive or inferential. While inferential data is used to draw conclusions or make predictions about the population based on sample data, descriptive data gives a summary of the features of the population under study.

b. Data collection technique
Structured questionnaires were used to collect data for this study in order to obtain information about the factors under investigation. Employee discipline is measured using Work Discipline statistics. Employees' level of extrinsic motivation at work is assessed using motivation data. The degree to which workers exhibit commitment at work is gauged by organizational commitment data. Employee performance data, on the other hand, is used to evaluate the job results that employees have attained over a given time frame.

Operational Definition

In this study, the variables include Independent Variables: X1 (Work Discipline) and X2 (External Motivation); Dependent Variable: Y (Employee Performance); and Intervening Variable: Z (Organizational Commitment). The detailed explanation of the indicators for each variable is summarized in the following table:

Table 1: Operational Definitions and Indicators

Variable	Indicator	Source
Work Discipline (X1)	Timeliness, adherence to rules, responsibility, appropriate use of work tools	Sudarmanto (2009)
External Motivation (X2)	Financial incentives, recognition, rewards, feedback	Reitandi & Nur Ahmadi (2022)
Organizational Commitment (Z)	Strong desire to remain as a member, efforts for organizational success, alignment with organizational values	Luthans (2015)
Employee Performance (Y)	Quality of work, quantity of work, efficiency, compliance with standards, initiative	Sinungan (2005), Hasibuan (2014)

Data Measurement Method

The primary data collected in this study comes from employees of Puskesmas Sragi in Pekalongan Regency, which, after obtaining responses from the respondents, will be tested using the SEM-PLS application.

Data Analysis Methods

Based on the available data, this study creates a causal model to show how independent variables affect dependent variables. Partial Least Squares (PLS) analysis, measurement model assessment, structural model analysis, and hypothesis testing are all part of the study technique.

Partial Least Squares (PLS) Test

This study takes advantage of the Partial Least Squares (PLS) method, a multivariate statistical technique created by Herman Wold in 1966, to perform Structural Equation Modeling (SEM) based on variance. Analyzing the intricate interactions between latent variables and their indicators is the goal of using PLS. The inner model and the exterior model are the two main parts of the analysis. The links between latent variables are defined by the inner model, often known as the structural model. The outer model, on the other hand, assesses the way in which latent variables are quantified using their indicators. This method is used to explain the theoretical link between variables X and Y as well as to forecast how each of them will affect the other.

Measurement Model Analysis (Outer Model)

Internal validity and reliability are evaluated by the analysis approach employed in PLS testing. The relationship between unmeasured variables and their corresponding indicators is demonstrated by the study of the external measurement model. The association between each indicator and the latent variables is demonstrated externally. Convergent and discriminant validity are assessed in order to conduct estimation demonstration testing, also known as external demonstration.

a. The degree of association between a certain value factor and its accompanying indicator is known as convergent validity. The correlation between the latent variable and its indicator is measured by the factor loading value. There are two processes involved in evaluating convergent validity. Assessing indicator validity is the initial step, and t-statistics and factor loading are used to do so. The outcome is deemed inadequate if the factor loading is less than 0.5. According to Imam Ghozali (2006), a factor loading of 0.7

or over is regarded as high, whereas a value of 0.5 to 0.6 is deemed sufficient. According to Uce Indahyanti (2013), an indicator is considered legitimate if its t-statistic value is more than 1.96.

b. The Composite Reliability (CR) value is used to assess construct reliability. Increased quality and more dependable estimations are indicated by a high CR number. Reliability is defined as a value greater than 0.7 (Uce Indahyanti, 2013).
c. In the opinion of Uce Indahyanti (2013), the Average Variance Extracted (AVE) should be higher than 0.5. Two steps are involved in evaluating discriminant validity. The first step is to look at the cross-loading factor values. In the second step, the correlation between constructs or latent variables is compared to the square root of the AVE. The ability of latent variables to discriminate from one another is evaluated with the use of the cross-loading factor. This approach compares the correlation between indicators and other latent variables with the correlation between indicators and their respective latent variables, which ought to be higher. According to Uce Indahyanti (2013), a latent variable is considered to have high discriminant validity if the correlation between it and an indicator is stronger than the association with other latent variables. AVE should have a value of 0.5.

Structural Model Analysis (Inner Model)

Together with the t-statistic and crucial tests for the parameter coefficients, the basic performance is assessed using R-square (R^2) to test the Stone-Geis Q-square as a pertinent subordinate. R^2 aids in evaluating how independent latent variables affect dependent latent variables that have a major effect on the outcomes. Three ranges are used to classify the R^2 values: 0.75, 0.5, and 0.25. These numbers show the degree of effect, and R^2 can be used to compute f^2. The latent variable's function in the model is diminished when it is used or eliminated directly, as indicated by a fall in R^2 values. The f^2 values fall into the following categories: 0.02; 0.15; and 0.35. The accuracy of Q-square prediction, which gauges how closely the predicted values match the actual parameters, is another metric used to evaluate the quality of PLS in addition to the R-square value. Whereas a lower Q^2 value implies that the model is not predictively relevant, a higher Q^2 value indicates that the model has significant predictive value.

Hypothesis Testing

The bootstrap function can be used to test hypotheses, and the results are displayed as ρ and t statistics in the path coefficient table. Ghozali (2015) states that a route coefficient is deemed significant if the t-statistic is greater than 1.96, the ρ value's significance level is less than 0.05, or precisely 0.05 (Hair, J. Ringle, C., & Salstedt, 2011). The path coefficients should be examined in order to assess the strength of the influence linkages. According to Diamantopoulos and Siguaw (2000), a moderate influence is indicated by a path coefficient of less than 0.30, a strong influence is suggested by a coefficient between 0.30 and 0.60, and a very strong influence is indicated by a coefficient larger than 0.60.

RESULTS AND DISCUSSION

The evaluation of the measurement model includes checking individual item reliability, internal consistency or composite reliability, average variance extracted, and discriminant validity. The first three measurements are categorized under convergent validity.

1. Convergent Validity

Three tests comprise convergent validity: average variance extracted (AVE), composite reliability, and item reliability (validity of each indicator). The degree to which the dimension is explained by the current indicators is gauged by convergent validity. Stated otherwise, a dimension's capacity to describe its hidden variable increases with its convergent validity.

a. Reliability Item

The loading factor (standardized loading) can be used to evaluate item reliability, often referred to as indication validity. The degree of association between each indicator and its construct is indicated by the loading factor. The indicator is deemed valid for measuring the construct if the loading factor is more than 0.7. A standardized loading factor greater than 0.5 is still acceptable, though. On the other hand, the model should not include a standardized loading factor that is less than 0.5 (Chin, 1998). The standardized loading column displays the item reliability values:

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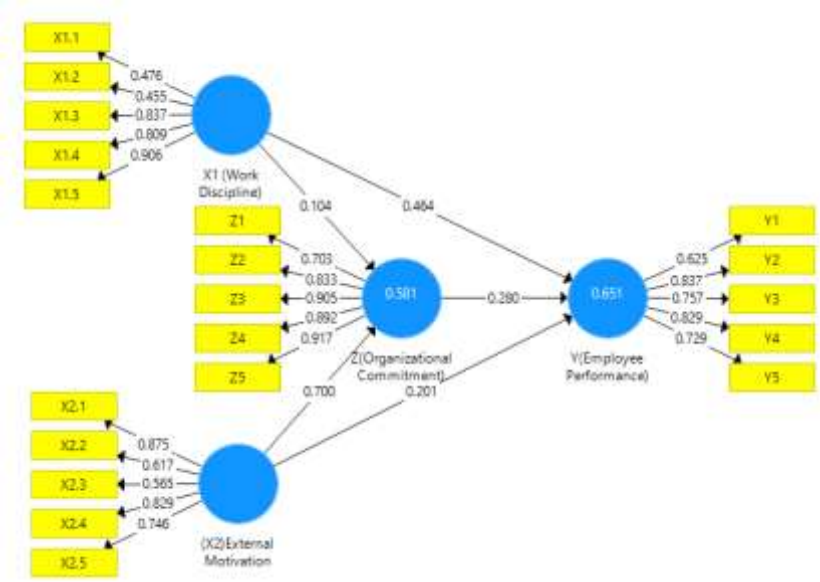

Figure 2. Standardized Loading Factor of Inner and Outer Models

Since all of the loading values in the aforementioned image are more than 0.5, none of the signs need to be disregarded. As a result, Work Discipline, External Motivation, Organizational Commitment, and Employee Performance are the latent variables for which each indication is valid.

b. Composite Reliability

Cronbach's alpha and D.G. rho (PCA) are the statistics used in composite reliability, also known as construct reliability. Composite reliability calculates a construct's true dependability value, whereas Cronbach's alpha calculates a construct's lower bound. As a general rule, composite reliability should be higher than 0.6, and Cronbach's alpha should likewise be higher than 0.6. The construct can be considered highly reliable if the obtained value is higher than 0.60.

Table 2. Composite Reliability Results

	Cronbach's Alpha
(X2)External Motivation	**0.781**
X1 (Work Discipline)	**0.778**
Y(Employee Performance)	**0.909**
Y(Organizational Commitment)	**0.815**

Source: 2024 Data Processing Results

The composite dependability values for External Motivation, Work Discipline, Employee Performance, and Organizational Commitment are 0.781, 0.778, and 0.909, respectively, according to table 4.8 above. Cronbach's alpha values for all four latent variables are over 0.6, suggesting that they are all highly reliable measuring instruments.

The amount of variance explained by the items relative to the variance brought on by measurement mistakes is indicated by the Average Variance Extracted (AVE). The notion is considered to have excellent convergent validity if the AVE value is more than 0.5. This indicates that, on average, the latent variable may account for almost half of the variance of its indicators.

Table 3. Results of Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
(X2)External Motivation	**0.542**
X1 (Work Discipline)	**0.522**
Y(Organizational Commitment)	**0.729**
Z(Employee Performance)	**0.577**

Source: 2024 Data Processing Results

The AVE values for External Motivation, Work Discipline, Employee Performance, and Organizational Commitment are 0.542, 0.522, and 0.729, respectively, according to the above table. With AVE values above 0.5 for each of the four variables, the constructs have strong convergent validity, meaning that on average, the latent variables can account for more than half of the variance of their indicators.

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2. Discriminant Validity

Using cross-loading and comparing the AVE value with the squared correlation between constructs, the reflective measurement model's discriminant validity is evaluated. An indicator's association with both its own construct and constructs from other blocks is compared using the cross-loading measure. The variance of its own indicators will be better explained by strong discriminant validity than the variance of indicators from other constructs. The discriminant validity values for each indicator are shown below.

Table 4. ***Discriminant Validity***

	(X2)External Motivation	X1 (Work Discipline)	Y(Organizational Commitment)	Z(Employee Performance)
X1.1	0.196	0.476	0.125	0.251
X1.2	0.152	0.455	0.177	0.195
X1.3	0.646	0.837	0.367	0.597
X1.4	0.254	0.809	0.365	0.621
X1.5	0.565	0.906	0.555	0.676
X2.1	0.875	0.546	0.746	0.597
X2.2	0.617	0.043	0.639	0.418
X2.3	0.565	0.517	0.329	0.429
X2.4	0.829	0.455	0.524	0.454
X2.5	0.746	0.500	0.441	0.545
Y1	0.702	0.355	0.475	0.625
Y2	0.568	0.699	0.603	0.837
Y3	0.559	0.683	0.449	0.757
Y4	0.345	0.502	0.520	0.829
Y5	0.302	0.334	0.431	0.729
Z1	0.303	0.121	0.703	0.285
Z2	0.510	0.209	0.833	0.485
Z3	0.713	0.498	0.905	0.594
Z4	0.723	0.523	0.892	0.657
Z5	0.796	0.543	0.917	0.659

Source: 2024 Data Processing Results

Table 6 above indicates that each variable's loading factor or discriminant validity has a higher correlation with its own variable than with other variables. This trend is also evident in each variable's indicators. This suggests that indicators are appropriately positioned within their corresponding variables.

Inner Model Analysis

The percentage of variance in the dependent (endogenous) variable that can be accounted for by the influencing (exogenous) factors is known as the R-square. This is helpful in determining the model's quality. According to Juliandi (2018), a model is considered substantial (excellent) if its R-square result for endogenous latent variables is 0.75; moderate (fair) if it is 0.50; and weak (bad) if it is 0.25. The following table and image display the R-squared value based on data processing carried out with the SmartPLS 3.0 software:

Table 5. R^2 Result

	R Square
Y(Employee Performance)	0.581
Z(Organizational Commitment)	0.651

Source: 2024 Data Processing Results

As can be seen from Table 5 above, the influence of X1, X2, and Z on Y has an R-square value of 0.581, which means that the model is substantial (excellent) because it explains 58% of the variation in Y, whereas other factors influence 42%. Additionally, the R-square value of 0.651 for the influence of X1 and X2 on Z shows that 35% of the variation in Z is influenced by other factors, whilst 65% of the variation in Z can be described by the variation in X1 and X2. This suggests that the model is substantial (excellent).

Hypothesis Testing

The purpose of this test is to ascertain the structural model's route coefficients. Testing the importance of all relationships or hypothesis testing is the goal. There are two types of hypothesis testing in this study: direct effects and indirect effects. The following path coefficient diagram displays the findings of the direct and indirect effect hypothesis tests, which were based on data processing carried out with the SmartPLS 3.0 software:

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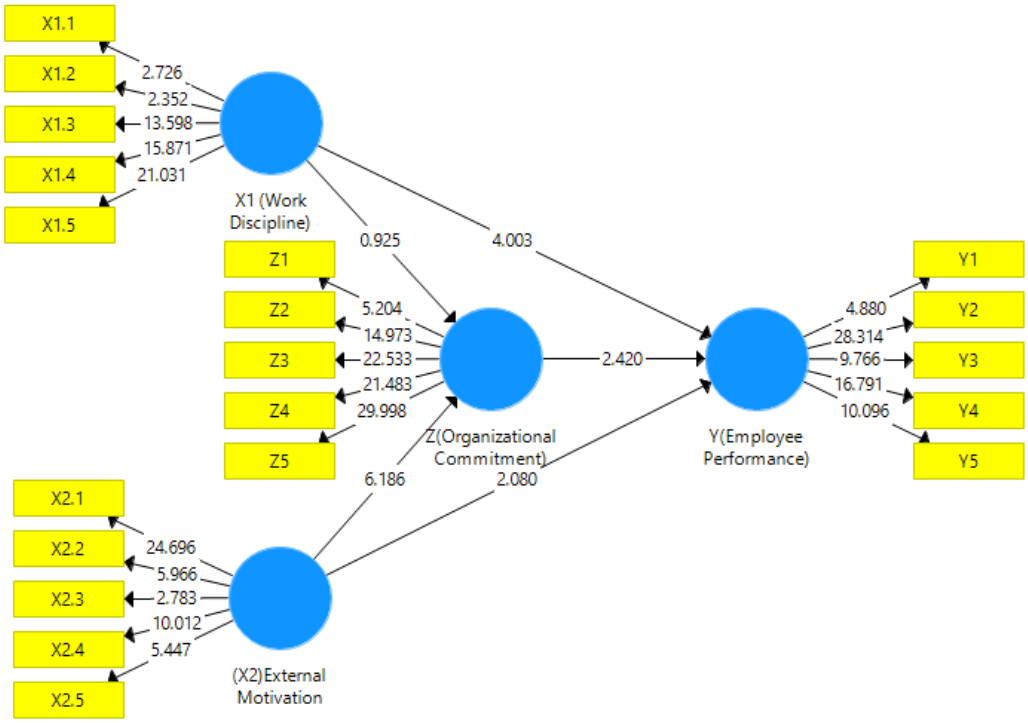

Figure 3. ***T-Value***

The findings of the a long-term hypothesis testing may be seen in the path coefficient table below:

Table 6. ***Path Coefficient***

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
(X2)External Motivation -> Y(Employee Performance)	0.701	0.711	0.113	6.217	**0.000**
(X2)External Motivation -> Z(Organizational Commitment)	0.220	0.202	0.106	2.079	**0.019**
X1 (Work Discipline) -> Y(Employee Performance t)	0.106	0.114	0.114	0.935	**0.175**
X1 (Work Discipline) -> Z(Organizational Commitment)	0.450	0.477	0.114	3.963	**0.000**
Z(Organizational Commitment) -> Y(Employee Performance)	0.275	0.281	0.125	2.193	**0.014**

Source: 2024 Data Processing Results

According to Table 6, the findings of the hypothesis test indicate that there is a 0.701 path coefficient between external motivation and employee performance. With a probability value (p-value) of 0.000 < 0.05, this effect suggests that Puskesmas Sragi's employee performance is significantly impacted by external motivation. The path coefficient for the relationship between external motivation and organizational commitment is 0.220. With a probability value (p-value) of 0.000 < 0.05, this result suggests that organizational commitment at Puskesmas Sragi is highly impacted by external motivation. The path coefficient for the relationship between work discipline and employee performance is 0.106. Employee performance at Puskesmas Sragi is impacted by work discipline,

as evidenced by the effect's probability value (p-values) of 0.000 < 0.05. The path coefficient for the relationship between work discipline and organizational commitment is 0.450. At Puskesmas Sragi, work discipline has a considerable impact on organizational commitment, as evidenced by the effect's probability value (p-values) of 0.011 < 0.05. The path coefficient for the relationship between organizational commitment and employee performance is 0.275. Employee performance at Puskesmas Sragi is highly impacted by organizational commitment, as evidenced by the effect's probability value (p-values) of 0.000 < 0.05.

Indirect Testing

Following is a statement of the indirect effects between the independent and dependent variables in this study:

Table 7. ***Specific Indirect Effects***

	Specific Indirect Effects	P Values
(X2)External Motivation -> Z(Organizational Commitment) -> Y(Employee Performance)	0.193	**0.033**
X1 (Work Discipline) -> Z(Organizational Commitment) -> Y(Employee Performance)	0.029	**0.206**

Source: PLS 3.00

It may be concluded from Table 7 above that the results of the hypothesis testing indicate the following: The path coefficient for the relationship between organizational commitment and external motivation on employee performance is 0.193. The influence of external motivation on employee performance at Sragi Health Center is mediated by organizational commitment, as evidenced by the effect's probability value (p-value) of 0.000 < 0.05. The path coefficient for the relationship between organizational commitment and work discipline and employee performance is 0.029. The effect of work discipline on employee performance at Sragi Health Center is mediated by organizational commitment, as indicated by the effect's probability value (p-value) of 0.022 < 0.05.

DISCUSSION

The study's conclusions concern how well theory fits with the research, viewpoints, and earlier studies that have been put forth, as well as the behavioral patterns that ought to be used to deal with these problems. The analysis of the research findings is discussed as follows:

The Influence of Work Discipline on Employee Performance

The path coefficient for the relationship between work discipline and employee performance, as determined by the hypothesis testing study, is 0.464. At the Sragi Public Health Center, work discipline has a significant impact on employee performance, as evidenced by the effect's probability value (p-value) of 0.000 < 0.05. This result shows that at the Sragi Health Center, work discipline can improve employee performance. Employee commitment to established norms and processes is a component of work discipline. Employees who follow these rules are more likely to feel accountable for their work, which motivates them to work harder to meet performance goals and enhances their performance as a whole. According to earlier research by Arianindita & Dhea (2018), Permana et al. (2019), Permatasari et al. (2019), and Setiadi & Lutfi (2021), work discipline has a major impact on employee performance. These findings are consistent with those findings.

Impact of External Motivation on Pegawai's Work Performance

A path coefficient of 0.201 is revealed by the hypothesis test findings about the impact of external incentive on employee performance. Employee performance at Puskesmas Sragi is highly impacted by external motivation, as evidenced by the study's probability values (p-values), which range between 0.000 and 0.05. This proves that outside motivators successfully raise Puskesmas Sragi employees' productivity. According to this study, external incentive factors that significantly impact employee performance include business regulations, job security, connections with coworkers and superiors, and compensation. The company's proactive efforts to increase employee productivity demonstrate the impact of external motivators. Employee performance has improved as a result of the formed relationships among coworkers in carrying out tasks. Employees that receive sufficient job security feel comfortable and secure, which improves their performance. Additionally, the relationships between bosses and subordinates are preserved, creating an atmosphere that improves worker performance. Furthermore, the company's income adequately covers workers' daily expenses, fostering a sense of satisfaction. Employees are inspired to put in more effort and perform better overall when they are satisfied. According to earlier research by Ainanur & Tirtayasa (2018), Lao (2018), Permana et al. (2021), Wahyudi (2019), and Potu et al. (2021), external motivation has a major impact on employee performance, especially in material areas. This study supports those findings. Additionally, it is in line with the findings of Hairudin & Oktaria (2022), who came to the conclusion that employee performance is significantly impacted by external motivation.

The Influence of Organizational Commitment on Employee Performance

The impact of organizational commitment on employee performance has a path coefficient of 0.280, according to the findings of the hypothesis testing research. At the Sragi Community Health Center, organizational commitment has a significant impact on employee performance, as evidenced by the effect's probability value (p-value) of 0.000 < 0.05. This demonstrates that workers at the Sragi Community Health Center will perform better as their organizational commitment grows. Strongly committed workers are more likely to think and trust that the organization's principles and objectives match their own, which inspires them to put in more effort and improves performance. Research by Wahyuni (2020) and Hutabarat (2020) supports these conclusions by showing that organizational commitment has a favorable impact on employee performance improvement.

Workplace Discipline's Impact on Organizational Commitment

The influence of work discipline on organizational commitment has a path coefficient of 0.104 according to the findings of hypothesis testing. At the Sragi Community Health Center, work discipline has a significant impact on organizational commitment, as evidenced by the effect's probability value (p-value) of 0.011 < 0.05. According to this research, people who practice strong work discipline are more likely to satisfy set job standards, which improves individual performance. Higher organizational commitment is frequently linked to improved performance because engaged individuals are more aware of their positive impact on the organization's objectives. These results are consistent with earlier research by Anggraini (2020), which found that organizational commitment is significantly impacted by work discipline.

External Motivation's Impact on Organizational Commitment

The effect of external motivation on organizational commitment has a path coefficient of 0.700, according to the findings of hypothesis testing. At the Sragi Community Health Center, external motivation has a significant impact on organizational commitment, as evidenced by the effect's probability value (p-value) of 0.000 < 0.05. This shows that Sragi Community Health Center staff members' organizational commitment can be increased by external motivation. Increased job satisfaction can lead to a higher degree of organizational engagement when workers believe their rewards are commensurate with their contributions and efforts. Employee loyalty to the company can be increased in a work environment that offers external incentives like training, chances for professional advancement, and good communication. Workers are more likely to be more dedicated if they believe that the company encourages their professional development. These results are in line with other studies by Rahayu et al. (2021) and Arianindita & Dhea, which found that external motivation has a major impact on organizational commitment.

Mediated by Organizational Commitment, the Impact of Work Discipline on Performance

According to the findings of the hypothesis testing analysis, work discipline has a 0.935 path coefficient when it comes to its impact on employee performance through organizational commitment. The association between work discipline and employee performance at the Sragi Community Health Center is mediated by organizational commitment, as indicated by the effect's probability value (p-value) of 0.000 < 0.05. This implies that corporate commitment combined with job discipline might improve employee performance. Good work disciplined employees typically adhere to company policies and procedures, which improves their performance. Increased commitment and loyalty to the company are fostered by high work discipline. Employee performance improves when committed workers are more driven to put in extra effort and accomplish company objectives.

Organizational Commitment Mediates the Effect of External Motivation on Performance

According to the findings of the hypothesis testing analysis, the path coefficient for the relationship between external motivation and organizational commitment and employee performance is 6.217. At the Sragi Community Health Center, organizational commitment mediates the relationship between external motivation and employee performance, as indicated by the p-value for this effect, which is 0.000, less than 0.05. This implies that organizational commitment combined with external motivation might enhance worker performance. Employees are more likely to appreciate their work environment, feel a sense of ownership toward the company, and become more committed when their values coincide with those of the firm. Employee commitment to their work increases as a result, improving performance.

CONCLUSION AND SUGGESTIONS

Conclusion

The study "The Effect of Work Discipline and External Motivation on Employee Performance Mediated by Organizational Commitment at the Sragi Community Health Center" leads to the following conclusions, which are supported by the research findings and previously discussed discussions:

a. The Sragi Community Health Center's staff performance is directly impacted by work discipline.

b. Employee performance at the Sragi Community Health Center is directly impacted by external motivation.
c. At the Sragi Community Health Center, staff performance is directly impacted by organizational commitment.
d. At the Sragi Community Health Center, work discipline directly affects organizational commitment.
e. At the Sragi Community Health Center, organizational commitment is directly impacted by external motivation.
f. At the Sragi Community Health Center, work discipline's impact on employee performance is indirectly mediated by organizational commitment.
g. At the Sragi Community Health Center, organizational commitment acts as an indirect mediator between external motivation and worker performance.

Suggestion

The following is a summary of the research recommendations:

a. Expansion of Variables: In order to have a more comprehensive understanding of employee performance, future study may incorporate additional variables such organizational culture or leadership.
b. Research at Other Institutions: To compare findings in various contexts, carry out comparable studies in other institutions.
c. Qualitative Approach: To delve deeper into employees' perspectives on work discipline and external motivation, use focus groups or interviews.
d. Work Environment Factors: Studies can examine how employee performance is impacted by the workplace.
e. Employee Performance assessment: To gain a better understanding of the effects of work discipline and outside incentives, employ a range of performance assessment techniques.
f. Employee Development Programs: To improve employee performance and organizational commitment, training and incentive programs should be created.
g. Longitudinal Study: An extended study could examine how organizational commitment and personnel performance evolve over time.

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