

Resource Productivity Improvement Model People at Semarang Madya Kpp

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Abstract. *The research questions are: 1) Are intrinsic motivation and organizational commitment able to improve work discipline among Semarang Medium Tax Office employees? 2) Are intrinsic motivation and organizational commitment able to improve the productivity of Semarang Medium Tax Office employees? 3) Is work discipline able to improve the productivity of Semarang Medium Tax Office employees? 4) Are intrinsic motivation and organizational commitment able to improve the productivity of Semarang Medium Tax Office employees through work discipline. This research is an explanatory research study with a quantitative approach. The study population was all 117 Semarang Medium Tax Office employees. Data collection used a closed-ended questionnaire. In this study, data analysis used the SEM-PLS method with Smart PLS (Partial Least Square) software. The results of the study 1) intrinsic motivation has a positive and significant effect on work discipline, where employees who have strong intrinsic motivation to do a job, tend to be more disciplined in carrying out their duties. 2) Organizational commitment has a positive and significant effect on work discipline, where employees who feel emotionally and psychologically bound to the organization tend to be more obedient to the rules and norms that apply. 3) Intrinsic motivation has a positive and significant effect on HR productivity, where intrinsically motivated employees tend to be more focused, more creative, and more dedicated to their work, which ultimately has an impact on increasing HR productivity. 4) Organizational commitment has a positive and significant effect on HR productivity, where employees who have high organizational commitment tend to be more loyal, dedicated, and motivated to achieve organizational goals, which ultimately has an impact on increasing HR productivity. 5) Work discipline has a positive and significant effect on HR productivity, where good work discipline makes employees more obedient to work rules and procedures, which can reduce errors and increase efficiency that encourages increased HR productivity. 6) Work discipline is able to mediate the positive and significant influence of intrinsic motivation on HR productivity, meaning that work discipline has an important role in realizing the full potential of employee intrinsic motivation which ultimately increases optimal HR productivity. 7) Work discipline is able to mediate the positive and significant influence of organizational commitment on HR productivity, meaning that good work discipline is the key to realizing commitment into real actions that have an*

impact on increasing HR productivity.

Keywords: *Commitment; Influence; Organizational.*

1. Introduction

Human resources are the only resources that possess reason, feelings, desires, skills, knowledge, drive, power, and work (Santoso, 2023). Human resources need to be continuously developed to obtain quality human resources in the true sense, namely, work carried out will produce something desired. Human resources are the most important asset in an organization because they are the source that directs the organization and maintains and develops the organization to meet the various demands of society and the times (Recky, Widyawati & Nazaruddin, 2023).

Good human resource productivity is crucial for organizational survival. If an organization wants to grow rapidly, it must have human resources capable of demonstrating high productivity. Productivity is the ratio of results achieved to the participation of the workforce per unit of time, or the number of goods/services produced by an individual or group of people/employees within a specific time period (Kasy & Widiyanti, 2023).

The Semarang Medium Tax Office (KPP Madya) is a unit of the Directorate General of Taxes and serves as a major contributor to the state budget (APBN). KPP Madya Semarang must be able to face the challenges of the global economy, which are increasing annually. This condition can be seen in the KPP Madya Semarang's ability to secure state revenues in the tax sector in Semarang City. To be able to face these challenges, KPP Madya Semarang must be supported by a sound system and qualified human resources. The tax system will not function without the role of tax officials in serving taxpayers in paying taxes. Therefore, tax employee productivity is something that needs to be improved. There are many factors that can influence employee productivity, one of which is motivation.

Motivation is a desire that arises from within a person or individual due to inspiration, encouragement, and drive to carry out activities with sincerity, joy, and sincerity so that the results of the activities carried out get good and quality results (Afandi, 2018). Motivation can come from within a person (intrinsic). Intrinsic motivation plays a crucial role in increasing work productivity, this is because the motivation that exists from within a person will drive their behavior to take action (Yusuf & Safrizal, 2022). The intensity of the drive from within a person to perform a task or achieve a goal shows the extent of their motivation. Therefore, a highly motivated person will try their best to make the work successful by increasing their productivity (Kasy & Widiyanti, 2023).

Organizational commitment is also a factor that can influence employee productivity. Organizational commitment is a person's attitude or behavior toward an organization, manifested in loyalty and the achievement of the organization's vision, mission, values, and

goals (Agita & Irmadiani, 2022). Increasing organizational commitment can lead to increased work productivity, as commitment within the organization encourages employees to give their best to the organization where they work. Employees with high organizational commitment tend to be happy to help and collaborate with other employees, thus increasing productivity (Agita & Irmadiani, 2022).

Intrinsic motivation and organizational commitment are not the only determining factors in decreasing or increasing employee productivity. Work discipline is also a factor that needs to be considered. Work discipline is crucial in a company because when an employee's output is appropriate and timely, it will also impact the company's planned targets (Indahsari & Damayanti, 2020). Discipline is also a supporting tool used by company leaders who strive to regulate employee behavior, thus increasing awareness of applicable regulations. Furthermore, it will foster a sense of responsibility in employees towards all established regulations. This is very helpful for a company to develop its company and will optimize employee productivity (Yudirman, Samallo & Zaman, 2023).

Existing literature on the influence of intrinsic motivation and organizational commitment on employee productivity shows inconsistent results. Some studies indicate that intrinsic motivation influences employee productivity (Kasy & Widiyanti, 2023; Bisri, 2024), but other studies found that intrinsic motivation has no direct effect on employee productivity (Yusuf & Safrizal, 2022). The influence of organizational commitment on employee productivity also shows inconsistent results. Some studies indicate an effect of organizational commitment on employee productivity (Yulianti, Tamrin & Susanto, 2024), in contrast to other studies that show no effect of organizational commitment on employee productivity (Gabriella, Lengkong & Dotulong, 2020).

Apart from the research gap, the gap phenomenon is also one of the reasons. One factors underlying this research, A phenomenon that occurred at the Semarang Medium Tax Office (KPP Madya Semarang), where KPP Madya Semarang has 117 employees consisting of executive staff, structural/functional officials, and the Head of KPP Madya Semarang. As a form of responsibility for achieving the annual SKP, as well as in the context of monitoring and evaluation activities, the head of the work unit, namely the Head of KPP Madya Semarang, the Organizational Performance Value (NKO) compilation team to analyze the annual work achievements of KPP Madya Semarang employees has not yet achieved the expected work targets. We can see that in 2021 there were several work indicators that had reached the target of 100%. However, in 2022, it actually decreased to less than 100%. Some of these work points include effective education and services decreased to 86.20%, effective law enforcement decreased to 98%, competent human resources decreased to 85%, high-performance organizations decreased to 97%, and optimal financial management decreased to 94%. These results indicate a decline in employee productivity.

2. Research Methods

This research is a type of quantitative research data through a survey. The survey was conducted by distributing a questionnaire containing questions. Structured and given to respondents designed to obtain more specific information (Sugiyono, 2019). Based on the established research objectives, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by two or more variables studied (Arikunto, 2018). The purpose of explanatory research is to test hypotheses and examine the effect of independent variables on dependent variables, namely the effect of intrinsic motivation and organizational commitment on employee productivity mediated by work discipline variables at KPP Madya Semarang.

3. Results and Discussion

Respondents in this study were Semarang Medium Tax Office employees. The results of data collection using a questionnaire were distributed using Google Forms via WhatsApp number to 117 Semarang Medium Tax Office employees. The questionnaire returned 117 answers.

Based on the number of samples obtained, namely 117 employees of the Semarang Medium Tax Office, the following respondent characteristics can be described:

Table Description of Respondent Characteristics

Characteristics	Amount	Percentage
Gender:		
Man	87	74.4%
Woman	30	25.6%
Total	117	100%
Age:		
<25 years	1	0.9%
25 – 35 years old	35	29.9%
36 – 45 years old	47	40.2%
>45 years	34	29.0%
Total	117	100%
Education:		
Diploma	26	22.2%
S1	53	45.3%
S2	38	32.5%
Total	117	100%
Years of service:		
5 – 10 years	24	20.5%
11 – 15 years	19	16.2%
16 – 20 years	32	27.4%
21 – 25 years old	20	17.1%
>25 years	22	18.8%
Total	117	100%

Based on table it shows that as many as 74.4% of KPP Madya Semarang employees is a man, This explains that men's love for the world of work is very high considering their responsibilities as heads of families. Age characteristics show as much as 40.2% Semarang Medium Tax Office employees aged 36 - 45 years, This age group represents adulthood and productivity. Educational characteristics indicate that the majority have a bachelor's degree (45.3%), indicating that the majority of Semarang KPP Madya employees have a higher education. Working period characteristics indicate that 27.4% have a bachelor's degree. respondent have worked for 16 - 20 years, this explains that respondents have worked for a long time at the Semarang Medium Tax Office

Variable description This study aims to interpret respondents' responses based on the results obtained from the answers of 117 Semarang Medium Tax Office employees to the measuring indicators for each variable (intrinsic motivation, organizational commitment, work discipline, and HR productivity) whether they are in the medium, low, or high category. This study uses an index analysis technique that describes respondents on the questions asked. The scoring technique used in this study is with a maximum score of 5 and a minimum of 1, so the calculation of the respondent's answer index is using the following formula:

Interval = (Maximum Value – Minimum Value) / Category

Interval = (5 – 1) / 3 = 1.3

Thus the interval is explained as follows:

1.00 – 2.29=Low

2.30 – 3.59=Moderate

3.60 – 5.00=High

The data processing technique in this study was carried out using Partial Least Squares Structural Equation Modeling (PLS-SEM) which consists of 3 stages, namely outer model testing, inner model testing and hypothesis testing with the following results:

1) Outer Model Evaluation

The outer model test is used to describe the relationship between latent variables and their indicators. The outer model in this study can be described as follows.

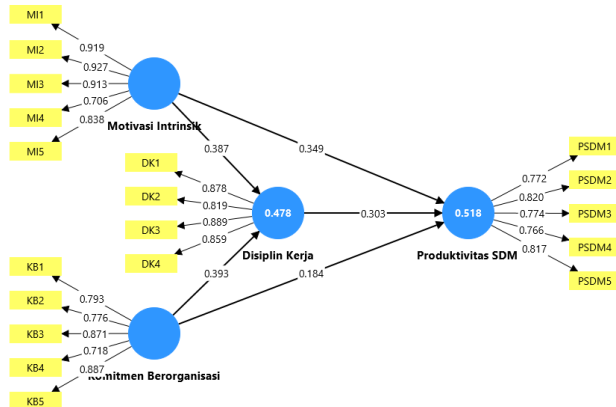


Figure Outer Model (Measurement Model)

There are three criteria in using data analysis techniques with SmartPLS to assess the outer model, namely validity (convergent validity, discriminant validity) and reliability (composite reliability, Cronbach's alpha) with the results explained as follows:

a. Convergent Validity

Convergent validity assessment is based on the correlation between item scores/component scores estimated using PLS software. An individual's reflexiveness measure is considered high if it correlates more than 0.70 with the construct being measured.

Table Convergent Validity Test (Outer Loading)

Variables	Indicator	Outer Loading	Information
Intrinsic Motivation	MI1	0.919	Valid
	MI2	0.927	Valid
	MI3	0.913	Valid
	MI4	0.706	Valid
	MI5	0.838	Valid
Commitment to Organizing	KB1	0.793	Valid
	KB2	0.776	Valid
	KB3	0.871	Valid
	KB4	0.718	Valid
	KB5	0.887	Valid
Work Discipline	DK1	0.878	Valid
	DK2	0.819	Valid
	DK3	0.889	Valid
	DK4	0.859	Valid
Human Resource Productivity	PSDM1	0.772	Valid
	PSDM2	0.820	Valid
	PSDM3	0.774	Valid
	PSDM4	0.766	Valid
	PSDM5	0.817	Valid

The results of processing using SmartPLS table the outer loading value or correlation between

the construct and the variable has met convergent validity because it has an outer loading value of > 0.70 , the conclusion is that the construct for all variables can be used to test the hypothesis.

b. Discriminant Validity

Discriminant validity A model is considered good if each loading value of each indicator of a latent variable has the largest loading value with other loading values for other latent variables. The results of the discriminant validity test are as follows:

Table Testing Discriminant Validity (Cross Loading)

Variables	Work Discipline	Organizational Commitment	Intrinsic Motivation	Human Resource Productivity
DK1	0.878	0.642	0.684	0.631
DK2	0.819	0.506	0.497	0.508
DK3	0.889	0.496	0.450	0.490
DK4	0.859	0.432	0.420	0.510
KB1	0.469	0.793	0.429	0.418
KB2	0.546	0.776	0.476	0.498
KB3	0.490	0.871	0.420	0.435
KB4	0.407	0.718	0.521	0.472
KB5	0.558	0.887	0.463	0.474
MI1	0.608	0.541	0.919	0.560
MI2	0.554	0.539	0.927	0.536
MI3	0.578	0.580	0.913	0.553
MI4	0.393	0.373	0.706	0.537
MI5	0.487	0.407	0.838	0.579
PSDM1	0.462	0.356	0.474	0.772
PSDM2	0.518	0.427	0.507	0.820
PSDM3	0.429	0.495	0.449	0.774
PSDM4	0.430	0.414	0.403	0.766
PSDM5	0.609	0.530	0.641	0.817

Based on Table, the outer loading value for the latent variable indicator is greater than the outer loading value for the other latent variables. This means the latent variable has good discriminant validity.

Discussion:

Hypothesis testing in this context aims to validate or refute the researcher's initial suspicion regarding the relationship between variables. Hypothesis testing is carried out by looking at the structural path coefficient by comparing the p-value with alpha (0.005) or t-statistic of (>1.96) through the bootstrapping procedure.

1) Direct Effect Hypothesis Test

Based on the data presented in table above, it can be seen that of the three hypotheses

proposed in this study, the following is explained:

a. The Influence of Intrinsic Motivation on Work Discipline

The results of the hypothesis test show that the P-values that determine the influence of intrinsic motivation on work discipline are $0.000 < 0.05$ and the T-Statistics value $(3.988) > 1.96$. Meanwhile, the original sample has a value of 0.387 (positive). These results support the first hypothesis, namely that intrinsic motivation has a positive and significant effect on work discipline, which means H1 is accepted.

The results of the study indicate that intrinsic motivation has a positive and significant effect on work discipline, with higher levels of intrinsic motivation leading to higher levels of work discipline. Intrinsic motivation among Semarang Tax Office (KPP Madya) employees stems from an internal drive to work and contribute effectively in the taxation field. This motivation stems not from external rewards, but from personal satisfaction, a sense of responsibility, and a belief that their work is important. This motivation stems from a sense of responsibility, goal achievement, and appreciation for the work performed.

Intrinsic motivation originates from within the individual and plays a crucial role in improving work discipline. Intrinsically motivated employees tend to be more disciplined because they find their work rewarding and enjoyable, thus fostering a drive to work hard and responsibly (Garnasih, 2024). Intrinsically motivated employees recognize the importance of their work and its impact on themselves and the organization. This awareness drives them to carry out their duties with discipline and responsibility (Padilla & Febrianto, 2025).

Intrinsic motivation fosters a sense of responsibility in employees. They feel they have a significant contribution to the organization's success, so they strive to fulfill their duties with discipline (Kusuma, Rasyid & Pongtiku, 2025). This internal drive makes employees more persistent in facing challenges. They don't give up easily and continue to seek solutions, which is an essential part of work discipline (Aghiesta, Elwisam & Digdowiseiso, 2024).

b. The Influence of Organizational Commitment on Work Discipline

The results of the hypothesis test show that the P-values that form the influence of organizational commitment on work discipline are $0.000 < 0.05$ and the T-Statistics value $(4.218) > 1.96$. While the original sample has a value of 0.393 (positive). These results support the second hypothesis, namely that organizational commitment has a positive and significant effect on work discipline, which means H2 is accepted.

The results of the study indicate that intrinsic motivation has a positive and significant effect on work discipline, with higher levels of intrinsic motivation leading to higher levels of work discipline. Intrinsic motivation among Semarang Tax Office (KPP Madya) employees stems from an internal drive to work and contribute effectively in the taxation field. This motivation stems not from external rewards, but from personal satisfaction, a sense of responsibility, and a belief that their work is important. This motivation stems from a sense of responsibility,

goal achievement, and appreciation for the work performed.

Intrinsic motivation originates from within the individual and plays a crucial role in improving work discipline. Intrinsically motivated employees tend to be more disciplined because they find their work rewarding and enjoyable, thus fostering a drive to work hard and responsibly (Garnasih, 2024). Intrinsically motivated employees recognize the importance of their work and its impact on themselves and the organization. This awareness drives them to carry out their duties with discipline and responsibility (Padilla & Febrianto, 2025).

Intrinsic motivation fosters a sense of responsibility in employees. They feel they have a significant contribution to the organization's success, so they strive to fulfill their duties with discipline (Kusuma, Rasyid & Pongtiku, 2025). This internal drive makes employees more persistent in facing challenges. They don't give up easily and continue to seek solutions, which is an essential part of work discipline (Aghiesta, Elwisam & Digdowniseiso, 2024).

c. The Influence of Intrinsic Motivation on HR Productivity

The results of the hypothesis test show that the P-values that determine the influence of intrinsic motivation on HR productivity are $0.000 < 0.05$ and the T-Statistics value $(3.541) > 1.96$. Meanwhile, the original sample has a value of 0.349 (positive). These results support the third hypothesis, namely that intrinsic motivation has a positive and significant effect on HR productivity, which means H3 is accepted.

The results of the study indicate that intrinsic motivation has a positive and significant effect on human resource productivity, so that the higher the level of intrinsic motivation, the higher the human resource productivity. Human resource productivity in this case is the employees of the Semarang Medium Tax Office (KPP Madya) refers to the ability and efficiency of KPP Madya Semarang employees in producing quality output in carrying out their duties and responsibilities related to taxation. Increasing the human resource productivity of KPP Madya Semarang employees is very important to achieve the state tax revenue target and the effectiveness of the tax system as a whole.

Intrinsic motivation among employees at the Semarang Medium Tax Office (KPP Madya) is a key factor in increasing human resource productivity. Intrinsic motivation drives employees to perform better, be more creative, and be more committed to their work (Putri, Suhairi & Yanti, 2025). Intrinsically motivated employees tend to enjoy their work more, feel more satisfied, and be more dedicated, ultimately resulting in higher productivity (Menhard, Yusuf & Safrizal, 2022).

Intrinsically motivated employees tend to be more focused, enthusiastic, and dedicated to completing their tasks. They work not only for rewards, but also because they enjoy what they do and feel challenged to achieve the best results (Hermin, 2024). Furthermore, intrinsic motivation can encourage employees to think outside the box and find creative solutions to problems they face. They are more willing to try new things and take risks, which can lead to innovation and increased productivity (Menhard, Yusuf & Safrizal, 2022).

d. The Influence of Organizational Commitment on HR Productivity

The results of the hypothesis test show that the P-values that determine the influence of organizational commitment on HR productivity are $0.015 < 0.05$ and the T-Statistics value $(2.158) > 1.96$. Meanwhile, the original sample has a value of 0.184 (positive). These results support the fourth hypothesis, namely that organizational commitment has a positive and significant effect on HR productivity, which means H4 is accepted.

The results of the study indicate that organizational commitment has a positive and significant effect on human resource productivity, so that the stronger the organizational commitment, the higher the human resource productivity. The productivity that must be achieved by employees of the Semarang Medium Tax Office (KPP Madya) includes efficiency in completing tasks, meeting tax revenue targets, complying with regulations, and improving services to taxpayers. This productivity is measured by output (work results) compared to input (time, energy, resources).

Building strong organizational commitment is key to improving human resource productivity (Dhata & Sugiarno, 2025). Committed employees tend to be more motivated, dedicated, and perform better. Employees feel a sense of belonging to the organization, which encourages them to work harder, be more effective, and be more innovative, thus increasing overall productivity (Shaba, 2022).

Organizational commitment encourages employees to be more engaged in their work. They are more focused, pay more attention to detail, and are more enthusiastic about carrying out their tasks. This results in employees being more productive, more innovative, and making fewer mistakes (Arinta, Anah & Laili, 2023). Furthermore, highly committed employees also tend to have lower absenteeism rates and are less likely to leave the company (turnover). This creates a stable and productive work environment (Kristiyasari, Prasetyo & Utari, 2023).

e. The Influence of Work Discipline on HR Productivity

The results of the hypothesis test show that the P-values that determine the influence of work discipline on HR productivity are $0.001 < 0.05$ and the T-Statistics value $(3.061) > 1.96$. Meanwhile, the original sample has a value of 0.303 (positive). These results support the fifth hypothesis, namely that work discipline has a positive and significant effect on HR productivity, which means H5 is accepted.

The results of the study indicate that work discipline has a positive and significant effect on human resource productivity, so that the higher the level of work discipline, the higher the human resource productivity. Work discipline of KPP Madya Semarang employees is very important for the smooth running of tasks and the achievement of organizational goals. Work discipline includes compliance with rules, regulations, and responsibilities in carrying out work in accordance with applicable provisions. Work discipline ensures that employees carry out their tasks on time, accurately, and according to established standards, thereby improving overall performance. With discipline, KPP Madya Semarang employees can achieve

targets set by the organization, both in terms of tax revenue and service to taxpayers.

Work discipline is how employees translate their commitment into concrete actions in the workplace. Good discipline creates an orderly and efficient work environment, which in turn increases employee productivity (Firmansyah & Mistar, 2020). Disciplined employees tend to be more focused on tasks and are able to work efficiently, following established schedules, rules, and procedures, thereby reducing wasted time and resources (Uwewengo, Pakaya & Machmud, 2023). Work discipline helps employees adhere to established work standards, which in turn reduces work errors. This is especially important in jobs that require precision and care, including in the tax office (KPP Madya Semarang).

Consistent work discipline helps build a positive work culture, where employees respect each other, cooperate, and are accountable. This creates a more harmonious and productive work environment (Pricilla & Octavaiani, 2022). With good work discipline, employees tend to pay more attention to detail and the quality of their work. This can result in better products or services, which ultimately can drive increased employee productivity (Irfan & Mahargiono, 2023).

2) Indirect Effect Hypothesis Test (Mediation Effect)

The results of testing the hypothesis of indirect influence through Work Discipline as a mediating variable were carried out by looking at the results of the specific Indirect Effect which can be presented.

Based on the data presented in table above, it can be seen that of the three hypotheses proposed in this study, the following is explained:

a. The Influence of Intrinsic Motivation on Employee Productivity Through Work Discipline

The results of the hypothesis test show that the P-Values specific indirect effect is $0.009 < 0.05$ and the T-Statistics value $(2.375) > 1.96$ with the original sample value of 0.117 (positive). These results support the sixth hypothesis, namely that work discipline is able to mediate the positive and significant influence of intrinsic motivation on HR productivity.

The results of the study indicate that work discipline is able to mediate the positive and significant influence of intrinsic motivation on human resource productivity, this means that work discipline can strengthen the influence of intrinsic motivation on human resource productivity. An employee of the Semarang Medium Tax Office is motivated to collect taxes for the advancement of the country (intrinsic motivation). If the employee is also disciplined in his work, namely arriving on time, completing reports correctly, and following applicable regulations, then his intrinsic motivation will be translated into high productivity. Work discipline ensures that this motivation is directed and manifested in concrete actions, such as compliance with regulations, meeting targets, and increasing efficiency.

Intrinsic motivation provides a strong foundation for work discipline. When employees find

their work meaningful and enjoyable, it's easier to maintain discipline, ultimately improving performance and productivity (Savizqy, Sriathi & Surya, 2024). Employees with high intrinsic motivation will feel happy and motivated in carrying out their duties, feeling a sense of purpose and meaning in their work (Yanto, Utami & Rusandi, 2023). This intrinsic motivation will encourage employees to be more disciplined in their work. Employees will be more obedient to rules, more focused, and more responsible in completing their tasks (Sudaryono & Sutianingsih, 2023). High work discipline will have a positive impact on productivity. Disciplined employees tend to be more effective and efficient in their work, resulting in more optimal work results (Yani, Rismawan & Andika, 2023).

b. The Influence of Organizational Commitment on Employee Productivity Through Work Discipline

The results of the hypothesis test show that the P-Values specific indirect effect is $0.006 < 0.05$ and the T-Statistics value $(2.524) > 1.96$ with the original sample value of 0.119 (positive). These results support the seventh hypothesis, namely that work discipline is able to mediate the positive and significant influence of organizational commitment on HR productivity.

The results of the study indicate that work discipline is able to mediate the positive and significant influence of organizational commitment on HR productivity, this explains that work discipline can strengthen the influence of organizational commitment on HR productivity. A tax officer who has good work discipline, such as following audit procedures correctly, checking data carefully, and completing tasks on time, will help tax officers to achieve high productivity, especially if supported by a strong organizational commitment.

Work discipline acts as a mediator between organizational commitment and productivity because high organizational commitment, without good work discipline, may not result in significant productivity increases (Muchzamil, Sujono & Putera, 2019). Furthermore, good work discipline creates an orderly and organized work environment, where everyone knows what is expected of them and how to achieve common goals (Mubarok, Komaludin & Suroso, 2024). Work discipline helps employees focus on their tasks, reduces distractions, and increases motivation to achieve optimal results (Negara, Utami & Saraswati, 2025).

High organizational commitment will result in better performance if supported by strong work discipline. Work discipline ensures employees comply with rules, procedures, and work targets, ultimately increasing productivity (Santoso, Winarti & Taufiq, 2024). Strong commitment also encourages employees to be more disciplined in their work, be punctual, and seek ways to improve performance. Employees are more likely to complete tasks well and seek opportunities to contribute more (Pitaloka & John, 2024).

4. Conclusion:

Based on the results of the research that has been carried out, it can be concluded that: Intrinsic motivation has a positive and significant influence on work discipline, where employees who have strong intrinsic motivation to do a job tend to be more disciplined in

carrying out their duties. Organizational Commitment has a positive and significant influence on work discipline, where employees who feel emotionally and psychologically bound to the organization tend to be more obedient to the applicable rules and norms. Intrinsic motivation has a positive and significant impact on HR productivity, where intrinsically motivated employees tend to be more focused, more creative, and more dedicated to their work, which ultimately has an impact on increasing HR productivity. Organizational Commitment has a positive and significant impact on HR productivity, where employees who have high organizational commitment tend to be more loyal, dedicated, and motivated to achieve organizational goals, which ultimately has an impact on increasing HR productivity.

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