



UDC 332

THE INFLUENCE OF WORK DISCIPLINE AND TRAINING ON EMPLOYEE PERFORMANCE MEDIATED BY ORGANIZATIONAL COMMITMENT IN PERUMDA AIR MINUM TIRTA SEWAKADARMA DENPASAR

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ABSTRACT

The decline in company performance in terms of service aspects is due to suboptimal employee performance, highlighting the need to focus on factors that can influence employee performance. This study aims to examine and explain the influence of work discipline and training on employee performance, with organizational commitment as a mediating variable. The research employs a quantitative and associative approach. The subjects of the study are employees of Perumda Air Minum Tirta Sewakadarma Denpasar, with a sample size of 76 respondents. Data analysis was conducted using Structural Equation Modeling (SEM) with the help of SmartPLS 4.0 software. The results show that work discipline does not affect employee performance, training has a positive and significant effect on employee performance, organizational commitment has a positive and significant effect on employee performance, work discipline and training have a positive and significant effect on organizational commitment, organizational commitment cannot mediate the effect of work discipline on employee performance, and organizational commitment can mediate the effect of training on employee performance. This study has theoretical implications, reinforcing previous research findings, and practical implications for the company, particularly Perumda Air Minum Tirta Sewakadarma Denpasar.

KEY WORDS

Work discipline, training, organizational commitment, employee performance.

Human resources are individuals who play an active role within an organization, whether in institutions or industries, and serve as assets that need to be trained and developed in terms of their competencies. Effective human resource management enables the smooth execution of company activities. Perumda Air Minum Tirta Sewakadarma Denpasar is a regional company owned by the Denpasar City government, operating in the provision of drinking water services for the Denpasar City area. Perumda Air Minum Kota Denpasar functions as a business entity focused on profit through institutional efficiency, and also serves as a social institution. As one of the regional water companies serving densely populated areas like Denpasar City, employees at Perumda Air Minum Tirta Sewakadarma Denpasar are required to perform optimally in carrying out their duties and responsibilities.

Table 1 – Data on Performance Assessment of Perumda Air Minum Tirta Sewakadarma Denpasar for 2020-2022

No	Aspect	Year		
		2020	2021	2022
1	Finance	0,84	0,98	1,15
2	Services	0,92	0,90	0,80
3	Operations	1,38	1,47	1,54
4	Human Resources	0,66	0,59	0,63
Rate – rate		0,95	0,99	1,03

Source: Perumda Air Minum Tirta Sewakadarma Denpasar 2022.

Based on Table 1, it can be seen that the performance of the Perumda Air Minum Tirta Sewakadarma Denpasar Company has increased from 2020 to 2022. The average performance score of the company in 2020 was 0.95, rising to 0.99 in 2021, and reaching



1.03 in 2022. Although the company's overall performance has improved over the past three years, there is a decline in the service aspect that needs attention. The company's service aspect decreased from 0.92 in 2020 to 0.90 in 2021, and further dropped to 0.80 in 2022. This study aims to evaluate the influence of work discipline and training on employee performance with organizational commitment as a mediating variable at Perumda Air Minum Tirta Sewakadarma Denpasar. Based on empirical and theoretical gaps, this study examines how work discipline and training affect employee performance and the role of organizational commitment in mediating this relationship.

There are several gaps in previous studies. For instance, research by Salim and Ernanda (2023), Sanjaya (2023), and Persada and Nabella (2023) found that work discipline has a positive and significant effect on employee performance. However, these results differ from studies by Sutaguna et al. (2023) and Kelibulin et al. (2020), which showed that work discipline negatively affects employee performance. Additionally, research by Dewi et al. (2023), Niati et al. (2021), and Haryono et al. (2020) found that training has a positive and significant effect on employee performance. In contrast, studies by Hardiningrum et al. (2023) and Hirawati (2021) found that training negatively affects employee performance. Regarding organizational commitment, research by Ekhsan and Handayani (2022), Hendri et al. (2019), Febrina and Syamsir (2020), and Loan (2020) stated that organizational commitment positively affects employee performance. However, Rahayu and Yanti (2020) found that organizational commitment negatively affects employee performance. These differing findings indicate the need for further research to better understand how work discipline, training, and organizational commitment collectively influence employee performance, particularly at Perumda Air Minum Tirta Sewakadarma Denpasar.

HYPOTHESIS DEVELOPMENT

Singodimedjo, as cited in Sutrisno (2017), defines work discipline as the willingness and readiness of an individual to comply with and adhere to the norms and regulations applicable around them. Good employee discipline accelerates the achievement of company goals, while deteriorating discipline can hinder and delay the accomplishment of these goals. Junaedi and Kumba (2023) found in their research that work discipline positively and significantly affects employee performance, with better employee discipline leading to improved performance. These findings are consistent with studies by Salim and Ernanda (2023), Persada and Nabella (2023), Sjahruddin et al. (2023), and Sanjaya (2023). Based on this analysis, the hypothesis development for this research can be formulated as follows:

H1: Work discipline positively and significantly affects employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar.

Adianto and Sugiyanto (2019) define training as an activity designed to provide employees with new skills, concepts, or behaviors to improve their performance within the organization. Haryono et al. (2020) state that training positively and significantly affects employee performance, with better training and higher employee participation leading to enhanced performance. This finding aligns with research by Dewi et al. (2023), Niati et al. (2021), Persada and Nabella (2023), Indhiradita (2023), and Rivaldo and Nabella (2023). Based on this analysis, the hypothesis development for this research can be formulated as follows:

H2: Training positively and significantly affects employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar.

Mobley, as cited in Anisykurlillah et al. (2022), defines organizational commitment as a strong desire to remain a member of an organization. This desire is demonstrated by dedicating effort on behalf of the organization with conviction, acceptance of its values, and goals. Organizational commitment is reflected in workers' loyalty to the organization for its success and welfare. Febrina and Syamsir (2020) found that organizational commitment positively and significantly affects employee performance, with higher organizational commitment leading to better performance. This result is consistent with research by Ekhsan and Handayani (2022), Hendri et al. (2019), Loan (2020), and Ichsan and Panggabean



(2023). Based on this analysis, the hypothesis development for this research can be formulated as follows:

H3: Organizational commitment positively and significantly affects employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar.

Priansa (2019) defines work discipline as the attitude of respecting, valuing, obeying, and adhering to various applicable rules, whether written or unwritten, and being willing to accept sanctions for any violations. Bharoto (2023) found that work discipline positively and significantly affects organizational commitment, with increased employee discipline enhancing organizational commitment. This result aligns with research by Billah and Handriyono (2022), Putri et al. (2023), and Sutarman and Elmi (2024). Based on this analysis, the hypothesis development for this research can be formulated as follows:

H4: Work discipline positively and significantly affects organizational commitment at Perumda Air Minum Tirta Sewakadarma Denpasar.

Bariqi (2020) states that training is an effort to develop an individual's abilities to acquire the skills and expertise needed by the company to enhance employee performance. Abd. Razak et al. (2023) found that training positively and significantly affects organizational commitment, with better training improving employee organizational commitment. This finding is consistent with research by Nawangsari et al. (2023), Pramono and Prahawan (2022), Ahamd (2023), Dwijyanthi et al. (2021), and Hosen et al. (2023). Based on this analysis, the hypothesis development for this research can be formulated as follows:

H5: Training positively and significantly affects organizational commitment at Perumda Air Minum Tirta Sewakadarma Denpasar.

Hasibuan (2019) defines discipline as the awareness and willingness to comply with all company rules and social norms, reflecting an individual's sense of responsibility towards their duties. This discipline encourages work enthusiasm, motivation, and the achievement of company, employee, and societal goals. Billah and Handriyono (2022) state that work discipline positively affects employee performance, with organizational commitment mediating this effect. Increased employee discipline within the company can enhance employee performance. This result is consistent with research by Bharoto (2023). Based on this analysis, the hypothesis development for this research can be formulated as follows:

H6: Organizational commitment mediates the effect of work discipline on employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar.

Priansa (2019) defines training as a systematic and planned effort to change or develop knowledge, skills, or attitudes through learning experiences to improve the effectiveness of various activities. Dwijyanthi et al. (2021) state that training positively and significantly affects employee performance, with organizational commitment mediating this effect. Effective and targeted training can enhance employee performance. This finding aligns with research by Abd Razak et al. (2023), Nawangsari et al. (2023), Pramono and Prahawan (2022), Ahamd (2023), and Hosen et al. (2023). Based on this analysis, the hypothesis development for this research can be formulated as follows:

H7: Organizational commitment mediates the effect of training on employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar.

METHODS OF RESEARCH

This study employs a quantitative approach with an associative nature. The aim is to obtain empirical evidence and analyze the relationships between work discipline and training on employee performance, with organizational commitment as a mediating variable. The subjects of this research are the employees of Perumda Air Minum Tirta Sewakadarma Denpasar. The study is conducted over approximately three months from the issuance of the research permit, with two months dedicated to data collection and one month to data processing. Data collection is carried out using questionnaires distributed online via Google Forms. Data analysis is conducted using Structural Equation Modeling (SEM) with the Smart PLS version 4.0 software. Sampling is performed using the Slovin formula and proportional random sampling technique, resulting in a total sample size of 76 respondents. Measurement



is conducted using a five-point Likert scale, with 1 indicating 'Strongly Disagree' and 5 indicating 'Strongly Agree.' Hypotheses are tested based on p-values and t-statistics, where, according to Hair et al. (2019), a hypothesis can be empirically supported if the p-value is < 0.05 and the t-statistic > 1.96.

RESULTS OF STUDY

This study utilizes the Partial Least Squares (PLS) analysis approach to test the proposed hypotheses. The significance of the effects of work discipline and training on employee performance, with organizational commitment as a mediating variable, is assessed using the original sample values, T-statistics, and P-values from the path coefficient output. The criteria for rejecting or accepting a hypothesis is a P-value of < 0.05 or a T-statistic > 1.96. The results of the path coefficients are presented in Table 2.

Table 2 – Path Coefficient Results

No	Construct	Original Sample (O)	T statistics (O/STDEV)	P Values	Information
Direct Influence					
1	Work Discipline > Employee Performance	0,024	0,290	0,772	
2	Training > Employee Performance	0,572	5,015	0,000	44 / 5 000
3	Work Discipline > Organizational Commitment	0,351	2,454	0,014	Rejected
4	Training > Organizational Commitment	0,601	4,153	0,000	Accepted
5	Organizational Commitment > Employee Performance	0,352	2,645	0,008	Accepted
Indirect Influence					
6	Work Discipline > Organizational Commitment > Employee Performance	0,123	2,415	0,158	Rejected
7	Training > Organizational Commitment > Employee Performance	0,211	2,489	0,013	Accepted

The results of the path coefficient test between work discipline and employee performance show no effect, with a coefficient value of 0.024, a t-statistic value of 0.290, and significance at $\alpha = 0.772 > 0.05$. The t-statistic value is below the critical value of 1.96, thus H1 is rejected, indicating that work discipline does not affect employee performance. The path coefficient test results between training and employee performance show a positive effect, with a coefficient value of 0.572, a t-statistic value of 5.015, and significance at $\alpha = 0.000 < 0.05$. The t-statistic value is above the critical value of 1.96, thus H2 is accepted, indicating that training has a positive and significant effect on employee performance. The path coefficient test results between work discipline and organizational commitment show a positive effect, with a coefficient value of 0.351, a t-statistic value of 2.454, and significance at $\alpha = 0.014 < 0.05$. The t-statistic value is above the critical value of 1.96, thus H3 is accepted, indicating that work discipline has a positive and significant effect on organizational commitment. The path coefficient test results between training and organizational commitment show a positive effect, with a coefficient value of 0.601, a t-statistic value of 4.153, and significance at $\alpha = 0.000 < 0.05$. The t-statistic value is above the critical value of 1.96, thus H4 is accepted, indicating that training has a positive and significant effect on organizational commitment. The path coefficient test results between organizational commitment and employee performance show a positive effect, with a coefficient value of 0.352, a t-statistic value of 2.645, and significance at $\alpha = 0.008 < 0.05$. The t-statistic value is above the critical value of 1.96, thus H5 is accepted, indicating that organizational commitment has a positive and significant effect on employee performance. The path coefficient test results between work discipline and employee performance through organizational commitment show no effect, with a coefficient value of 0.123, a t-statistic value of 2.415, and significance at $\alpha = 0.158 > 0.05$. The t-statistic value is above the critical value of 1.96, thus H6 is rejected, indicating that organizational commitment cannot mediate the effect of work discipline on employee performance. The path coefficient test results between training and employee performance through organizational commitment show a positive effect, with a coefficient value of 0.211, a t-statistic value of 2.489, and significance at $\alpha = 0.013 < 0.05$. The t-statistic value is above the critical value of 1.96, thus H7 is accepted,



indicating that organizational commitment can mediate the effect of training on employee performance.

DISCUSSION OF RESULTS

The research results indicate that work discipline does not affect employee performance. This suggests that there is no significant relationship between work discipline and employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar. Despite employees not adhering to punctuality, they still fulfill their responsibilities effectively. This finding aligns with Sutaguna et al. (2023), who reported no significant effect of work discipline on employee performance, implying that changes in work discipline do not impact employee performance levels. Similarly, Kelibulin et al. (2020) found that variations in work discipline do not lead to significant changes in employee performance.

The study shows that training has a positive and significant impact on employee performance. This indicates that effective training at Perumda Air Minum Tirta Sewakadarma Denpasar enhances employee performance. This result is supported by Haryono et al. (2020), who found that training positively and significantly affects employee performance. The findings are consistent with those of Dewi et al. (2023), Niati et al. (2021), and Persada and Nabella (2023), who reported that better training leads to improved employee performance.

The results demonstrate that work discipline has a positive and significant impact on organizational commitment. This implies that higher work discipline at Perumda Air Minum Tirta Sewakadarma Denpasar leads to increased organizational commitment. Bharoto (2023) supports this finding, indicating that improved work discipline enhances organizational commitment. The results are in agreement with Billah and Handriyono (2022), Putri et al. (2023), and Sutarman and Elmi (2024), who also found that better work discipline results in higher organizational commitment.

The study indicates that training positively and significantly affects organizational commitment. This means that effective training at Perumda Air Minum Tirta Sewakadarma Denpasar boosts organizational commitment. Abd. Razak et al. (2023) support this result, highlighting that improved training enhances organizational commitment. The findings are consistent with Nawangsari et al. (2023), Pramono and Prahiawan (2022), and Ahamd (2023), who also reported that better training increases organizational commitment.

The research reveals that organizational commitment has a positive and significant effect on employee performance. This suggests that higher organizational commitment at Perumda Air Minum Tirta Sewakadarma Denpasar leads to improved employee performance. Febrina and Syamsir (2020) found that organizational commitment positively affects employee performance. This is further supported by Ekhsan and Handayani (2022), Hendri et al. (2019), and Loan (2020), who reported that greater organizational commitment enhances employee performance.

The results indicate that organizational commitment does not mediate the relationship between work discipline and employee performance. This means that organizational commitment does not influence the impact of work discipline on employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar. This finding is supported by Harjumi et al. (2024), who concluded that organizational commitment does not mediate the relationship between work discipline and employee performance. Similarly, Winarti et al. (2022) found that organizational commitment does not mediate this relationship.

The study shows that organizational commitment effectively mediates the relationship between training and employee performance. This suggests that organizational commitment enhances the effect of training on employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar. Dwijayanthi et al. (2021) support this finding, indicating that organizational commitment enhances the impact of training on employee performance. This is corroborated by Prahiawan (2022), Ahamd (2023), and Hosen et al. (2023), who also reported that organizational commitment successfully mediates the relationship between training and employee performance.



CONCLUSION

Based on the findings, several conclusions can be drawn. Work discipline does not affect employee performance, while training has a positive and significant impact on employee performance. Organizational commitment also has a positive and significant effect on employee performance. Work discipline positively and significantly influences organizational commitment, and training similarly has a positive and significant impact on organizational commitment. However, organizational commitment does not mediate the effect of work discipline on employee performance, while it does mediate the effect of training on employee performance.

Based on these conclusions, several recommendations are proposed to enhance employee performance at Perumda Air Minum Tirta Sewakadarma Denpasar: First, improving work discipline, to enhance work discipline, it is recommended that the company reinforce disciplinary measures for all employees. This includes ensuring that employees adhere more strictly to managerial directives, increase their awareness and responsibility towards their work. Effective work discipline within the company is expected to improve employees' performance in executing their duties and responsibilities. Second, maximizing training, to maximize the benefits of training, attention should be given to the qualifications of the trainers. Since trainers are typically focused on improving employee skills, it is crucial that they are well-qualified and experienced in their respective fields. Ensuring that trainers have the necessary qualifications will enhance the effectiveness of the training programs. Third, enhancing organizational commitment, to improve organizational commitment, the company should clearly communicate its major goals and objectives to employees. By fostering transparency about the company's goals, employees will be more motivated and engaged, which will encourage them to contribute actively towards achieving these objectives.

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