

The Effect of Motivation, Discipline and Leadership on Commitment of Management: The Case of Indonesian Tennis Table Association (PTMSI) Muara Enim

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Abstract

This study aims to determine the influence of motivation, discipline, and leadership on administrators' commitment at the Indonesian Table Tennis Association (PTMSI) Muara Enim, both simultaneously and partially. The research problems in this study are to examine how motivation, discipline, and leadership simultaneously affect the commitment of PTMSI Muara Enim administrators, and how each variable partially affects their commitment. The data used in this study are primary data collected through the distribution of questionnaires to 89 PTMSI Muara Enim administrators. The analytical method employed is multiple linear regression. Before the analysis, the research instruments were tested for validity and reliability. Furthermore, classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity. The results indicate that motivation, discipline, and leadership simultaneously have a positive and significant effect on the commitment of PTMSI Muara Enim administrators. Based on the findings, motivation, discipline, and leadership, both partially and simultaneously, have a positive and significant effect on administrators' commitment at the Indonesian Table Tennis Association (PTMSI) Muara Enim. Leadership is the most dominant variable influencing administrators' commitment.

Keywords: Motivation, Discipline, Leadership, Commitment.

JEL Codes: M12, D23, L83

1. Introduction

Human Resources are the most important production factor in any organization. Human Resource Management is a component of organizational management that focuses on the human resource element. The task of Human Resource Management is to effectively manage the human element to ensure satisfied employees within the organization. Human Resources (HR) is a crucial factor in determining an organization's, including a sports organization's, success. HR plays a vital role in realizing the organization's vision and mission through optimal work commitment. The success of a sports organization depends heavily on the commitment of its management to fulfilling its duties and responsibilities, as well as on individual contributions to achieving organizational goals. Furthermore, sports organizations focus on achieving success

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at various levels of competition, which demands a high level of work commitment from each manager. Therefore, sound HR management is essential to achieving these goals ([Hasibuan, 2003](#)).

To achieve organizational excellence, leaders must closely monitor each manager's level of commitment to their work. Work commitment reflects individual loyalty and responsibility towards the organization's vision, mission, and goals. High commitment reflects alignment between personal values and organizational values, thus contributing to the achievement of shared goals. This commitment does not develop spontaneously but is influenced by various interrelated factors. Good human resource management is a crucial element in increasing work commitment, which ultimately impacts organizational performance. Therefore, factors such as motivation, discipline, and leadership play a crucial role in shaping management commitment. Strong motivation can foster work enthusiasm; discipline ensures that tasks are carried out according to regulations; and appropriate leadership creates a conducive, directed work environment ([Sedarmayanti, 2020](#)).

Management's commitment to the organization results from the integration of motivation, discipline, and leadership. This commitment is reflected in the management's dedication to the organization's vision and mission, as well as efforts to achieve shared goals. Managers who feel motivated, maintain good discipline, and are supported by strong leadership will demonstrate a higher level of commitment to the organization. This higher level of commitment will result in increased individual work commitment and overall team performance. Conversely, if any of these factors are not met, management commitment will decline, which can negatively impact work commitment and organizational performance ([Kurniawan, 2022](#)). Several important factors influencing management commitment include motivation, discipline, and leadership. These three aspects play a significant role in creating a work environment that encourages management to develop and actively participate in the organization continuously. Generally, motivation in an organizational context refers to the encouragement given to management to work harder and focus more on achieving common goals ([Shahzadi, Javed & Pirzada, 2014](#)).

Based on a review of various literature, research on motivation and work commitment, for example, has yielded mixed results. A study by [Rahayu and Mahargiono \(2021\)](#) found that motivation significantly influences work commitment, whereas a study by [Rahmadani, Schaufeli, Fauzia and Nazriani \(2022\)](#) found that motivation has no significant effect on employee commitment. Previous research has extensively discussed the relationship between motivation and work commitment, particularly in the context of corporate organizations and the public sector. Most studies indicate that high motivation can increase employee loyalty, satisfaction, and commitment to the organization. At the regional level, for example, PTMSI Muara Enim, the voluntary and achievement-oriented nature of management requires a different motivational approach. To date, little research has examined how intrinsic and extrinsic motivation influence administrators' commitment in community sports organizations. This situation indicates a crucial research gap that needs to be bridged.

PTMSI, as an organization that oversees the activities and development of table tennis athletes, is also obligated to monitor the commitment of its administrators closely. In this context, human resource management at the All-Indonesia Table Tennis Association (PTMSI) Muara Enim encompasses not only administrative management but also motivation, discipline, and effective leadership. The motivation of PTMSI Muara Enim administrators plays a crucial role in their success in various events. The higher the administrators' motivation, the more likely they are to

work harder to achieve organizational goals. In addition to motivation, discipline is another key factor influencing work commitment and achievement within an organization. Discipline refers to an individual's ability to comply with the organization's established rules and procedures. In this context, discipline extends beyond attendance and punctuality to individuals' awareness of their responsibilities in carrying out their duties and their willingness to remain committed to organizational goals. According to [\(Hasibuan, 2003\)](#), good discipline can increase individual work commitment and strengthen commitment to the organization. Disciplined managers tend to be more responsible, both for their own tasks and for the team's overall progress.

A review of the literature reveals inconsistencies in research on work discipline and work commitment. [Pratama, Suryatni and Saufi \(2024\)](#) reported a significant effect, while [Amiruddin \(2021\)](#) found the opposite, indicating that work discipline had no significant effect on employee commitment. Similarly, discipline has been recognized as an important factor influencing management commitment to the organization. Several studies show that discipline can create order and efficiency, and can strengthen individual responsibility in carrying out tasks. In community sports organizations like PTMSI, disciplinary patterns are not always strictly standardized as in formal institutions. Administrators often fulfill their roles voluntarily, so discipline in terms of attendance, adherence to schedules, and consistency with internal rules requires a more contextualized study. The lack of studies exploring the link between discipline and commitment in community-based sports organizations underscores this as a relevant research gap.

Effective leadership also significantly influences administrators' work commitment and contributes to optimal performance. Inappropriate leadership can hinder administrators from carrying out their duties and receiving optimal training. As [\(Sedarmayanti, 2020\)](#) stated, good leadership creates a conducive work environment, enabling individuals to perform optimally. Therefore, appropriate leadership is crucial for supporting increased work commitment among administrators to achieve organizational goals [\(Sedarmayanti, 2020\)](#). The same holds for leadership variables in the context of sports organizations, particularly within the management of the All-Indonesia Table Tennis Association (PTMSI) Muara Enim.

Research by [Saputri and Handoko \(2022\)](#) on regional sports organization administrators found that motivation positively and significantly influences organizational commitment. Meanwhile, research by [Nugraha \(2025\)](#) on sports administrators found that organizational discipline increases member commitment. However, most of these studies are partial, examining only one or two variables and failing to simultaneously integrate motivation, discipline, and leadership as factors influencing the commitment of sports organization administrators. However, in sports organizations like PTMSI Muara Enim, these three variables are closely related in shaping administrators' loyalty, responsibility, and consistency in carrying out organizational duties. Leadership in sports organizations is also crucial because it helps create a conducive work environment, fosters a sense of togetherness, and encourages active involvement by administrators. This indirectly affects administrators' level of commitment to implementing organizational programs. However, these studies focus more on the general public or sports environments led by formal institutions, rather than on community organizations like PTMSI Muara Enim, which face significant leadership limitations. In these organizations, leadership training is often limited, impermanent, and does not meet performance development standards. To date, there has been little research specifically examining the relationship between leadership conditions, including the availability of training facilities, sports equipment, and other supporting leadership, and the level of commitment of administrators in regional sports

organizations. This highlights a crucial research gap that needs to be addressed through further research within sports communities like PTMSI Muara Enim.

Furthermore, research on sports organizations, particularly regional organizations such as the All-Indonesia Table Tennis Association (PTMSI) Muara Enim, remains very limited. Yet sports organizations require a high level of commitment from their administrators to achieve success and support athletes' ongoing development. Therefore, this study is crucial to fill this research gap by comprehensively analyzing the influence of motivation, discipline, and leadership on work commitment within the context of sports organizations. The All-Indonesia Table Tennis Association (PTMSI) Muara Enim Regency is an organization actively involved in developing table tennis in the region. Under the leadership of Kasman MA, PTMSI Muara Enim organizes various activities to improve the performance and quality of local athletes. One of the main agenda items is the Regent's Cup Table Tennis Championship, held to commemorate the anniversary of Muara Enim Regency and also as a platform for athlete development and selection. This tournament features participants from various categories, including elementary and junior high school students, the general public, and veterans, with prizes including trophies, certificates, and coaching money. In addition, PTMSI Muara Enim also held tryouts outside the region, such as at PTM Handayani Bandar Lampung, as part of preparations for the 13th South Sumatra Provincial Sports Week (Porprov) in OKU Raya and the 14th South Sumatra Porprov in Lahat. The organization also collaborates with other regions through friendly matches, such as with PTMSI Prabumulih City, to improve athlete quality and expand its competitive network. The Muara Enim Regency Government also provided concrete support through the Acting Regent's commitment to coaching and organizing tournaments. These various activities demonstrate PTMSI Muara Enim's strong commitment to developing local athletes and bringing honor to Muara Enim at the provincial and national levels. Relatedly, observations at PTMSI Muara Enim indicate that while the organization has significant potential to achieve greater success, several internal factors remain obstacles, particularly in commitment, motivation, discipline, and leadership. Regarding organizational commitment, the emotional attachment indicator remains low, as some administrators are less active in attending routine activities and organizational events. This phenomenon suggests that the administrators lack a strong sense of belonging to the organization. The willingness to put in extra effort indicator is also suboptimal, as evidenced by the lack of initiative to undertake additional activities and tasks outside of the scheduled schedule. Meanwhile, the desire to persevere indicator shows that some administrators are frequently absent for extended periods without providing a clear reason, thus preventing a strong long-term commitment to the organization.

One of the commitment issues mentioned above is motivation. The administrators' motivation tends to be suboptimal, leading to low participation and low enthusiasm for training. Regarding motivation, the responsibility indicator remains weak, as evidenced by several administrators arriving late for training, failing to prepare their own equipment, and delegating administrative tasks to other administrators. The work performance indicator is also unsatisfactory, as the administrators' abilities have not improved significantly despite receiving training. The self-development indicator appears low, as some administrators are not actively learning new techniques or participating in additional training. The independence indicator is also problematic, as many administrators wait for orders from their superiors rather than taking the initiative to complete tasks independently. Furthermore, administrator discipline is also a problem hampering work commitment at the Muara Enim Indonesian Table Tennis Association (PTMSI). Several administrators still frequently violate existing regulations, including

attendance at training, adherence to schedules, and the execution of mutually agreed procedures. In terms of work discipline, the work hour indicator has not been implemented optimally, as administrators are still often found late or absent from training without prior notification. The work procedure indicator is also problematic, as some athletes do not properly follow training stages such as warming up and cooling down. The leader's order indicator is less effective because some administrators do not consistently carry out the coach's instructions. The work accuracy indicator is also low because athletes often repeat technical errors despite being directed to correct them.

Based on initial observations, the implementation of leadership within PTMSI Muara Enim has not been fully optimal, as assessed against the leadership indicators used in this study: communication patterns, involvement in decision-making, evaluation and feedback, and leadership development. In the communication pattern indicator, there are still obstacles in the delivery of information about organizational activities, which are not always conveyed clearly, timely, and evenly to all administrators, resulting in differences in understanding of the goals and direction of organizational activities. In the involvement in decisions indicator, administrators' participation in the organization's planning and decision-making process remains relatively limited, especially in the preparation of development activity programs, which impacts administrators' low sense of ownership in the organization's programs. Furthermore, in the evaluation and feedback indicator, performance and development evaluations of administrators have not been carried out routinely or in a structured manner, so the direction for improvement and feedback provided has not been fully effective in supporting improvements in administrators' performance and motivation. Meanwhile, in the leadership development indicator, there has been no systematic effort to prepare cadres or senior administrators as potential leaders or trainers for the future, so the leadership regeneration process has not been running optimally. Such leadership conditions can affect the organizational climate, reduce the consistency of administrators' participation in training, and weaken administrators' commitment to PTMSI Muara Enim. Therefore, implementing effective leadership aligned with these indicators is a crucial factor in increasing management commitment and achieving organizational goals. Several managers also reported that a lack of emotional support and recognition from their leaders demotivated them from maximizing their performance. Leadership that lacks participation and fails to build positive personal relationships with managers creates psychological distance between leaders and subordinates. In a sports organization that demands teamwork and a spirit of togetherness, this situation is a significant obstacle. Overly rigid or authoritarian leadership can actually reduce individual initiative and leave managers feeling burdened rather than positively motivated.

Furthermore, the lack of a structured leadership system for providing feedback, conducting regular evaluations, and developing managers' potential is also a significant issue. The lack of leadership training or coaching for coaches and managers leads to leadership that tends to be based on habit rather than a strategic approach that considers managers' psychological conditions and needs. This impacts the weak character development and work ethic of young athletes at PTMSI Muara Enim. Therefore, the organization must evaluate and improve its leadership practices to create a more open, supportive, and inspiring training environment. Transformational leadership, which emphasizes inspiration, motivation, individual attention, and intellectual stimulation, can be a strategic solution for sustainably enhancing work commitment and performance among management. With a more effective leadership approach, the work ethic, loyalty, and achievements of PTMSI Muara Enim management will significantly

improve.

2. Literature Review

The Influence of Motivation on the Commitment of Managers. [Robins and Timothy \(2021\)](#) state that strong motivation increases a person's emotional attachment to the organization, thereby leading to a higher level of organizational commitment. With strong motivation, managers will be motivated to actively participate, take responsibility, and maintain their involvement in the organization. Previous research has shown inconsistent results regarding the influence of motivation on work commitment. [Rahmadani, Schaufeli, Fauzia and Nazriani \(2022\)](#) showed that work motivation does not significantly influence work commitment, particularly in organizations with low levels of structural ties. This discrepancy in results indicates an empirical gap that requires further study. The phenomenon at PTMSI Muara Enim shows that some managers still demonstrate a lack of responsibility in organizational activities, exhibit a low achievement orientation, take few self-development initiatives, and depend on management direction. These conditions result in weak emotional attachment and a lack of willingness to contribute more to the organization. Therefore, work motivation is considered an important variable that warrants testing for its partial influence on the commitment of PTMSI Muara Enim administrators.

The Effect of Discipline on Administrator Commitment. Good work discipline will increase an individual's sense of responsibility in carrying out their duties, thereby fostering loyalty and commitment to the organization. [\(Hasibuan, 2003\)](#) stated that high discipline demonstrates an individual's commitment to complying with organizational regulations, which ultimately strengthens commitment to the organization. Previous research has shown mixed results regarding the effect of work discipline on work commitment. [Pratama, Suryatni and Saufi \(2024\)](#) found that work discipline significantly influences work commitment, particularly in increasing loyalty and a sense of belonging to the organization. Conversely, [Amiruddin \(2021\)](#) found that work discipline does not significantly influence work commitment, especially in organizations with a voluntary management system. The phenomenon at PTMSI Muara Enim indicates irregular attendance by administrators, inconsistent adherence to training schedules and organizational activities, and low compliance with internal regulations. This situation has led to a decline in managers' emotional attachment and commitment to the organization. Therefore, work discipline is seen as a crucial factor that warrants testing for its partial influence on the commitment of PTMSI Muara Enim managers.

The Influence of Leadership on the Commitment of Managers. [\(Sedarmayanti, 2020\)](#) states that effective leadership creates a comfortable work environment and increases organizational members' involvement, thereby fostering stronger organizational commitment. With effective leadership, managers feel valued, involved, and well-directed, increasing their desire to remain and contribute to the organization. Previous research has shown inconsistent results regarding the influence of leadership on work commitment. [Lestari and Sulistyowati \(2025\)](#) found that leadership significantly influences work commitment, particularly through effective communication and manager involvement. Conversely, [Wahyuni \(2021\)](#) found that leadership does not significantly influence work commitment, especially when leadership development is suboptimal.

3. Research Method

The research object for this study is the Management of the All-Indonesia Table Tennis

Association (PTMSI). This research is a causal associative study using a quantitative approach. This study aims to see the influence of the relationship between independent variables and dependent variables. The independent variables are Motivation (X1), Discipline (X2), and Leadership (X3), while the dependent variable is Work Commitment in the All-Indonesia Table Tennis Association (PTMSI) Muara Enim (Y). The indicators of commitment are emotional attachment, willingness to try harder, and the desire to persist. Motivation indicators include responsibility, work achievement, self-development, and independence. The indicators of discipline include working hours, work procedures, leadership orders, and work accuracy. The indicators of leadership are communication patterns, involvement in decisions, evaluation and feedback, and leadership development. The population used in this study comprises all members of the Management of the All-Indonesia Table Tennis Association (PTMSI) Muara Enim, totaling 115 people, with a sample of 89 PTMSI Management members. The sampling technique used in this study is cluster sampling. The research survey used a questionnaire instrument, and the analysis model used was multiple linear regression.

4. Findings and Discussions

Below is the regression result.

Table 1. Regression Result

Model	B	Std. Error	Beta	t	sig
1 (Constant)	6,654	1,062		6,268	,001
X2	,223	,048	,284	4,666	,001
X1	,219	,046	,266	4,716	,001
X3	,487	,068	,465	7,108	,001

The multiple regression equation shows that (1) A constant of 6.654 indicates that the work commitment of management (Y) remains even without the influence of work motivation (X1), work discipline (X2), and leadership (X3). Therefore, the management work commitment value is 6.654. (2) The regression coefficient for work motivation is 0.223 (positive), meaning that if work motivation increases, management's work commitment (Y) will increase. Conversely, if work motivation decreases. (2) The regression coefficient for work discipline is 0.219 (positive), meaning that if work discipline increases (X2), management's work commitment (Y) will increase. Conversely, if work discipline decreases, work commitment will also decrease. (3) The regression coefficient for leadership is 0.487 (positive), meaning that if leadership increases (X3), management's work commitment (Y) will increase. Conversely, if leadership decreases, work commitment will decrease as well.

Table 2. Coefficient Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,966 ^a	,934	,931	1,19805

The coefficient of determination (R-Square) is 0.934 (93.4%). This means that the variable of management work commitment (Y) can be explained by the variables of work motivation (X1), work discipline (X2), and leadership (X3) to the extent of 93.4%. In comparison, the remaining 6.6% is explained by other factors not included in this study.

The ANOVA test is used to assess the influence of work motivation (X1), work discipline (X2), and leadership (X3) on management's work commitment (Y).

Table 3. ANOVA test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1721,233	3	573,744	399,731	,000
	Residual	122,003	85	1,435		
	Total	1843,236	88			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Based on the results of the multiple linear regression calculations, the calculated F value was 652.179 or sig F (0.000) < sig α = 0.05, so Ho was rejected, meaning that work motivation (X1), work discipline (X2), and leadership (X3) together had a significant effect on the work commitment of management (Y).

The regression coefficient test assesses the significance of each regression coefficient.

Table 4. t-test

	Model	t	Sig.
	X1	4,666	,001
	X2	4,716	,001
	X3	7,108	,001

Based on the results of multiple linear regression calculations, the following values were obtained: the work motivation variable (X1) had a calculated t value (4.666) > the t table value (1.973) and a significance value of $0.000 < 0.05$, so Ho is rejected. This means that work motivation partially has a positive and significant effect on management's work commitment. The work discipline variable (X2) yielded a calculated t value (4.716) > the t table value (1.973) and a significance value of $0.001 < 0.05$, so Ho is rejected. This means that work discipline partially has a positive and significant effect on management's work commitment. The leadership variable (X3) obtained a calculated t value (7.108) > the t table value (1.973) and a significance value of $0.001 < 0.05$, so Ho is rejected. This means that leadership partially has a positive and significant effect on management's work commitment.

The Simultaneous Effect of Work Motivation, Work Discipline, and Leadership on Work Commitment of Managers. Work motivation, work discipline, and leadership simultaneously influence managers' work commitment is accepted. The results of this study indicate that the three independent variables significantly contribute to shaping managers' work commitment. This is supported by the coefficient of determination (R-square) of 0.934 (93.4%), indicating that the majority of the variation in managers' work commitment can be explained by work motivation, work discipline, and leadership. In comparison, the remaining 6.6% is influenced by factors beyond the scope of this study. The research results align with [Robins and Timothy \(2021\)](#) theory, which posits that factors influencing performance include work motivation, work discipline, and leadership. In this study, work discipline was also shown to influence work commitment. This aligns with the concept of organizational behavior, which states that discipline reflects an individual's level of compliance with rules and responsibilities. Individuals with strong work discipline demonstrate consistency in their work, thereby indirectly strengthening their commitment to the organization. Furthermore, leadership significantly influences managers' work commitment. These findings support the

transformational leadership theory proposed by Bernard M. Bass, which states that leaders who can provide inspiration, direction, and build positive relationships with members will increase their loyalty and commitment to the organization. Simultaneously, work motivation, work discipline, and leadership significantly influence work commitment. This indicates that a single factor does not influence work commitment; rather, it results from a combination of internal and external factors. The high coefficient of determination also confirms that these three variables contribute significantly to explaining variations in managers' work commitment. Thus, the results of this study are not only statistically significant but also consistent with existing theories, thus strengthening the validity of the research findings. These findings illustrate that in an organization, particularly a sports organization like PTMSI Muara Enim, success in building member commitment is inseparable from a combination of internal and external factors. Work motivation, as an internal factor, encourages individuals to be active and contribute; work discipline, as a form of compliance with organizational rules; and leadership, as an external factor that provides direction, supervision, and influence on the behavior of organizational members. Conceptually, work commitment is an individual attachment to an organization characterized by a sense of belonging, loyalty, and a desire to remain part of the organization long-term. In the context of PTMSI Muara Enim, administrators' commitment is crucial, as it directly affects the sustainability of training programs, athlete development, and organizational achievement. These results align with previous research, including research by [Rahayu and Mahargiono \(2021\)](#), which showed that motivation, discipline, and leadership simultaneously have a significant influence on organizational commitment. In his research, it was explained that the combination of these three variables increased organizational members' involvement, so that individuals not only carried out their duties but also had a strong sense of responsibility and loyalty towards the organization. Research by [Wahyuni \(2021\)](#) also revealed that motivation and leadership together can strengthen organizational member loyalty. Their research explains that effective leadership can direct individual motivation toward organizational goals, thus fostering strong and sustainable commitment. Discipline creates order and consistency, while leadership provides direction and influence, making both crucial factors in building member commitment. Thus, the results of this study are consistent with previous theory and research, which states that a single factor does not influence work commitment but rather results from the interaction of various mutually supportive factors. Motivation without discipline results in inconsistent behavior, while discipline without motivation leads to low work morale. Likewise, leadership without the support of motivation and discipline will not be able to produce optimal commitment.

The Effect of Work Motivation on Management Work Commitment. Work motivation has a partial positive and significant effect on management work commitment at PTMSI Muara Enim. These results align with [Robins and Timothy \(2021\)](#), which posits that work motivation is one of the factors influencing performance. Narratively, the finding that work motivation has a positive regression coefficient of 0.223 and significantly influences work commitment indicates that the higher an individual's motivation, the greater their commitment to the organization. This finding aligns with Abraham Maslow's motivation theory, which posits that motivated individuals strive to fulfill higher-order needs, including esteem and self-actualization, thereby fostering a stronger attachment to the organization. Furthermore, Frederick Herzberg's two-factor theory supports this finding, stating that motivating factors such as achievement, recognition, and responsibility can increase job satisfaction, ultimately leading to increased work commitment. Therefore, when work motivation increases,

individuals will be more enthusiastic and responsible, and they will feel a sense of belonging to the organization. The t-test results, with a p-value of $0.000 < 0.05$, further reinforce the conclusion that the influence of work motivation on work commitment is not coincidental but has a strong empirical and theoretical basis. Therefore, the results of this study are consistent with and support existing theory, namely that work motivation is a crucial factor in increasing managers' work commitment in organizations. The results of this study are supported by several previous studies, including [Rahayu and Mahargiono \(2021\)](#) study, which found that work motivation significantly influences organizational commitment. Their research shows that individuals with high work motivation tend to be more involved in organizational activities and to take greater responsibility for their assigned tasks. Strong motivation drives individuals to perform optimally and remain engaged within the organization, thereby increasing organizational commitment. Furthermore, [Wibowo \(2021\)](#) research found that work motivation can increase member loyalty and engagement within an organization. The results showed that highly motivated members participate more actively in organizational activities, have a strong sense of belonging, and demonstrate loyalty to the organization. Thus, motivation not only influences individual performance but also strengthens overall organizational commitment. Research by [Lestari and Sulistyowati \(2025\)](#) also shows that intrinsic motivation strongly influences organizational member commitment. Intrinsic motivation, which originates within an individual, such as the desire to develop, achieve, and contribute, is more effective than extrinsic motivation in fostering long-term commitment. This suggests that when individuals possess a strong internal drive, their attachment to the organization is strengthened. In the context of sports organizations, motivation plays a crucial role in encouraging members to remain active, disciplined, and contribute to all organizational activities. This research also confirms that high motivation fosters loyalty, responsibility, and a desire to remain a member of the organization. Thus, the results of this study are consistent with previous theories and research, which state that work motivation has an important role in increasing organizational commitment.

The Effect of Work Discipline on Management Work Commitment. Based on the multiple linear regression results, the regression coefficient for work discipline was 0.219 (21.9%), indicating a positive relationship. This means that if work discipline (X2) increases by one score unit, then management work commitment (Y) will increase by 0.219 score units. Conversely, if work discipline decreases, management work commitment will also decrease by 0.219 score units. Work discipline has a partial positive and significant effect on management work commitment at PTMSI Muara Enim. From these calculations, work discipline makes a significant contribution to management work commitment. Work discipline reflects adherence to rules, punctuality, and consistency in carrying out organizational duties. Managers with high levels of discipline will demonstrate greater responsibility, thereby directly increasing their commitment to the organization. This is because discipline is not merely adherence to rules but also a form of individual awareness in carrying out obligations optimally. In this study, work discipline was evident in managers' active attendance at training, adherence to established procedures, and proper execution of the trainer's instructions. Furthermore, discipline is reflected in managers' consistent participation in organizational activities, not just at specific times. Good discipline will form habits that persist, creating behavioral patterns that support greater work commitment. The results of this study are supported by several previous studies, including [Pratama, Suryatni and Saufi \(2024\)](#) study, which stated that work discipline has a significant influence on organizational commitment. Their research explained that individuals

with high levels of discipline are more consistent in carrying out their duties, have a greater sense of responsibility, and demonstrate greater loyalty to the organization. Furthermore, (Kurniawan, 2022) shows that work discipline influences organizational commitment and performance. Disciplined individuals are more focused on their work, have better self-control, and can carry out tasks consistently, thereby increasing work commitment.

The Influence of Leadership on Management Work Commitment. Based on the multiple linear regression results, the leadership regression coefficient was 0.487 (48.7%), indicating a positive relationship. This means that if leadership (X3) increases by one score unit, management work commitment (Y) will increase by 0.487 score units. Conversely, if leadership decreases, management work commitment will also decrease by 0.487 score units. Leadership has a partial positive and significant effect on management work commitment at PTMSI Muara Enim. From these calculations, leadership makes the largest contribution among the variables in this study. This indicates that leadership is a dominant factor in increasing management work commitment. Effective leadership provides clear direction, fosters effective communication, and creates a conducive work environment. In sports organizations, leaders play a crucial role in fostering, directing, and motivating members to perform at their best. The results of this study are supported by several previous studies, including Rahayu and Mahargiono (2021), which found that leadership has a significant and dominant influence on organizational commitment. Effective leaders can increase work enthusiasm and member loyalty. Furthermore, research by Nugraha (2025) also shows that transformational leadership significantly influences organizational commitment. Leaders who inspire and motivate members will increase member loyalty. Research by Rahayu and Mahargiono (2021) indicates that effective leadership can foster harmonious working relationships, thereby increasing organizational member commitment.

5. Conclusion

There is a collective influence of Motivation, Discipline, and Leadership on the Commitment of the Management in the All-Indonesia Table Tennis Association (PTMSI). Muara Enim. For the Management of PTMSI Muara Enim, it is hoped that they will increase motivation and work discipline in carrying out organizational activities, thereby improving work commitment. For the Leaders/Coaches of PTMSI Muara Enim, it is hoped that they will improve the quality of leadership by providing clear direction, effective communication, and involving management in decision-making. For the PTMSI Muara Enim Organization, it is hoped that they will create a conducive work environment and enforce rules to support discipline and organizational sustainability.

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