
FROM DISCIPLINE TO EXCELLENCE: ANALYZING THE INFLUENCE OF WORK DISCIPLINE ON EMPLOYEE PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS A MEDIATOR

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ABSTRACT

Purpose of the study is to understand the role of mediation *organizational commitment* to influence *work discipline* as an enhancer of performance employees. Study This done in Body Staffing And Development Source Power Man Regency Poor. The population overall on research is 71 employees, with a sample of 71 employees. Study This uses a type Non-Probability Sampling technique taking the saturated sample. The process take s data with a deployment questionnaire. Type study Which used in study This use method quantitative. Analysis data used in the study This is used approach *explanatory research*. Study This uses SmartPLS 4.0 software. Data collection *instruments* through questionnaires, interviews and observations. Measured questionnaire with scale Likert. Results show that *work discipline* is influential in a manner positive And significant to performance employees and *organizational commitment* employees. Then quality *organizational commitment* employees also influence in a manner positive and significant to performance employee. So Also, *organizational commitment* proven to a manner positive And significant can become mediation in influencing *work discipline* to performance employee.

Keywords: Work Discipline, Performance, Organizational Commitment

INTRODUCTION

Management source Power Man is part of a management resource-focused organization Power human (HR). The source Power of humans heavily influences the success of something organization in reaching performance. Utilise potency individual, management source Power man reach the objective organization. Because all activity companies or organizations will involve involvement source Power human, the managers at all levels must pay sufficient attention to the management source Power man (Mondy, 2008). Every organization or company always makes an effort To increase employee performance to reach success optimally.

Employee performance is a very significant element in business in reaching something objective organization because performance reflects results Work Good in a manner quantity as well as quality attained by a person employee moment operate not quite enough answer by the task given to her (Mangkunegara, 2013). One possible factor influences performance that is *work discipline*. Rivai & Sagala (2011) state that *works Discipline* is used by HR managers to interact with their employees in order for them Want to change their BehaviorBehavior certain as well as business to increase awareness as well as obedience individual to social norms and rules applicable company.

Presence of *work discipline* No will reach optimal results in advance performance if the employee own weak *organizational* commitment. According to Wibowo (2016), *organizational commitment* is the BehaviorBehavior of individuals, feelings and attitudes that identify in themselves that part from something company or organization particular, involved in the process of being loyal to the organization and activities organized to reach something's purpose. Studies about *work discipline* performance employees generally produce a positive relationship, namely in research conducted by Supriyanto (2018) revealed that discipline Work has an influence significant on performance. The results study Then strengthened by Simatupang & Saroyeni (2018), where there is a significant influence on discipline Work to employee performance. A study from Kusumayanti *et al.*

(2020) also mentions that discipline Work is influential to performance as well a study from Dahlan *et al.* (2022) also mentions the same thing, i.e. Discipline Work influential to performance staff at the Center for Meteorology, Climatology and Geophysics Region IV Makassar. Different from the results study from Kelibulin *et al.* (2018), Irawan *et al.* (2021) and Maharani *et al.* (2022), which mention that discipline Work is No influential and significant to the performance of the employees.

Atika *et al.* (2019) carried out a study about *organizational commitment*, which put forward that *organizational commitment* is influential and significant to performance. Research results strengthened by Sinaga *et al.* (2021) and Laksmi *et al.* (2021) show that *organizational commitment* is significant to performance. However, other case research conducted by Nurhazizal *et al.* (2019), and Putra & Candana (2020) stated that *organizational commitment* is significantly negative to the performance of employees.

Object study This is located at the Personnel and Development Agency Human Resources Malang Regency. The researcher chose the location because the Staffing and Development Agency Human Resources Malang Regency is agency regulated area functions and supports government affairs. Malang Regency is specialized in field staffing as well as in education and training in Malang Regency. BKPSDM Malang district was established in 2001 based on Regulation Government number 84 of 2000 concerning guidelines organization device area and Malang Regency Regional Regulation No. 27 the Year 2001 about arrangement organization And System Work body staffing.

Based on the results interview with the Head of General Affairs and Personnel Subdivision, it is known that performance employees at BKPSDM Malang Regency stated that several employees still need to present by specified working hours, or in other words, they are often late. The terms of entry work at BKPSDM Malang Regency is 08.00. However, Lots of employees who do not discipline to obey rules. Besides that, lack of Discipline is also visible from many returning employees more beginning from working hours specified, i.e. at 16.00. BKPSDM Malang Regency has used a system *fingerprint* for employee presence to record lateness in detail. Apart from the delay, there is still an example of other indiscipline of BKPSDM Malang Regency employees, such as returning late after the break, leaving the room during working hours, talking with colleague work, and using cellphone moment work. Also, some employees only enter with a description. It can be concluded that Still Lots fewer employees are disciplined or need to follow the rules stipulated by BKPSDM Malang Regency. This is a significant problem Because it can impact the agency negatively, such as enhancement time required for finishing tasks. Because, that is important For doing evaluation and research to discipline employees to understand the influence on the performance of employees at the BKPSDM Malang Regency office.

Based on facts on the ground and interviews with the Head of General Affairs and Personnel Subdivision, got is known that level commitment Organizations owned by employees at BKPSDM Malang Regency are classified as Enough. This can be seen from the length of service for employees at the Office of the Personnel and Development Agency Human Resources, where more than 38 employees have worked for more than seven years. Workers who have a high level of commitment to an organization will feel positive about the organization. They show a strong desire For still is at in something organization, reception, as well as own strong belief to goals and values organization as well as Ready For Work with dedication maximal interest organization.

LITERATURE REVIEW

Work Discipline

Discipline Work reflects the effort organization utilizes to maximize all existing contributions and potential to use reach the goal, by obeying all set regulations (Mangkunegara, 2013). According to Handoko (2017), Discipline involves the willingness to volunteer To obey applicable regulations in the context organization. According to Rivai (2005), indicators

from discipline Work namely: Presence, High level of alertness, Obedience to everyday work, Obedience to regulation work, and Work Ethics.

Employee Performance

employee performance has great significance in efforts To reach An objective organization or company. Because performance covers the results of business matters, the quality and quantity obtained by employees in operations need to be more to answer the task given to them (Mangkunegara, 2013). Performance reflects quality success in someone at the time who does his job in a certain period. If compared to targets, standards, and performance agreed upon (Rivai & Basri, 2005). Indicator in evaluation performance, Sutrisno (2009) argues that evaluation performance can be measured with four things, namely Accuracy in Completing Tasks, Level of Initiative in Work, Mental Dexterity, Time Discipline and Absence.

Organizational Commitment

According to Wibowo (2016), a Committed organization involve dimensions of emotions, attitudes, and Behavior Behavior acknowledges individual identity as an integral part of an entity organizationally, is actively involved in various activity organization, as well shows strong loyalty to the organization in framework reach objective together. Whereas according to Robbins & Judge (2011), Commitment organization can be conceptualized as degrees of trust and acceptance possessed by a person employed to the goals organization, as well as his intention to maintain membership or not resign from the organization. According to Robbins & Judge (2011), there are indicators used to measure commitment organization: Affective commitment, Continuance commitment, and normative commitment.

Research Models

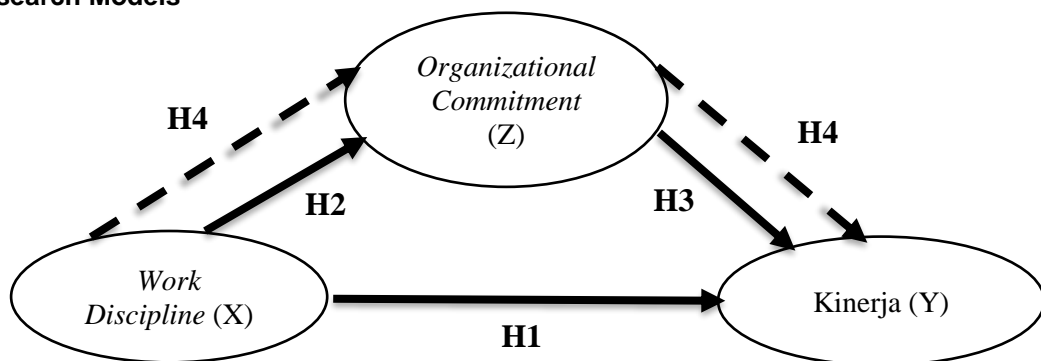


Figure 1. Research Model
Source: Researcher 2023

Hypothesis

H1: Work Discipline Influential on Performance

H2: Work Discipline Influential to Organizational Commitment

H3: Organizational Commitment Influential on Performance

H4: Work Discipline Influential on Performance through Organizational Commitment as Variable Mediation

METHODS

Object study this is located at the Personnel and Development Agency Human Resources related Malang districts with influence *work discipline* to performance employees and mediated by *organizational commitment*. Variable independent in study This is *work discipline* (X), variable dependent performance employee (Y) and variables mediation that is *organizational commitment* (Z). Deep sample study This totals 71 employees. Study This uses type *Non-Probability Sampling* as a technique for taking the sample. The process of

taking data in the study This will deploy a questionnaire. Type study Which used in study This use method quantitative. Analysis data used in the study This is used approach *explanatory research*. Study This uses SmartPLS 4.0 software. Data collection *instruments* through questionnaires, interviews and observations. Measured questionnaire with scale Likert. Test the data using validity, reliability, inner models, and outer models.

RESULTS

Evaluation of the Measurement Model (Outer Model)

Convergent validity

Processing results *Convergent Validity* with results calculation *outer loading* on indicators shaper latent variable shows that coefficient *outer loading* of each indicator range between 0.776 to 0.918. According to Ghazali & Latan (2015), measurement is done using mark *outer loading* or *loading factor* in testing convergent validity and observing the connection between item scores and components calculated scores using PLS. Reflection level indicator considered tall If mark *loading factor* exceeds 0.7 in context characteristic research *confirmatory*, and between 0.6 to 0.7 in characteristic research *exploratory*, value the Still can be accepted or declared valid.

Discriminant Validity

Test results *discriminant validity*, value *AVE* range between 0.711 to 0.774. A variable is considered valid if root *AVE* (\sqrt{AVE} or *Square root Average Variance Extracted*) is bigger than the mark correlation between variables in the research model (Latan & Ghazali, 2015) and *AVE* is bigger from 0.50. This means every indicator on each variable study is already valid because more *AVE* values are big from 0.50.

Reliability

Calculation results *in composite reliability* and *Cronbach alpha* show that mark *composite reliability* ranged between 0.953 - 0.956, and value *Cronbach alpha* ranged between 0.951 - 0.954. Neither *composite reliability* nor *Cronbach alpha* shows a value above 0.70. This is right that the whole variable has high *reliability*.

Evaluation of the Structural Model (Inner Model)

Strong weak variable exogenous to based on endogenous variables mark *R-square* For variable *Work Discipline* (X) influences variable *Organizational Commitment* (Z) with mark *R-Square* 0.760 or 76% and the rest by 24% influenced by variables other. Then variables *Work Discipline* (X) influences Employee Performance (Y) with mark *R-Square* 0.899 or 89.9% and the rest by 10.1% influenced by the other variable.

Testing hypothesis

Test results hypothesis with an equation model structural *Partial Least Square* is shown in picture 2 and table 1.

Table 1. Relationship directly Between Variables of *Work Discipline*, *Organizational Commitment*, and Employee Performance

Relations Between Variables	Coefficient Track	Q Statistics	P values	Information
<i>Work Discipline</i> (X) -> Employee Performance (Y)	0.334	2,254	0.024	Significant
<i>Work Discipline</i> (X) -> <i>Organizational Commitment</i> (Z)	0.872	18,869	0.000	Significant
<i>Organizational Commitment</i> (Z) -> Employee Performance (Y)	0.643	4,521	0.000	Significant

Source: Processed Data, 2023

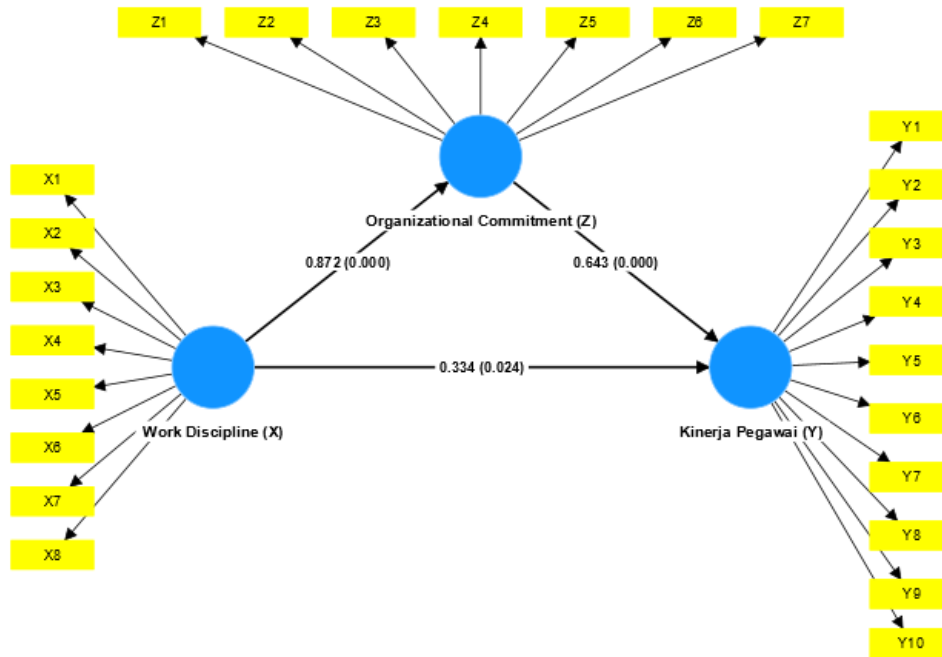


Figure 1. PLS Bootstrapping Output Results
Source: Processed Data, 2023

Work Discipline (X) significantly affects Employee Performance (Y). This showed based on mark coefficient track of 0.334, value *t- statistics* of 2.254 > 1.96 and value *p-values* 0.024 < 0.05.

Work Discipline (X) is significant to *Organizational Commitment* (Z). This _ is based on a mark coefficient track of 0.872, value *t- statistics* of 18,869 > 1.96 and value *p-values* 0.000 < 0.05;

Organizational Commitment (Z) matters significantly on Employee Performance (Y). This _ is based on the mark coefficient track of 0.643, value *t- statistics* of 4,521 > 1.96 and value *p-values* 0.000 < 0.05;

Testing Mediation

For know magnitude coefficient correlation and significance influence, no direct is with see *indirect effects*, which are SmartPLS outputs as presented in the following table 2.

Table 2. Calculation results of the Total *Indirect Effect*

Relations Between Variables	Original sample (O)	Sample average (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-values (P-values)
<i>Work Discipline</i> (X) - > <i>Organizational Commitment</i> (Z) -> Employee Performance (Y)	0.561	0.552	0.129	4,329	0.000

Source: Processed Data, 2023

Table data 2 shows that *Work Discipline* (X) has an effect significant on Employee Performance (Y) through *Organizational Commitment* (Z) as Variable Mediation. This _ is based on a mark coefficient track of 0.561, value *t- statistics* of 4,329 > 1.96 and value *p-values* 0.000 < 0.05.

DISCUSSION

Influence Work Discipline on Employee Performance

Based on the results, study variable *work discipline* towards performance employee. They then got the conclusion that *work discipline* or Discipline Work is influential in a manner significant to the performance of employees. Indicate that performance employees can improve if they own discipline work, for one, obey internal rules and organization as well as proper presence and time. Because that to increase the performance of employees at BKPSDM Malang Regency, important to strengthen discipline time with an increase not quite enough answer to time moment work. For example, one employee does not leave the work office For personal affairs before a time break, except in a real situation urgent. An employee with a high level of Discipline can finish tasks with appropriate time and responsibility to answer to applicable regulations.

Research results also agree with research conducted by Supriyanto (2018), Simatupang & Saroyeni (2018), Kusumayanti *et al.* (2020), Dahlan *et al.* (2022) and who mentioned that Discipline Work is influential on the performance of employees. Different from the results study from Kelibulin *et al.* (2018), Irawan *et al.* (2021) and Maharani *et al.* (2022), which mention that Discipline Work is No influential significance on performance employee.

Influence Work Discipline to Organizational Commitment

Based on the results study, variable *work discipline* towards *organizational commitment* or commitment organization Staff and Development Agency employees Human Resources Malang Regency was obtained mark *p-values* of $0.000 < 0.05$. It means *work discipline* can influence *organizational commitment* with a significant significance. It can be concluded that applied Discipline consistently will have an impact on the performance organization thoroughly, especially in the context of the Personnel and Development Agency Human Resources Malang Regency, so good performance organizations will increase commitment to the organization's employees. Discipline and strong work too contribute to the development level of loyalty high in between employees and the organization. When employees feel valued and recognized for effort and dedication, so will tend still loyal and committed to the organization.

Research results This aligned with research conducted by Surito *et al.* (2020), Supiati (2021) and Purba *et al.* (2022), which shows that *work discipline* increases employee *organizational commitment*. Different from the research conducted by Sari & Mulyadi (2019) states that no *work discipline* influences *organizational commitment* or significant negative.

The Effect of Organizational Commitment on Employee Performance

Based on the results study, variable *organizational commitment* to performance employees at the Personnel and Development Agency Human Resources Malang Regency obtained *p-values* of $0.000 < 0.05$. Then it was concluded that *organizational commitment* or commitment to a very good organization would increase employee performance. This means that if an employee does obligations that should be done by the rule organization as well as commitment high organization it can push employees at the Personnel and Development Agency Human Resources Malang Regency for Work to be more focused and achievement-oriented objective organization as well as more motivated For give contribution maximum in operate related tasks with management staffing and development source Power human.

Research results This is supported by research conducted by Atika *et al.* (2019), Sinaga *et al.* (2021) and Laksmi *et al.* (2021), which show that *organizational commitment* is influential and significant to performance. However, additional case conducted research, Nurhazizal *et al.* (2019) and Putra & Candana (2020), which stated that *organizational commitment* is influential negative or Insignificant to the performance of employees.

Influence Work Discipline on Employee Performance through Organizational Commitment

Based on the results study of variable *work discipline*, thoroughly No direct can influence the performance of employees through an *organizational commitment* to the Personnel and Development Agency Human Resources Malang Regency. States that mark *p-values* of $0.000 < 0.05$ means variable *work discipline* capable of influencing employees' variable performance through *organizational commitment*. It means if a demonstrating employee attitude of good Discipline followed by *organizational commitment* is fine, then it will make the level performance of the employee optimal, and vice versa. It show that the Discipline of good employee will trigger the creation of commitment to the organizational employee so that they can enhance the performance of an employee at BKPSDM Malang Regency.

Research results from This are in line with research conducted by Oktaviani *et al.* (2019), Erawati & Wahyono (2019), and Sudama (2022). Findings indicate that the commitment organization's role as a partial mediator mediates positively and significantly between discipline work and performance. However, different results from research conducted by Budiharjo & Tjahjaningsih (2019) state that commitment to the organizational does not mediate the connection between variable leadership and discipline Work to performance employees.

CONCLUSION

Based on the results discussed in the chapters before, got taken several conclusions and suggestions as follows: (1) *Work Discipline* influential in a manner direct to performance employee on BKPSDM Regency Poor. If the level of Discipline works well for every employee, it will influence the quality of performance generated. (2) *Work Discipline* is influential in a manner that is direct to the level o *organizational commitment* of BKPSDM Malang Regency employees. It means that more Good Discipline works for employees at BKPSDM Malang Regency so that employees will give good *organizational commitment* too. (3) *Organizational commitment* has an effect in a manner directly on the performance of BKPSDM employees Regency Poor. This can explain why o *organizational commitment* to BKPSDM employees Regency Unfortunate got increased performance employee. (4) *Organizational commitment* can mediate in a manner that does No direct influence *work discipline* on the performance of employees at BKPSDM Regency Poor. It can be explained that *organizational commitment* to employees BKPSDM Regency Unfortunate influenced *work discipline* to increase employee performance.

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