

THE EFFECT OF WORK DISCIPLINE AND FINANCIAL MOTIVATION ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATING VARIABLE AT PUTRA CELAGI ROLLING PORK IN BALI

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Abstract:

The culinary industry in Bali is growing rapidly, in tandem with the increasing tourism and lifestyle trends of the community. In a competitive business environment, employee performance is a vital factor in maintaining high service quality. Babi Guling Putra Celagi's business faces challenges in the form of high absenteeism, indiscipline, and financial and organizational motivation issues. This study aims to analyze the effect of work discipline and financial motivation on employee performance with organizational commitment as a mediating variable. This study employs a quantitative approach involving 52 respondents. Data were collected through questionnaires and analyzed using multiple regression statistical methods. The analysis technique used to test the hypothesis is inferential analysis, specifically Partial Least Squares (PLS). The results of the study indicate that work discipline has a positive impact on employee performance; however, increasing work discipline does not necessarily lead to a direct increase in employee performance. Work discipline has a positive and significant effect on organizational commitment, indicating that higher work discipline is associated with greater organizational commitment. Financial motivation has a positive and significant effect on employee performance. This study found that organizational commitment has a positive and significant effect on employee performance. It also serves as a perfect mediator between work discipline and performance, as well as between financial motivation and performance, highlighting its key role in linking these factors to employee performance. Companies should enhance employee work discipline and financial motivation by focusing on factors that can enhance organizational commitment and employee performance.

Keywords: Work Discipline, Financial Motivation, Organizational Commitment, Employee Performance.

INTRODUCTION

The culinary industry in Indonesia continues to grow in tandem with the evolution of people's lifestyle trends. Indonesia is renowned for its rich cuisine, which originates from diverse tribes, customs, and a wide array of spices. Bali is one of the favorite destinations in Indonesia, boasting a culinary tourism scene that is a prima donna. Competition in the culinary industry in Bali continues to develop from year to year. In the competitive culinary industry, employee performance is a crucial factor in maintaining service quality and customer satisfaction. Employee performance can be seen from employee performance indicators, namely work quality, work quantity, work punctuality, and ability to work together (Handayani, 2013:11). In managing this culinary business, employee performance requires knowing soft skills and hard skills in terms of service management and at the same time sensitivity in seeing opportunities in order to have the competence to survive in the culinary business.



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Babi Guling Putra Celagi is a business specializing in traditional Balinese cuisine. Based on observation data, the Babi Guling Putra Celagi culinary business is facing serious challenges in achieving its sales targets and improving employee performance. Over the past three years, the average sales realization has ranged from 56% to 69%, and it is still far from the target. In addition, the employee absenteeism rate in 2022 reached an average of 3.74%, which is categorized as high because it exceeds the reasonable limit of 3% (Aditya, 2015:11). Another phenomenon found was that several employees often took sudden leave and there was a gap in benefits between old and new employees. This condition indicates the need for an evaluation of the influence of work discipline, financial motivation, and organizational commitment on employee performance at Babi Guling Putra Celagi. Performance evaluation plays a crucial role in assessing the strengths and weaknesses of employees. For this reason, the ability to formulate and compile effective HR (Human Resources) programs is one of the primary challenges in achieving good employee performance.

Employee performance is the result of work, both in quality and quantity, achieved by an employee in carrying out tasks according to the responsibilities given (Mangkunegara in Handoko, 2015:67). Performance also reflects success in completing work during a certain period based on established standards (Lubis et al., 2019). Performance can be measured through quality, quantity, timeliness, and the ability to work together (Handayani, 2013:11). One of the factors that influences performance is work discipline. Work discipline is an attitude and behavior that complies with the rules that apply in an organization, both written and unwritten (Erawati & Wahyono, 2019). Previous research has shown that work discipline has a positive and significant effect on employee performance (Dewi et al., 2022). Discipline encourages responsibility and work enthusiasm, thus contributing directly to improving performance (Hasibuan, 2020:193).

Organizational commitment is a psychological condition that reflects an employee's emotional attachment to the organization, as well as a willingness to be involved and remain in it (Meyer & Allen, 2020). Work discipline plays a significant role in shaping organizational commitment, as disciplined employees tend to exhibit a high sense of responsibility and loyalty to the organization. According to Erawati and Wahyono (2019), work discipline has a positive effect on organizational commitment, as employees who comply with organizational rules tend to feel a greater sense of ownership and commitment to organizational goals. This study also suggests that organizational commitment can mediate the effect of work discipline on employee performance, such that discipline has not only a direct impact on performance but also strengthens commitment to the organization. In contrast, Winarti et al. (2022) found different results, indicating that organizational commitment was not a significant mediator, suggesting the need for further study.

Financial motivation is an encouragement in the form of material rewards given to employees to influence their behavior and improve their performance (Jane, 2006). This motivation is crucial for attracting, maintaining, and retaining employees within the company. Koesmono (2005) stated that rewards from superiors are the primary factor in motivating workers. Research by Putra et al. (2022) found that financial motivation has a positive and significant effect on employee performance, meaning that the better the financial motivation provided, the higher the employee's performance also increases. However, different results were found by Anggraeni et al. (2019), who stated that financial motivation did not have a significant effect on performance, so the influence of financial motivation needs to be reviewed further in the context of different organizations.

Financial motivation is a reward given to employees as appreciation for their contributions, either in the form of direct or indirect benefits (Omotayo et al., 2014). Providing adequate financial motivation can increase employee organizational commitment (Bhatti, 2011). Organizational commitment reflects the close relationship between employees and the organization in realizing

common goals. Research by Erawati and Wahyono (2019) indicates that work motivation, encompassing financial motivation, has a positive and significant impact on organizational commitment. Similar results are also supported by studies by Febrianti and Triono (2020), Dahliyanti and Andriani (2023), and Umar and Norawati (2022), who found a significant positive relationship between work motivation and organizational commitment. Thus, financial motivation plays a crucial role in strengthening employees' commitment to the organization.

Organizational commitment has a significant influence on employee performance, as employees with high commitment tend to exhibit loyalty, discipline, and enthusiasm in achieving organizational goals (Mowday et al., 1982). Greenberg and Baron (1993) also stated that employees with high commitment are more stable and productive, which has a positive impact on organizational performance. Organizational commitment strengthens the relationship between motivation and work discipline, leading to increased optimal work results. Research by Astuty et al. (2022), Febrianti and Triono (2020), and Umar and Norawati (2022) indicates that organizational commitment plays a positive and significant mediating role in enhancing the influence of independent variables (such as financial motivation) on employee performance. It means that the higher the employee's commitment to the organization, the greater its contribution to improving performance.

Based on the research mentioned, it was found that the influence of work discipline, financial motivation, and organizational commitment on employee performance with various results. However, studies that integrate these three variables simultaneously in the context of local culinary businesses such as Babi Guling Putra Celagi are still rare. In fact, the phenomenon of high absenteeism, instability of sales targets and realizations, and low organizational commitment indicate the importance of further research. Moreover, the gap in benefits between old and new employees, as well as the weaknesses of work systems such as pre-orders, are crucial issues that impact consumer satisfaction. Therefore, in-depth research is necessary to determine how work discipline, financial motivation, and organizational commitment impact employee performance, thereby enhancing productivity and business competitiveness.

Employee Performance. According to Mathis and Jackson (2020), employee performance refers to the actions employees take or fail to take in fulfilling their responsibilities. Performance can also be interpreted as the work results and behaviors achieved in completing tasks and responsibilities within a certain period (Kasmir, 2019:181). Lepine and Wesson (2019) and Masydzulhak (2020) explain that employee performance reflects behavior that contributes positively to achieving organizational goals. Understanding employee performance is crucial because it serves as a basis for evaluating an organization's effectiveness in achieving its goals. Performance not only reflects employee work results in terms of quantity and quality but also demonstrates how work behaviors, such as discipline, motivation, and loyalty, can impact overall productivity. According to Hasibuan (2018), employee performance is also influenced by various internal and external factors, such as motivation, discipline, and commitment to the organization.

Based on research by Pramukti (2019), Setiawan et al. (2019), and Parji et al. (2019), a positive and significant relationship was found between organizational commitment, financial motivation, and work discipline and employee performance. Thus, employee performance can be improved through good management of these factors.

According to Pramukti (2019), employee performance indicators are as follows:

1. Quality of work. The assessment criteria are accuracy, skill, precision and neatness of work.
2. Quantity of work. The assessment criteria is the speed of work completion.

3. Work discipline. The assessment criteria are compliance with superior instructions, company regulations, and attendance.
4. Initiative. The assessment criteria are employee activity in completing work without having to wait for orders.
5. Cooperation. The assessment criteria include the ability to socialize and adapt in a team, as well as provide assistance to coworkers according to their authority.

Work Discipline. Discipline is a force that develops within the employee's body, enabling them to voluntarily adjust to regulatory decisions and high standards of work and behavior (Rahayu and Dahlia, 2023). The impact of work discipline is to increase the responsibility that a person has in carrying out the tasks given to him (Bagis et al., 2019). According to Supratman and Wahyuni (2023), work discipline is an obligation for employees in a company or agency. Every company is required to pay attention to the work discipline of its employees so that their performance improves. A form of action to obey and do something in accordance with values, rules that are believed to be his responsibility and procedures that correct or punish someone for violating rules or procedures. 17 From the various opinions regarding the definition of work discipline above, it can be concluded that work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and to increase awareness and willingness of a person to obey all regulations and social norms that apply in a company

Work Discipline Indicators, according to (Rivai, 2019) in (Winarti et al., 2022), are:

1. Presence. Attendance is a fundamental indicator of discipline, and typically, employees with low work discipline are often late for work.
2. Compliance with work regulations. Employees who comply with work regulations will not neglect work procedures and will always follow the work guidelines set by the company.
3. Compliance with work standards. Compliance with work standards can be seen through the extent of employee responsibility for the tasks entrusted to them.
4. Level of alertness. Employees are alert and always careful, calculating, and precise in their work, using resources effectively and efficiently.
5. Work ethically. Some employees may behave rudely towards customers or engage in inappropriate conduct. It is a form of indiscipline, so working ethically is a form of employee work discipline.

Discipline is a person's attitude that involves voluntarily obeying all applicable regulations and social norms and being aware of their duties and responsibilities. It enables employees to fulfill their duties effectively, not through coercion, but with a certain level of motivation within them (Khairul, 2021). Likewise, according to Sutrisno (2022), discipline is an attitude of a person's willingness to obey and adhere to all applicable regulatory norms within the organization. This is also supported by previous studies that have connected the two variables. Research conducted by Erawati and Wahyono (2019) found that work discipline has a positive and significant effect on organizational commitment. Sudama (2022) also found, in his research, that work discipline has a positive and significant effect on organizational commitment. Workers who are able to overcome all work-related problems are better able to complete tasks on time. This condition reflects a high level of work discipline (Hasibuan, 2022). This is also supported by previous studies that connect the two variables. Research conducted by Erawati and Wahyono (2019) and Serimbing and Husen (2020) found that work discipline has a positive and significant effect on employee performance. 22 Meanwhile, research conducted by Lestari (2020) found that work discipline has a significant effect on employee performance.

Based on theory and several previous researchers, the following hypothesis is formulated:



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H1: Work discipline has a positive and significant effect on employee performance.

H2: Work discipline has a positive and significant effect on organizational commitment.

Financial Motivation. Financial motivation, specifically encouragement, is used to provide financial rewards to employees who have performed well. These rewards are often referred to as incentives, salaries, allowances, bonuses, and social security (Sondang, 2021). Robbins (2019) states that work motivation is the willingness or desire to engage in activities that fulfill several needs. Financial motivation automatically increases organizational commitment because, with high work motivation, tasks are responded to more meaningfully and interestingly. As a result, members of the organization become more productive, and their work performance improves as well. Work motivation enables members of an organization to take action and make efforts to achieve organizational goals (Robbins & Coulter, 2019). Indicators of financial motivation, according to Sarwoto (2001: 142) in Hastuti (2020), are as follows:

1. Wages. Salary is a reward for services or money paid or determined to be paid to a person at regular intervals for services rendered.
2. Allowance. Allowances are additional income or benefits from the company beyond the basic salary and serve as a form of support to enhance employee welfare and motivation.
3. Bonus. Awards are given to employees who perform well, provided the company makes a profit within one year or makes payments for meeting performance goals.
4. Social Security. Social security is everything that employees receive in the event of a risk occurring in their work. Employee work activities in the form of labor insurance.
5. Incentive. Incentives are compensation based on sales generated, usually calculated as a percentage of sales value. They are usually given to salespeople.

Every employee who works in a company must have good performance or provide maximum work results in accordance with what is expected by the company to achieve the goals that have been set. High employee performance is supported by high motivation. The motivation that exists in a person is a force that will drive the individual's desire to carry out certain activities to achieve their desires (Sunyoto, 2013: 1). Pramukti (2019) and Santika & Antari (2019) in their research found that motivation has a positive and significant effect on employee performance. Meanwhile, Parji et al. (2019) in their research found that motivation has a significant effect on employee performance. Pramukti (2019) in his research found that motivation has a positive and significant effect on the commitment of 21 organizations. Parji et al. (2019) and Zulkifli and Italian (2020) also investigated the impact of motivation on organizational commitment. Based on the theory and several previous researchers, the following hypothesis is formulated:

H3: Financial motivation has a positive and significant influence on employee performance.

H4: Financial motivation has a positive and significant influence on organizational commitment.

Organizational Commitment. Organizational commitment is one of the key psychological factors that influence employee attitudes and behavior in the workplace. According to Wibowo (2020), organizational commitment refers to the feelings, attitudes, and behaviors of individuals who identify themselves as part of an organization, are involved in its activities, and demonstrate loyalty to achieve its goals. Robbins and Judge (2019) stated that organizational commitment refers to the extent to which an employee identifies with an organization and its goals, is willing to put in extra effort on behalf of the organization, and has a strong desire to remain part of the organization. Meanwhile, according to Manap (2021), organizational commitment not only reflects employee loyalty but also active involvement in achieving the organization's vision and mission. It reflects the emotional and psychological relationship between individuals and the organization where they work. Organizational commitment has a direct impact on employee work behavior, such as



productivity, loyalty, attendance, and participation in organizational activities. Employees with high commitment tend to be more responsible and consistently demonstrate good performance.

One of the models often used to measure organizational commitment is the Three-Component Model, as proposed by Allen and Meyer (1991), as cited by Maxwell (2021), in Metin (2021). This model divides organizational commitment into three main dimensions, namely:

1. **Affective Commitment.** Affective commitment refers to an employee's emotional attachment to the organization, their identification with the organization, and their involvement in the organization. Employees who have strong affective commitment tend to remain in the organization because they genuinely want to (Allen & Meyer, 2016). Therefore, this form of commitment is based on desire.
2. **Continued Commitment.** Continuance commitment is a commitment based on the costs that will occur if the person leaves the organization. Employees remain because they feel they need to, not because they want to. Therefore, people with high continuance commitment remain in the organization because, when weighing the pros and cons, leaving the organization will be costly. (Salleh, 2016).
3. **Normative Commitment.** Normative commitment reflects the moral and ethical obligation of employees to remain with the organization. Employees remain in the organization because they must. Employees are indebted to their organization for investing their time and resources in it and feel responsible for repaying the benefits received from the organization by putting in the effort to do the job and staying employed (Robbins & Timothy in Tamriati, 2018).

Morrow (1993) and Carmeli (2014) suggested that work commitment should be examined as a reciprocal construct because investigating joint work commitment may emerge as a better predictor of work outcomes than examining the influence of each form of work commitment on work outcomes (Metin, 2019). Research conducted by Parji et al. (2019) found that organizational commitment has a significant effect on employee performance. Pramukti (2019) found, through his research, that organizational commitment has a direct, positive, and significant effect on employee performance. Zulkifli and Italian (2020), Hastuti (2020), and Dewi et al. (2018) also found, in their research, that organizational commitment has a positive and significant effect on employee performance.

Based on theory and several previous researchers, the following hypothesis is formulated:

- H5: Organizational Commitment Has a Positive Influence on Employee Performance
H6: Organizational Commitment is Able to Mediate the Influence of Work Discipline on Employee Performance
H7: Organizational Commitment is Able to Mediate the Influence of Financial Motivation on Employee Performance

The research's conceptual framework is described as follows.

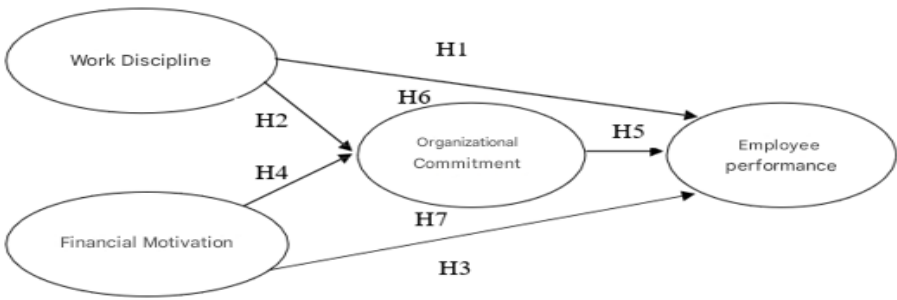


Figure 1. Research Concept Framework



METHODS

This research will be conducted at the Babi Guling Putra Celagi culinary business located on Jalan Bangun Lemah, Bangli Regency, Bali. The selection of this location is based on the importance of understanding the internal factors that influence employee performance in supporting service quality in the culinary sector, which also supports the tourism industry in Bali. The population in this study consisted of all permanent employees working at Babi Guling Putra Celagi, totaling 52 people. Because the population is relatively small, the sampling technique employed was the census method, where the entire population served as the research sample. The data collection method employed was a survey, utilizing a closed-ended questionnaire that was distributed directly to all respondents. The statements in the questionnaire were compiled to measure respondents' perceptions of the variables of work discipline, financial motivation, organizational commitment, and employee performance and were measured on a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The data analysis technique employed was inferential analysis, utilizing the Partial Least Squares (PLS) approach to examine the direct and indirect relationships between the variables under study.

RESULT AND DISCUSSION

Validity and Reliability Test. The results of the validity test are presented in Table 1, which indicates that all indicators used to reflect the constructs of work discipline, financial motivation, organizational commitment, and employee performance have correlation values greater than 0.30 and are significant at a level of significance of 0.05 or 0.10.

Table 1. Validity Test Results

Construct	Indicators / Items	P value	Loading factor
Work Discipline (X ₁)	X _{1.1} Work Discipline	<0.001	0.524
	X _{1.2} Work Discipline	<0.001	0.653
	X _{1.3} Work Discipline	<0.001	0.671
	X _{1.4} Work Discipline	<0.001	0.441
	X _{1.5} Work Discipline	<0.001	0.480
Financial Motivation (X ₂)	X _{2.1} Financial Motivation	<0.001	0.454
	X _{2.2} Financial Motivation	<0.001	0.667
	X _{2.3} Financial Motivation	<0.001	0.304
	X _{2.4} Financial Motivation	<0.001	0.527
	X _{2.5} Financial Motivation	<0.001	0.546
Organizational Commitment (Y ₁)	Y _{1.1} Organizational Commitment	<0.001	0.496
	Y _{1.2} Organizational Commitment	<0.001	0.514
	Y _{1.3} Organizational Commitment	<0.001	0.311
	Y _{1.4} Organizational Commitment	<0.001	0.325
	Y _{1.5} Organizational Commitment	<0.001	0.440
	Y _{1.6} Organizational Commitment	<0.001	0.341
	Y _{1.7} Organizational Commitment	<0.001	0.471
	Y _{1.8} Organizational Commitment	<0.001	0.501
Employee Performance (Y ₂)	Y _{2.1} Employee performance	<0.001	0.509
	Y _{2.2} Employee performance	<0.001	0.481
	Y _{2.3} Employee performance	<0.001	0.475



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$$Y_{2.4} \text{ Employee performance} <0.001 \quad 0.587$$

The results of the reliability test, as shown in Table 2, display the Cronbach's Alpha value. The results show that the CR value of each construct is equal to and above 0.6. It means that all indicators consistently reflect the same latent construct.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha
<i>Work Discipline (X₁)</i>	0.670
<i>Financial Motivation (X₂)</i>	0.678
<i>Financial Motivation (Y₁)</i>	0.655
<i>Employee Performance (Y₂)</i>	0.629

Hypothesis Testing. Based on the hypothesis test in Table 3, the first test shows that H 1 is rejected, where work discipline has a positive effect on employee performance, with an influence value of 0.736, but the relationship is not significant at the 0.05 level because the T-Statistic value is only 0.072. H2 is accepted. Namely, work discipline has a positive effect on organizational commitment, with an influence value of 0.265, and the relationship is significant at the 0.05 level, as indicated by the T-statistic value of 2.290. H3 is rejected, namely that financial motivation has a positive effect on employee performance, with an influence value of 0.129; however, the relationship is not significant at the 0.05 level because the T-statistic value is 1.101. H4 is accepted, where financial motivation has a positive effect on organizational commitment, with an influence value of 0.204, and the relationship is significant at the 0.05 level, as indicated by the T-statistic value of 4.491. H5 is accepted, namely that organizational commitment has a positive effect on employee performance, with an influence value of 0.531, and the relationship is significant at the 0.05 level because the T-statistic value is 3.875. In the mediation test, H6 is accepted, namely that Organizational Commitment partially mediates the effect of Work Discipline on Employee Performance, as indicated by a T-statistic value of 3.774 (> 1.96) and P = 0.000 (< 0.05). H 7 is rejected, namely, Organizational Commitment does not significantly mediate the effect of Financial Motivation on Employee Performance because the T-Statistic value is only 1.036 (< 1.96) and P = 0.150 (> 0.05). The adjusted R² value on the Employee Performance variable is 0.587. Based on Chin's criteria (Lathan and Ghozali, 2012:85), the model is included in the strong model criteria, which means that variations in work discipline, financial motivation, and organizational commitment are able to explain variations in employee performance by 58.70 percent, while 41.30 percent is explained by variations in other variables outside the model. Meanwhile, the adjusted R² value for the Organizational Commitment variable is 0.616, which also meets the strong model criteria. It shows that work discipline and financial motivation can explain 61.60 percent of the variations in organizational commitment, while the remaining 38.40 percent is explained by variations in other constructs outside the analyzed model. Meanwhile, the Q² value obtained was 0.855, indicating that the global model of the estimated results falls within the strong criteria. It means that the exogenous construct variation can predict 85.50 percent of the endogenous construct variation, while other factors outside the research model account for the remaining 14.50 percent.

Table 3. Hypothesis Test Results

Construct	Path Coefficient	T-statistic	Information
Work Discipline -> Employee Performance	0.736	0.072	Not Significant



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Work Discipline -> Organizational Commitment	0.265	2.290	Significant
Financial Motivation -> Employee Performance	0.129	1.101	Not Significant
Financial Motivation -> Organizational Commitment	0.204	4.491	Significant
Organizational Commitment -> Employee Performance	0.531	3.785	Significant
Work Discipline -> Employee Performance -> Organizational Commitment	0,000	3,774	Partial Mediation
Financial Motivation -> Employee Performance -> Organizational Commitment	0.150	1,036	Simultaneous Mediation
<hr/>			
R ² Employee Performance: 0.615			
R ² Organizational Commitment: 0.633			
Q ² :0.85			

The Influence of Work Discipline on Employee Performance. Work discipline has a positive but insignificant effect on employee performance. The results indicate that, although there is a tendency for higher work discipline to lead to improved employee performance, the statistical relationship is not strong enough in the context of this study. Work discipline, such as arriving on time, obeying rules, and completing tasks according to deadlines, is important, but it is not the only dominant factor influencing performance. Other factors, such as work motivation, leadership, workload, and work environment, may play a greater role in determining the level of performance. These results indicate that Hypothesis 1 is rejected, which is in line with research conducted by Permana and Pracoyo (2021) and Winarti et al. (2022), stating that work discipline does not have a significant effect on employee performance. Similar studies were also found by Sutrisno (2020), Ramadhan and Surya (2019), and Yuliana and Haryanto (2018), which showed that work discipline is not the only indicator that can explain variations in employee performance. To enhance the effectiveness of work discipline in supporting employee performance, several key aspects require special attention. It is essential to establish a consistent system of sanctions and rewards for compliance and disciplinary violations to create a deterrent effect as well as positive motivation.

Work Discipline Towards Organizational Commitment. Work discipline has a positive and significant influence on organizational commitment. It shows that the higher the level of work discipline shown by employees, the higher their level of commitment to the organization. Good work discipline, including compliance with company rules, punctuality in completing tasks, and consistency in fulfilling responsibilities, contributes positively to employees' feelings of commitment, loyalty, and dedication to the organization. The significance of this relationship also suggests that the influence of work discipline on organizational commitment is not coincidental but rather statistically supported, indicating that work discipline is a crucial factor in forming and strengthening organizational commitment. The theory suggests that strict discipline can reduce commitment because it is perceived as suppressing individual freedom. However, the results of this study show something different. When discipline is applied fairly and transparently and is understood as a form of organizational support in creating justice and order, it actually encourages employee loyalty and emotional attachment to the organization. Organizational commitment is a key factor in encouraging individuals to remain in the organization and make maximum contributions to achieving common goals. Thus, work discipline that is applied consistently and humanely will strengthen employees' sense of belonging and responsibility to the organization. The results of this study align with several previous studies that have also found a positive and

Jones (2005) explain that work motivation is a psychological drive that influences the direction, level of effort, and persistence of an individual within an organization. Employees with high work motivation will be more enthusiastic and comfortable in the work environment, which will give rise to a sense of attachment to the company and a desire to continue being part of the organization. The results of this study align with previous findings by Pramukti (2019), Parji et al. (2019), and Febrianti and Triono (2020), which have shown that motivation has a positive and significant effect on organizational commitment. Erawati and Wahyono (2019) and Umar and Norawati (2022) also found that financial motivation has a significant relationship with organizational commitment, indicating that financial rewards have a major impact on employee loyalty. To increase the effectiveness of financial motivation in encouraging organizational commitment, several aspects need to be considered, including fairness and equality in the compensation system, to prevent social jealousy among employees.

The Influence of Organizational Commitment on Employee Performance. Organizational commitment to employee performance shows a positive and significant influence. It indicates that an increase in their performance will accompany every increase in employee commitment to the organization. This positive influence suggests that the higher the sense of attachment, loyalty, and responsibility employees have towards the company, the better their performance will be. Statistical significance suggests that organizational commitment is not only a supporting factor but also one of the main determinants influencing the quality of employee performance in achieving organizational goals. Employees who have a high commitment to the organization are usually more motivated to work optimally, are responsible for completing tasks, and actively contribute to achieving company targets. This is reflected in the answers of respondents, who mostly agreed with the statement about having a strong desire to stay in the company, a great sense of responsibility, and a sense of unease if they were to move to another company. This high level of commitment enables employees to complete their work effectively and on time, meeting company standards. The results of this study align with those of various previous studies, including Pramukti (2019), which found that organizational commitment has a direct, positive, and significant effect on employee performance. Research by Setiawan et al. (2019), Parji et al. (2019), and Eliyana et al. (2019) also support the finding that organizational commitment has a significant positive impact on employee performance. In addition, Umar and Norawati (2020) stated that organizational commitment has a strong, significant influence on improving employee performance. To increase the effectiveness of organizational commitment in driving employee performance, several key aspects need to be considered, including the development of an organizational culture that fosters values of employee loyalty and responsibility.

The Role of Organizational Commitment in Mediating the Effect of Work Discipline on Employee Performance. Organizational commitment acts as a perfect mediator in the relationship between work discipline and employee performance. It means that work discipline does not have a direct influence on employee performance, but rather, the influence occurs entirely through increased organizational commitment. In other words, work discipline can only drive increased performance if it succeeds in strengthening employee attachment and loyalty to the organization. This perfect mediation effect emphasizes the importance of organizational commitment as a connecting variable that optimizes the impact of work discipline on performance. Therefore, companies need to focus efforts on implementing work discipline that is not only administrative but also fair and able to build employees' emotional attachment to the company. Discipline that is carried out consistently and fairly will increase employees' sense of responsibility and loyalty, thereby strengthening their commitment to the organization and ultimately having a positive impact

on performance. This finding supports the results of research by Erawati and Wahyono (2019), which states that work discipline has a significant effect on employee performance through the mediating role of organizational commitment. In addition, research by Winarti et al. (2022) also confirms that organizational commitment plays a mediating role in the relationship between work discipline and employee performance. These studies emphasize that effective management of work discipline must be accompanied by strengthening commitment to optimize performance. In optimizing the mediating role of organizational commitment, companies must pay attention to aspects of implementing a fair and transparent disciplinary system, ensuring that employees feel valued and treated equally.

The Role of Organizational Commitment in Mediating the Influence of Financial Motivation on Employee Performance. Organizational commitment acts as a perfect mediator in the relationship between financial motivation and employee performance. It means that financial motivation does not directly affect employee performance; rather, its influence occurs through increased organizational commitment. In other words, financial incentives such as salary, bonuses, and benefits can increase employee commitment to the organization, and this commitment then plays a significant role in increasing employee performance. This finding confirms that financial motivation is not just about providing compensation but must be integrated with efforts to strengthen employee engagement and loyalty to the company in order to have a maximum impact on performance. Therefore, companies need to develop financial motivation policies that are not only competitive and fair but also supported by strategies that increase employee commitment, such as effective communication, career development, and awards that recognize employee contributions. This study aligns with the findings of Parji et al. (2019), which demonstrated that financial motivation has a positive and significant effect on employee performance, with organizational commitment serving as a mediating variable. In addition, Febrianti and Triono (2020) also found that financial motivation has a significant positive effect on employee performance, mediated by the role of organizational commitment. These studies reinforce the importance of organizational commitment as the main mechanism linking financial motivation and employee performance. To optimize the mediating role of organizational commitment in the influence of financial motivation, companies should focus on developing fair and transparent compensation policies that ensure employees feel financially valued.

CONCLUSION

The culinary industry in Bali is growing rapidly, in tandem with the increasing tourism and lifestyle trends of the community. In the competitive business environment, employee performance is a crucial factor in maintaining service quality. Babi Guling Putra Celagi's business faces challenges in the form of high absenteeism, indiscipline, and financial and organizational motivation issues. This study aims to analyze the effect of work discipline and financial motivation on employee performance with organizational commitment as a mediating variable.

The results of the study indicate that work discipline has a positive effect on employee performance; however, this effect is not statistically significant. On the other hand, work discipline has a positive and significant effect on organizational commitment, indicating that higher work discipline is associated with greater organizational commitment. Financial motivation also has a positive effect on employee performance, although it is not directly significant; however, it is significant in terms of organizational commitment. Organizational commitment has been proven to have a positive and significant impact on employee performance. Additionally, organizational commitment effectively mediates the relationships between work discipline and employee



performance, as well as between financial motivation and employee performance. It confirms that organizational commitment is a key factor in improving employee performance.

To enhance employee performance in Balinese culinary businesses, such as Babi Guling Putra Celagi, management should prioritize strengthening organizational commitment by fostering an inclusive work culture and consistently recognizing employee contributions. In addition, implementing consistent and fair work discipline must be a priority to maintain high product and service quality standards. For Babi Guling Putra Celagi Leaders and Management, it is also recommended to develop a competitive and transparent financial motivation system, such as providing bonuses based on performance achievements and other additional incentives. For employees, it is essential to enhance cooperation between employees and leaders to foster stronger communication, harmony, and a sense of belonging to the organization. This synergy will support the creation of a more productive work environment. By following these steps, Babi Guling Putra Celagi can create a conducive and productive work environment, which will increase employee loyalty and enthusiasm for their work, ultimately strengthening the business's competitiveness in the culinary market.

This study has limitations that need to be considered. Where the number of variables used is limited, so it does not cover all factors that may affect employee performance. The data collected was only at one point in time, so it does not describe changes dynamically over time. The results of this study have limitations in terms of generalizability to other industries, as the unique characteristics of each industry can affect the relationship between variables differently. These limitations can provide important input for further research, enabling more comprehensive and applicable results. For further research, it is recommended to consider adding other variables, such as job satisfaction, work environment, leadership style, or career development opportunities. In addition, the scope of the study should be expanded to ensure that the results are more representative and useful for various types of businesses, particularly in the culinary and micro, small, and medium-sized enterprises (MSME) sectors.

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