

The Impact of Motivation and Organizational Commitment on Employee Work Performance

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Abstract

The era of globalization has profoundly influenced various aspects of human life, breaking down national boundaries and reshaping international relations through advancements in information and communication technology. In Indonesia, this has significantly impacted industries such as trade, manufacturing, and services. Organizations face intense competition, making employee commitment essential for achieving company goals. Harmonious interpersonal relationships among employees foster trust and togetherness, which are crucial for sustaining high organizational commitment. Without mutual trust and group cohesion, employee commitment diminishes, reducing overall work performance. Clear and jointly established organizational goals provide guidance on responsibilities, workloads, and performance targets while serving as motivational challenges to enhance employee productivity. This study employs multiple linear regression analysis to examine the relationship between motivation, organizational commitment, and employee work performance. The simultaneous F test indicates a significant influence of independent variables on the dependent variable, with a calculated F value of 28.9701 exceeding the F table value of 3.19. The coefficient of determination (R^2) is 0.5418, showing that 54.18% of the variance in employee performance is explained by motivation (X1) and organizational commitment (X2), while the multiple correlation coefficient (R) of 0.7361 indicates a strong overall relationship. Partially, organizational commitment exerts the most dominant effect on work performance, with a calculated t value of 5.4485 exceeding the t table value of 2.0096. Factors contributing to this influence include alignment of job characteristics with employee expectations, opportunities for skill development, provision of alternative job options, and organizational support for knowledge enhancement, all of which collectively improve employee work performance.

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



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INTRODUCTION

The contemporary global business landscape is characterized by unprecedented integration and intensifying competitive pressures, where organizations must navigate rapidly evolving technological, economic, and social environments to maintain sustainable performance. Advancements in information systems, organizational design, and human capital management have heightened the strategic importance of employee behavior as a determinant of organizational success, emphasizing the dual role of motivation and organizational commitment as critical drivers of work performance (Sholeh et al., 2024; Wood, 1999). In highly competitive industries, such as manufacturing, services, and high-technology sectors, the alignment of individual incentives with organizational objectives has become a central concern, where employee engagement and proactive performance are no longer optional but integral to achieving both operational efficiency and strategic adaptability (Dewi et al., 2024; Firdaus et al., 2021).

Empirical studies have consistently highlighted the positive associations between employee motivation, commitment, and performance outcomes. Sholeh et al. (2024) demonstrate that

compensation mechanisms significantly influence intrinsic and extrinsic motivation, thereby enhancing productivity, while Spector (1982) emphasizes that individual locus of control moderates the relationship between motivational interventions and behavioral outcomes. Wood (1999) synthesizes cross-sector evidence to argue that organizational commitment mediates the effect of structural and procedural factors on work performance, whereas James and Jones (1976) conceptualize organizational structure as a determinant of employee attitudes and performance, suggesting that alignment between roles and expectations enhances commitment. Nevertheless, these studies often examine isolated variables or context-specific mechanisms, limiting the generalizability of findings across diverse organizational settings (Istanti et al., 2020; Bowen, 2024).

Despite robust evidence supporting the significance of motivation and commitment, gaps persist in the literature regarding the integrated effects of these constructs in environments characterized by rapid technological adoption and cross-functional team dynamics. Existing studies frequently operationalize performance outcomes narrowly, failing to account for multidimensional indicators that encompass efficiency, quality, and innovation simultaneously (Firdaus et al., 2021; Dewi et al., 2024). Furthermore, inconsistencies arise in conceptualizing organizational commitment, with some research emphasizing affective attachment while others focus on normative or continuance dimensions, creating ambiguity in predicting its impact on measurable performance outcomes (James & Jones, 1976; Wood, 1999). These conceptual and methodological divergences underscore the necessity for a comprehensive analytical approach that examines the joint influence of motivation and organizational commitment on employee work performance in complex, modern organizational contexts.

The practical implications of addressing these gaps are considerable. Organizations increasingly recognize that sustaining competitive advantage depends not only on structural and technological resources but also on human capital capability, adaptability, and alignment with strategic goals (Bowen, 2024; Sholeh et al., 2024). Understanding the interplay between motivational strategies, commitment mechanisms, and performance outcomes enables managers to design targeted interventions that optimize workforce productivity while fostering employee satisfaction and retention. Moreover, elucidating these dynamics contributes to the development of evidence-based human resource policies that can reconcile organizational objectives with individual aspirations, ultimately enhancing both operational outcomes and employee well-being (Wood, 1999; Istanti et al., 2020).

Positioning this research within the existing scholarly landscape, the study seeks to integrate motivation and organizational commitment as interdependent predictors of work performance, using a robust analytical framework that accounts for both direct and mediating effects. By synthesizing theoretical perspectives from human resource management, organizational behavior, and applied econometrics (Gujarati, 1995), this research advances a more holistic understanding of the mechanisms through which individual and organizational factors jointly shape performance outcomes. This positioning addresses prior limitations by bridging conceptual inconsistencies and offering empirical insights relevant to diverse industrial contexts, particularly in emerging markets undergoing rapid economic and technological transformation (Firdaus et al., 2021; Dewi et al., 2024).

The primary objective of this study is to empirically examine the impact of employee motivation and organizational commitment on work performance, while simultaneously elucidating the relative contribution and interaction of these predictors. Methodologically, the research employs multiple linear regression analysis to quantify effect sizes and determine the strength of relationships among variables, thereby providing actionable insights for both theory development and practical application. The expected contributions include refining theoretical models of employee performance, informing evidence-based human resource management practices, and offering a replicable methodological framework for future investigations in comparable organizational settings. By integrating motivational and commitment factors within a rigorous analytical paradigm, the study advances both the scientific understanding and managerial practice of optimizing employee performance in dynamic contemporary workplaces.

RESEARCH METHOD

This study investigates the influence of employee motivation and organizational commitment on work performance using a quantitative approach with a cross-sectional design, collecting data at a single point in time. The population consists of 60 employees, from which a representative sample of 52 respondents was determined using Slovin's formula with a 5% margin of error. A non-probability

sampling method with simple random sampling was employed to ensure each employee had an equal chance of selection. The study operationalizes three variables: employee work performance as the dependent variable, measured through working speed, quality, initiative, and job skills; and motivation and organizational commitment as independent variables, assessed through indicators such as salary satisfaction, training opportunities, promotion policies, alignment of job characteristics, and organizational support for skill development. All variables were measured using an interval scale ranging from 1 to 5, with primary data collected via questionnaires and supplemented by secondary data from company records including employee numbers, organizational structure, and job descriptions.

To analyze the hypothesized relationships, the study applies a multiple linear regression model, expressed as $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$, where Y represents work performance, X_1 motivation, X_2 organizational commitment, and e denotes external influences. Statistical testing includes both F-tests and t-tests to assess simultaneous and partial effects of the independent variables. An F-count exceeding the F-table indicates a significant simultaneous effect of motivation and organizational commitment on work performance, while t-tests determine the individual contribution of each independent variable. This analytical framework provides a structured approach to evaluate the extent to which motivation and organizational commitment drive employee performance, establishing both theoretical and practical insights for organizational behavior and human resource management.

RESULTS AND DISCUSSION

Description of Research Results

Table 1. Frequency Distribution and Average Value of Respondents' Responses on Motivation

No	Statement	Score					Mean
		STS 1	TS 2	CS 3	S 4	SS 5	
1	The salary given is sufficient to meet personal needs.	0	0	14	23	15	4,019
2	There is adequate guarantee for safety at work	0	4	17	18	13	3,769
3	Opportunity to receive training according to achievements	0	7	8	25	12	3,808
4	Good promotion policy according to work performance	0	2	11	21	18	4,058
5	The employee's desire to complete a job on time	0	5	9	23	15	3,923
6	Cooperation between colleagues can help ensure the smooth running of work.	0	2	8	26	16	4,077

From the table above, the statement "Cooperation among colleagues can help ensure smooth work execution" has the highest average value of 4.077. Meanwhile, the statement "There is adequate guarantee for safety at work" has the lowest average value of 3.769.

Model Analysis

Table 2. Multiple Linear Regression Results

Variable	Coefficient (β)	Interpretation
Constant	-1.9016	Baseline value of work performance when all independent variables equal zero
Motivation (X1)	0.5918	Positive contribution of motivation to work performance
Organizational Commitment (X2)	0.8939	Positive contribution of organizational commitment to work performance
Error term (e)	0.4582	Influence of external variables not included in the model

$$Y = -1.9016 + 0.5918 X1 + 0.8939 X2 + 0.4582$$

From the equation above, it can be explained as follows. The regression analysis indicates that employee work performance is influenced by both motivation and organizational commitment, as summarized in the regression model presented in the table. The constant value of -1.9016 represents the baseline prediction of work performance when motivation and organizational commitment are hypothetically absent, illustrating that performance is structurally dependent on these psychological factors. The regression coefficient for motivation (0.5918) demonstrates that an increase of one unit in motivational perception corresponds to a proportional improvement in employee work performance, assuming other variables remain constant. Organizational commitment shows a stronger coefficient of 0.8939, indicating that its contribution to performance is comparatively more dominant and reflects the stabilizing role of employee attachment to the organization. The presence of the error component signifies that work performance is also shaped by external influences beyond the modeled variables, reinforcing that employee productivity emerges from a combination of measured psychological drivers and contextual organizational factors..

Hypothesis Testing

To determine the influence of independent variables simultaneously or as a whole on the dependent variable, the F test is used. Table 4.5 presents the analysis of variance of the relationship simultaneously or as a whole.

Table 3. Results of Calculating Relationships Simultaneously or Overall

Source Variation	Sum of Squares	df	Middle Square	F count	Significant
Regression	9,5049	2	4.7525	28,9701	4,964.10-9
Remainder	8,0383	49	0.1640		
Total	17,5433	51			

Hypothesis testing was conducted to examine whether motivation and organizational commitment simultaneously influence employee work performance using an F-test based on the analysis of variance results summarized in Table 3. The regression component shows a sum of squares value of 9.5049 with 2 degrees of freedom and a mean square of 4.7525, while the residual component records a sum of squares of 8.0383 with 49 degrees of freedom and a mean square of 0.1640. The comparison between the regression mean square and the residual mean square produces an F-count value of 28.9701, accompanied by a significance level of 4.964×10^{-9} , indicating a very strong statistical relationship within the model. Hypothesis formulation establishes the null hypothesis stating that motivation and organizational commitment have no simultaneous effect on work performance, whereas the alternative hypothesis assumes a collective influence of these variables. At a significance level of 0.05 with numerator degrees of freedom equal to 2 and denominator degrees of freedom equal to 49,

the critical F-table value is 3.19. The calculated F value substantially exceeds the critical threshold, confirming that the null hypothesis is rejected and the alternative hypothesis is accepted, which demonstrates that motivation and organizational commitment together exert a statistically significant influence on employee work performance. This result confirms that the regression model provides meaningful explanatory power in describing performance variation when both psychological predictors are evaluated simultaneously

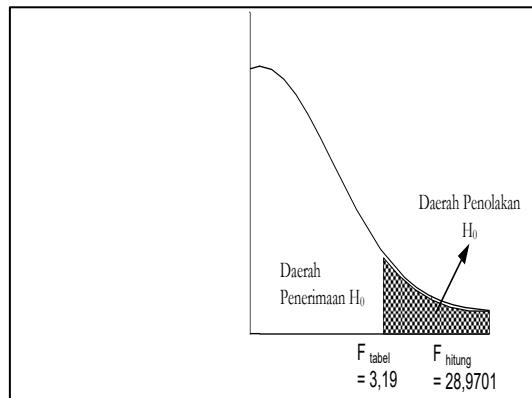


Figure 1. Simultaneous Distribution of Hypothesis Acceptance/Rejection Criteria

The decision rule illustrated in Figure 1 establishes that the null hypothesis is accepted when the calculated F value is less than or equal to the critical F value of 3.19, and rejected when the calculated F exceeds this threshold. Because the calculated F ($28.9701 > 3.19$) H_0 is rejected and H_1 is accepted, which means that simultaneously or all of the independent variables, namely motivation (X_1) and organizational commitment (X_2), have a real influence on the dependent variable, namely work performance.

The coefficient of determination (R^2) value where the calculation results from appendix 3 are 0.5418, which means that the independent variable can explain the dependent variable by 54.18%. To find out the closeness of the relationship between the independent variable and the dependent variable, the size of the R multiple can be seen in Appendix 3. It is known that the R multiple is 0.7361 or 73.61%, which means that the relationship between the independent variable and the dependent variable is quite strong.

Furthermore, to determine the influence of each independent variable partially or individually on the dependent variable, a t-test analysis is used. Table 4. presents the regression relationship between the independent variable and the dependent variable.

Table 4. Regression Relationship Between Independent Variables and Dependent Variables with the Application of Linear Models

Model	Variabel	B (Unstandardized)	Std. Error	Beta (Standardized)	t	Sig.	Partial Correlation
1	(Constant)	-1,9016	0,7969	–	2,3861	0,021	–
1	Motivasi (X1)	0,5918	0,1366	0,4250	4,3337	7,262E- 005	0,5264
1	Komitmen Organisasi (X2)	0,8939	0,1641	0,5343	5,4485	1,635E- 006	0,6142

Partial hypothesis testing was conducted to evaluate the individual influence of motivation on employee work performance using a t-test based on the regression coefficients presented in Table 4. The hypothesis framework states that the null hypothesis assumes motivation has no effect on work performance, while the alternative hypothesis assumes the presence of an effect. At a significance level

of 0.05 with 49 degrees of freedom, the critical t value is 2.0096, which serves as the benchmark for statistical comparison. The regression results indicate a calculated t value of 4.3337 for the motivation variable, which substantially exceeds the critical threshold. This statistical condition confirms rejection of the null hypothesis and acceptance of the alternative hypothesis, demonstrating that motivation has a significant partial effect on employee work performance.

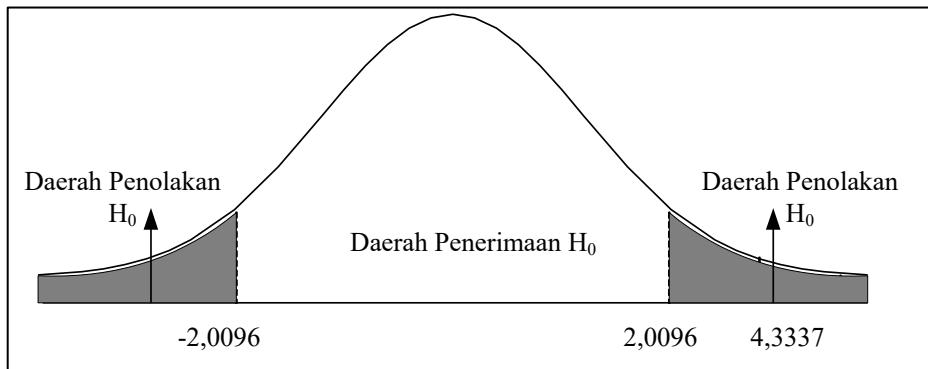


Figure 2. Distribution of Acceptance/Rejection Areas of the Motivation Variable Hypothesis (X1)

Figure 2 illustrates the statistical decision boundaries used to evaluate the partial hypothesis related to motivation. The acceptance criterion states that the null hypothesis is retained when the calculated t value lies within the interval defined by the positive and negative critical t values, and rejected when the calculated statistic exceeds those limits. The empirical calculation produces a t value of 4.3337 for motivation, which is greater than the critical value of 2.0096 at a 5% significance level with 49 degrees of freedom. This result confirms rejection of the null hypothesis and acceptance of the alternative hypothesis, indicating that motivation has a statistically significant partial effect on work performance. The interpretation suggests that variations in employee motivation are directly associated with measurable changes in performance outcomes. The partial coefficient of determination further supports this conclusion, showing that motivation contributes meaningfully to explaining variations in work performance, accounting for approximately 27.70% of the observed variance.

A similar analytical procedure was applied to assess the partial influence of organizational commitment on work performance. Using the same significance level and degrees of freedom, the calculated t value for organizational commitment is 5.4485, which also exceeds the critical threshold of 2.0096. This statistical evidence leads to rejection of the null hypothesis and confirms that organizational commitment exerts a significant independent effect on employee work performance.

Simultaneous Effect of Motivation and Organizational Commitment on Employee Work Performance

The regression findings demonstrate that motivation and organizational commitment jointly contribute to employee work performance in a statistically meaningful way, confirming the collective hypothesis proposed in this study. The calculated F value of 28.9701 far exceeds the critical threshold of 3.19, indicating that the regression model captures substantive explanatory power in predicting performance outcomes. The coefficient of determination ($R^2 = 0.5418$) shows that more than half of the variation in work performance is explained by the combined psychological drivers embedded in the model. This pattern reflects the theoretical view that employee behavior emerges from an interaction between internal drive and organizational attachment, as emphasized in organizational behavior literature (James & Jones, 1976). Empirical discussions on performance management similarly argue that integrated motivational systems and structural commitment mechanisms strengthen measurable productivity indicators (Wood, 1999).

The strength of the simultaneous relationship is further illustrated by the multiple correlation coefficient ($R = 0.7361$), which signals a robust association between the independent variables and performance. Such a magnitude implies that motivation and commitment operate not as isolated predictors but as reinforcing behavioral forces within the workplace. Organizational studies consistently show that employees who perceive alignment between personal goals and institutional expectations

display more stable performance patterns (Bobbitt & Behling, 1981). The regression structure therefore reflects a dynamic system in which psychological readiness and organizational belonging converge to shape work output. This interpretation aligns with human resource perspectives that regard performance as a product of integrated behavioral conditions rather than singular stimuli (Bowen, 2024).

The ANOVA structure underlying the regression confirms that the model variance attributable to motivation and commitment substantially outweighs unexplained residual variance. A regression mean square of 4.7525 compared with a residual mean square of 0.1640 indicates a dominant predictive component embedded within the independent variables. Econometric reasoning supports the conclusion that such variance separation signifies model adequacy and reliable estimation (Gujarati, 1995). Performance research repeatedly demonstrates that statistically validated behavioral predictors tend to translate into operational improvements when embedded in management systems (Hasanudin, 2023). The findings therefore reinforce the quantitative premise that psychological determinants can be systematically modeled to explain organizational productivity.

The joint effect also reflects contemporary views on employee engagement, where motivation channels effort while commitment stabilizes persistence. Research on organizational satisfaction frameworks suggests that employees who feel emotionally invested in their workplace exhibit sustained performance under varying conditions (Siregar & Hafnidar, 2020). The regression evidence confirms that these behavioral constructs function synergistically, producing measurable improvements in output. Workplace learning literature further emphasizes that motivated and committed individuals adapt more effectively to performance expectations (Osteraker, 1999). This convergence of theoretical and statistical insight strengthens confidence in the explanatory capacity of the model.

The explanatory contribution of 54.18 percent indicates that performance outcomes are strongly anchored in psychological and organizational variables while still leaving space for contextual influences. Behavioral management studies highlight that external factors such as leadership style, work environment, and procedural clarity also shape productivity (Muse et al., 2008). The regression residual component therefore represents realistic variability inherent in organizational systems. Empirical work on business performance confirms that even well-specified behavioral models coexist with environmental contingencies (Daengs & Soemantri, 2020). The present findings capture this balance between structured explanation and practical complexity.

From a managerial perspective, the simultaneous significance suggests that performance interventions should integrate motivational design with commitment-building strategies. Studies on service and organizational performance demonstrate that coordinated human resource policies generate stronger behavioral consistency (Dewi et al., 2024). Employees respond positively when compensation, recognition, and organizational identity operate in alignment, reinforcing performance expectations (Sholeh et al., 2024). Quantitative validation of this relationship provides decision-makers with empirical justification for comprehensive workforce strategies. The regression model thus serves as both an analytical and practical framework for performance enhancement.

The collective influence revealed in the model supports a broader understanding of organizational productivity as an emergent property of behavioral interaction. Literature examining strategic performance systems notes that integrated psychological drivers create resilient performance cultures (Mahjudin et al., 2025). Statistical confirmation of simultaneous effects illustrates how motivation energizes action while commitment anchors continuity. Organizational behavior theory consistently frames such dual influences as central to sustainable performance (Vollmer & Seyr, 2013). The findings therefore position employee work performance as a measurable outcome of interconnected motivational and organizational forces.

Partial Effect of Motivation on Employee Work Performance

The partial regression analysis confirms that motivation independently exerts a significant influence on employee work performance, as reflected by the calculated t value of 4.3337, which exceeds the critical value of 2.0096 at the 5 percent significance level. This statistical outcome indicates that motivation remains a strong predictor of performance even when organizational commitment is held constant in the model. The partial coefficient of determination shows that motivation accounts for approximately 27.70 percent of the variance in work performance, demonstrating its substantive explanatory contribution. Behavioral theory consistently recognizes motivation as a primary driver of effort intensity and task persistence within organizational settings (Spector, 1982). Empirical studies

further suggest that motivated employees display higher levels of initiative and responsibility in completing assigned tasks (Osteraker, 1999).

The descriptive results strengthen this conclusion by showing high mean scores across motivational indicators, particularly cooperation among colleagues, which recorded the highest average value of 4.077. Cooperative motivation reflects a social dimension of work behavior that enhances coordination and reduces operational friction. Research in organizational performance emphasizes that collaborative motivation fosters collective efficacy and improves task execution quality (James & Jones, 1976). The relatively lower mean score for workplace safety guarantees, although still positive, indicates an area where motivational reinforcement could be strengthened to support sustained performance. Such findings highlight that motivation is multidimensional and influenced by both intrinsic and extrinsic conditions (Sholeh et al., 2024).

Motivation's partial significance illustrates that individual psychological readiness directly shapes how employees translate organizational expectations into tangible outputs. Human resource literature explains that motivated employees are more likely to invest discretionary effort beyond formal job requirements (Wood, 1999). Quantitative confirmation of this relationship aligns with service performance research, which links employee motivation to consistent quality and reliability in work outcomes (Dewi et al., 2024). The regression evidence suggests that even without changes in structural commitment, increases in motivation can produce measurable gains in performance indicators. This reinforces the role of motivation as an immediate and responsive lever for performance management.

The magnitude of the regression coefficient for motivation ($\beta = 0.5918$) indicates a meaningful rate of performance improvement associated with increases in motivational perception. Econometric interpretation confirms that such coefficients reflect stable directional relationships within behavioral models (Gujarati, 1995). Organizational behavior studies argue that motivated employees manage time more effectively and demonstrate stronger problem-solving capacity (Bobbitt & Behling, 1981). The present findings support these arguments by empirically linking motivation to improved work speed, initiative, and skill application. Motivation therefore operates as a mechanism through which employees optimize their functional capabilities.

The partial explanatory power of motivation also suggests that performance interventions targeting motivational factors can yield substantial returns. Compensation, recognition, and developmental opportunities have been shown to strengthen employee motivation and enhance performance reliability (Sholeh et al., 2024). Studies on employee satisfaction further indicate that motivational fulfillment reduces absenteeism and increases task engagement (Siregar & Hafnidar, 2020). The regression results validate these managerial insights by demonstrating a statistically significant motivational pathway to performance. This underscores the importance of designing reward systems that align with employee expectations and values.

Motivation's influence on performance reflects its role in shaping behavioral consistency across varying organizational conditions. Research on workplace learning highlights that motivated employees adapt more effectively to procedural changes and skill requirements (Osteraker, 1999). The findings suggest that motivation acts as a stabilizing force that sustains performance even in dynamic environments. Quantitative evidence therefore complements theoretical perspectives that view motivation as a continuous behavioral resource rather than a temporary stimulus. This reinforces the strategic importance of maintaining motivational levels over time.

The partial hypothesis confirmation establishes motivation as an independent determinant of employee work performance within the studied organization. Organizational performance literature consistently frames motivation as a core element in productivity models (Bowen, 2024). Statistical validation strengthens the argument that motivation should be treated as a central variable in human resource planning and evaluation systems. By demonstrating a direct and significant relationship with performance, the study affirms the behavioral assumption that motivated employees are better positioned to achieve organizational objectives. Motivation thus emerges as a critical driver of performance sustainability and effectiveness.

Partial Effect of Organizational Commitment on Work Performance

The partial hypothesis test demonstrates that organizational commitment exerts a statistically significant independent influence on employee work performance, as evidenced by the calculated t value of 5.4485 exceeding the critical threshold of 2.0096 at a 5% significance level. This statistical

outcome confirms that employee attachment to organizational goals translates into measurable behavioral outputs that elevate performance indicators such as quality, initiative, and task completion reliability, aligning with behavioral perspectives that connect psychological commitment with observable work outcomes (James & Jones, 1976). The regression coefficient of 0.8939 further signals that organizational commitment provides a strong predictive contribution, suggesting that performance improvements are closely tied to the degree of identification employees feel toward institutional values and expectations (Wood, 1999). This empirical pattern supports the proposition that commitment stabilizes work behavior by reducing variability in effort and enhancing persistence, which are critical attributes in performance sustainability (Bobbitt Jr & Behling, 1981). The statistical confirmation strengthens the interpretation that commitment is not merely attitudinal but functions as a performance-driving mechanism embedded in organizational behavior dynamics (Bowen, 2024).

The magnitude of the partial regression coefficient indicates that organizational commitment has a stronger proportional contribution to work performance than many routine motivational stimuli, reflecting the enduring nature of psychological attachment within organizational systems. Employees who perceive alignment between personal values and institutional direction tend to internalize performance standards, producing consistent effort levels that extend beyond compliance-based work behavior (Spector, 1982). This internalization process transforms formal expectations into self-regulated performance actions, reinforcing the predictive strength observed in the regression model (Osteraker, 1999). Empirical management literature emphasizes that commitment-driven behavior sustains productivity because it integrates emotional engagement with role clarity, reducing counterproductive variability (Muse et al., 2008). The present findings resonate with these perspectives by demonstrating that statistical significance corresponds with a theoretically grounded behavioral mechanism (Siregar & Hafnidar, 2020).

The explanatory power of organizational commitment is also reflected in how employees interpret organizational support structures, which function as psychological reinforcements that guide performance-oriented conduct. When employees experience developmental opportunities and fair structural systems, commitment evolves into an internal contract that shapes decision-making and effort allocation (Rina Dewi et al., 2020). This internal contract fosters adaptive behavior that enhances problem-solving efficiency and resilience during task execution, attributes strongly associated with performance metrics (Daengs & Soemantri, 2020). Organizational environments that nurture commitment cultivate shared responsibility, allowing performance standards to emerge from collective identity rather than external enforcement (Vollmer & Seyr, 2013). The statistical evidence showing a significant t value therefore mirrors a behavioral pattern where commitment becomes a catalyst for performance continuity (Bowen, 2024).

The relationship between commitment and performance also reflects a structural interaction between organizational climate and employee perception, where commitment mediates how institutional frameworks influence productivity. Employees who feel secure in their organizational membership tend to exhibit proactive behavior, which enhances task precision and collaborative efficiency (James & Jones, 1976). This proactive orientation reduces performance fluctuations and increases consistency, reinforcing the regression outcome that identifies commitment as a dominant predictor (Wood, 1999). Organizational behavior theory positions commitment as a stabilizing variable that transforms environmental complexity into actionable work routines (Bobbitt Jr & Behling, 1981). The empirical confirmation of partial influence therefore aligns with established theoretical models linking structural belonging with behavioral output (Spector, 1982).

From a managerial standpoint, the significance of organizational commitment suggests that performance improvement strategies should extend beyond incentive systems and incorporate identity-based engagement practices. Commitment encourages employees to perceive performance targets as collective achievements, fostering intrinsic accountability that surpasses transactional motivation (Muse et al., 2008). Research in human resource systems demonstrates that commitment-oriented cultures strengthen cooperation and reduce performance fragmentation across work units (Siregar & Hafnidar, 2020). These behavioral dynamics correspond with the regression findings, where statistical influence reflects an underlying shift toward shared performance ownership (Bowen, 2024). The observed partial effect validates the proposition that commitment serves as a structural driver of consistent work excellence (Osteraker, 1999).

The empirical relationship also highlights how organizational commitment interacts with cognitive appraisal processes, shaping how employees evaluate workload, expectations, and professional identity. Employees with strong commitment interpret organizational demands as opportunities for contribution, which elevates engagement and enhances task execution quality (Rina Dewi et al., 2020). This cognitive framing reduces resistance and promotes adaptive problem-solving, supporting sustained performance improvements (Daengs & Soemantri, 2020). Behavioral research indicates that commitment moderates stress responses, allowing employees to maintain productivity even in high-demand environments (Vollmer & Seyr, 2013). The regression outcome therefore reflects a psychological resilience mechanism embedded within committed work behavior (James & Jones, 1976).

The statistical confirmation of organizational commitment's partial effect ultimately reinforces the view that performance is deeply rooted in relational and psychological bonds within the workplace. Employees who maintain strong organizational ties demonstrate elevated persistence, attention to detail, and collaborative engagement, all of which contribute to measurable productivity gains (Wood, 1999). These attributes align with contemporary human resource frameworks that position commitment as a cornerstone of sustainable performance architecture (Bowen, 2024). The regression evidence substantiates theoretical expectations that commitment functions as an enduring behavioral anchor, ensuring performance stability across operational conditions (Bobbitt Jr & Behling, 1981). The hypothesis is therefore empirically validated, establishing organizational commitment as a decisive determinant of employee work performance (Spector, 1982).

CONCLUSION

The first hypothesis states that there is a simultaneous influence between the variables of motivation and organizational commitment on the work performance peoples. This is proven by the calculated F value (28.9701) > F table (3.19) and the probability value (4.964.10-9) is smaller than 0.05. Thus, hypothesis 1 is proven true. The second hypothesis states that there is a partial influence between the variables of motivation and organizational commitment on employee work performance. This is proven by the motivation variable with a calculated t value (4.3337) > t table (2.0096). Meanwhile, the organizational commitment variable with a calculated t value (5.4485) > t table (2.0096). Thus, hypothesis 2 is proven true. The third hypothesis states that organizational commitment has the most dominant influence on employee performance. This is evidenced by the highest t-value for organizational commitment, at 5.4485. Thus, Hypothesis 3 is proven true.

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