

The Influence Of Training, Competence, And Commitment On Employee Performance Mediated By Work Discipline At The Regional Personnel Agency Of Lumajang Regency

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ABSTRACT

Employee performance is a critical factor in determining organizational effectiveness and success, influenced by internal factors such as competence and commitment, and external factors like training. This study investigates the influence of training, competence, and employee commitment on employee performance, mediated by work discipline, at the Regional Personnel Agency of Lumajang Regency. Utilizing a causal-comparative approach, primary data was collected from 80 employees through questionnaires. The data was analyzed using Structural Equation Modeling (SEM-PLS) with the assistance of WarpPLS. The findings indicate that training, competence, and employee commitment significantly impact work discipline and employee performance. The mediating role of work discipline is confirmed as it enhances the relationship between training, competence, commitment, and performance. The study concludes that improving training programs, enhancing competence, and fostering employee commitment, coupled with a strong emphasis on work discipline, can lead to better employee performance and organizational effectiveness.

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INTRODUCTION

In modern organizational dynamics, employee performance is a pivotal factor that determines overall effectiveness and success. Performance is the tangible behavior exhibited by individuals as a measure of their job achievements within an organization (Rivai & Sagala, 2016). In the context of regional government organizations, or Regional Personnel Agencies (RPAs), a structured approach is essential to evaluate the performance of their members (Juru, 2020). The effectiveness of an organization is influenced by the collective contributions of its human resources, including both managers and employees. This effectiveness can be affected by various internal and external factors (Asbullah & Suharno, 2022). Internally, the competence of human resources plays a critical role (Albir, 2015; Waris, 2015). Externally, factors such as training are significant in shaping employee performance (Esthi & Savhira, 2019; Ibrahim et al., 2017; Tabiu et al., 2020).

Training provides an environment where employees can acquire or enhance their attitudes, knowledge, and skills, enabling them to perform their responsibilities more

effectively and in line with required standards (Ibrahim et al., 2017). Training consists of a series of systematic activities aimed at enhancing individual skills and knowledge to achieve professional performance in their respective fields (Khotijah et al., 2022). It is a learning process that ensures employees are capable of meeting current job standards. Training creates an environment for employees to learn specific attitudes, knowledge, and skills, thereby becoming more proficient in their roles and better equipped to meet required standards (Albir, 2015). Often, training is provided after employees are placed in their respective positions to align their capabilities with the job demands. This enhanced capability and alignment not only improve performance but also foster a greater sense of commitment to the organization.

Factors influencing performance within an organization include the competence. Competence is defined as the ability to perform a job or task based on skills, knowledge, and the work attitude required (Potolea & Toma, 2022). Another crucial factor is organizational commitment, which is described as an individual's relative strength in identifying with and involving themselves in the organization. This involves acceptance of organizational values and goals, willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization (Tabouli et al., 2016). Organizational commitment is further defined as the relative strength of an individual's identification with and involvement in a particular organization, characterized by a strong belief in the organization's goals and values, willingness to exert considerable effort for the organization, and a strong desire to remain a member (Dajani, 2015).

Work discipline also plays a crucial role in achieving organizational goals (Pangaila et al., 2022; Santoso & Kambara, 2020). Work discipline is a tool used by managers to communicate with employees to change behaviors and increase their awareness and willingness to comply with all company regulations and social norms (Sutrisno, 2019). Discipline is the respect for organizational rules and regulations that instills in employees a willingness to conform voluntarily. Effective handling of discipline is necessary to prevent negative impacts on individual, team, or departmental performance (Sulaefi, 2017). Efforts to enhance work discipline require extra effort to motivate employees to improve both their discipline and performance. One approach is to provide training related to work discipline (Sulaefi, 2017). Work discipline can mediate the relationship between training and employee performance, strengthening the impact of training on performance (Iswahyudi et al., 2023). Efforts to enhance work discipline, such as providing training related to work discipline, can improve employee performance (Iswahyudi et al., 2023).

Previous research supports the hypothesis that training, competence, and commitment positively influence employee performance. Several studies indicate a significant relationship between training and performance (Esthi & Savhira, 2019; Haryono et al., 2020; Roharyani et al., 2022). Furthermore, research has consistently shown that competence significantly influences performance (Esthi & Savhira, 2019; Sutaguna et al., 2023). For instance, studies on project management competence within the e-commerce sector reveal a positive impact on performance (Lin, 2021; Saban et al., 2020; Silaban et al., 2021; Sofyan et al., 2021;

Sutaguna et al., 2023; Zarkasi, 2023). Similarly, organizational commitment has been identified as a critical factor influencing performance (Amin, 2022; K & R, 2015; Keskes et al., 2018; Sofyan et al., 2021). These findings underscore the importance of training, competence, and organizational commitment in enhancing employee performance.

However, contrasting results have also emerged, highlighting the complexity of these relationships. Some studies, for instance, have found no significant impact of training on performance (Pakpahan, 2014). Similarly, research suggests that competence does not significantly influence performance (Mulyanto, 2021; Ratnasari et al., 2021; Supiyanto, 2015). Additionally, recent studies challenge the notion that organizational commitment impacts performance, with findings indicating no such effect (Ratnasari et al., 2021). These discrepancies point to a research gap in understanding how these factors interact with work discipline as a mediating variable. While training enhances skills and knowledge, competence reflects an individual's ability to perform tasks, and commitment denotes employee loyalty and dedication, the mediating role of work discipline in these relationships is not fully understood (Septyaningtyas & Akbar, 2022). Therefore, further investigation is needed to elucidate the role of work discipline in linking training, competence, and commitment to employee performance, as suggested by studies (Falloon, 2020; Pragiwani et al., 2021). These discrepancies point to a research gap in understanding how these factors interact with work discipline as a mediating variable.

Table 1. Employee Performance Issues Regional Personnel Agency of Lumajang Regency

No	Department	Identified Performance Issues	Target Realization (%)
1	Secretariat Services	- Inadequate storage facilities and equipment - Lack of representative office space - Insufficient human resource capabilities	85
2	Mutation and Promotion	- Inefficient data entry process to BKN - Suboptimal performance of core tasks - Non-compliance with procedural mutations - Inadequate representative office	78
3	Performance Appraisal and Awards	- Poor reconciliation of employee attendance - Lack of administrative order from SKPD	80
4	Apparatus Development	- Lack of administrative order - Insufficient sending of officials for diklatpim - Inadequate enhancement of task - Poor application of training SKPD	85
5	Procurement, Termination, and Information	- Inefficient use of Employee Service - Inadequate employee information - Insufficient technology personnel	79

The performance issues within the Regional Personnel Agency of Lumajang Regency can be summarized by noting that the duties and functions across various departments have not been fully optimized, and performance enhancement programs have not met their targets. This research identifies a significant phenomenon: "The lack of effectiveness in the performance of employees at the Regional Personnel Agency of Lumajang Regency in carrying out their duties and functions." In light of this recognized decline in performance, the agency must conduct internal evaluations to identify training needs, develop competencies, and potentially enhance employee commitment. This study will delve deeper into other factors that may contribute to this phenomenon.

Based on the identified research gaps and the observed performance issues, this study aims to explore the influence of training, competence, and organizational commitment on employee performance, with work discipline acting as a mediating variable. By addressing these aspects, the research seeks to provide a comprehensive understanding of the factors affecting employee performance at the Regional Personnel Agency of Lumajang Regency. The findings will offer insights into how internal evaluations and targeted interventions can enhance overall effectiveness and success in meeting organizational goals.

METHODS

This study adopts a causal-comparative approach to identify cause-effect relationships and explore the factors responsible through specific data analysis. The causal-comparative method investigates the relationships between variables based on observed outcomes and the factors causing them, utilizing a survey method. Primary data was collected directly from respondents using questionnaires. Following data collection, the data was processed, analyzed, and interpreted using quantitative methods to draw relevant conclusions regarding the cause-effect relationships under study. The population for this research comprises 80 employees from the Regional Personnel Agency of Lumajang Regency. Using a non-probability sampling technique, specifically total sampling, the entire population is taken as the sample, resulting in 80 respondents.

Quantitative research methods were used to analyze the data, which was obtained from the questionnaires. This type of research is based on positivism philosophy and is aimed at testing established hypotheses through the collection and analysis of quantitative data. The analysis included Structural Equation Modeling (SEM), specifically Partial Least Squares (SEM-PLS), chosen for its efficiency compared to other multivariate techniques, with the assistance of WarpPLS. All personal information of the respondents, which could potentially affect their work or personal life, will be safeguarded diligently and used solely for research purposes.

The variables measured in this study include Training (X1), Competency (X2), Commitment (X3), Work Discipline (Z), and Employee Performance (Y). These variables were analyzed to determine their impact on employee performance. To ensure the validity and reliability of the measurements, the study utilized Composite Reliability and Cronbach's Alpha coefficients.

Table 2. Validity & Reliability Test Result

Variable	Composite Reliability	Cronbach's Alpha	AVE	Description
Training	0,904	0,875	0,573	Accepted
Competency	0,913	0,884	0,637	Accepted
Commitment	0,896	0,825	0,742	Accepted
Work Discipline	0,890	0,835	0,670	Accepted
Employee Performance	0,931	0,910	0,694	Accepted

The results of table 2 indicate that all variables have acceptable reliability and validity, with Composite Reliability and Cronbach's Alpha values above the generally accepted thresholds. The minimum coefficients for each variable are also within acceptable ranges, confirming that the measurements are reliable and valid for this study.

RESULTS AND DISCUSSION

Result

Table 3. Recapitulation Hypothesis Testing Results

No	Hypothesis Testing Results	Path Coefficients	P Values	Significance
1	Training -> Work Discipline	0.484	0.001	Significant
2	Competence -> Work Discipline	0.396	0.001	Significant
3	Employee Commitment -> Work Discipline	0.288	0.011	Significant
4	Training -> Performance	0.206	0.013	Significant
5	Competence -> Performance	0.583	0.001	Significant
6	Employee Commitment -> Performance	0.273	0.013	Significant
7	Work Discipline -> Performance	0.179	0.048	Significant
8	Training -> Work Discipline -> Performance	0.086	0.032	Significant
9	Competence -> Work Discipline -> Performance	0.071	0.018	Significant
10	Employee Commitment -> Work Discipline -> Performance	0.052	0.021	Significant

The hypothesis testing results demonstrate significant relationships between the examined variables. Training has a substantial effect on work discipline (Path Coefficient = 0.484, P = 0.001) and performance (Path Coefficient = 0.206, P = 0.013). Similarly, competence significantly influences work discipline (Path Coefficient = 0.396, P = 0.001) and performance (Path Coefficient = 0.583, P = 0.001). Employee commitment also significantly affects both work discipline (Path Coefficient = 0.288, P = 0.011) and performance (Path Coefficient = 0.273, P = 0.013). Work discipline itself significantly impacts performance (Path Coefficient = 0.179, P = 0.048). Additionally, the mediating role of work discipline is confirmed, as training (Path Coefficient = 0.086, P = 0.032), competence (Path Coefficient =

0.071, $P = 0.018$), and employee commitment (Path Coefficient = 0.052, $P = 0.021$) significantly enhance performance through the mediation of work discipline. These results underscore the critical interplay between training, competence, commitment, and work discipline in shaping employee performance within the Regional Personnel Agency of Lumajang Regency.

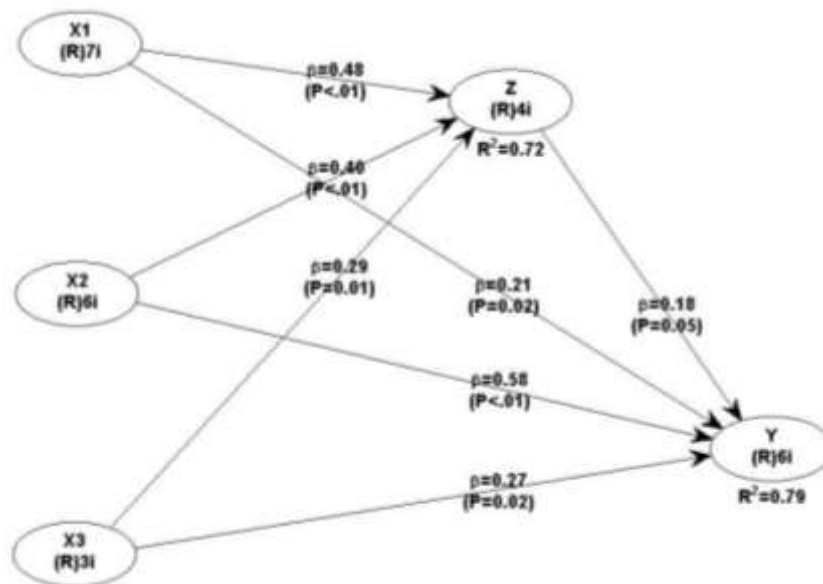


Figure 1. Path Coefficients

The structural model testing results, indicated by the R-square (R^2) values for each endogenous construct, path coefficients, t-values, and p-values for each path relationship, demonstrate the model's predictive strength. A higher R^2 value indicates a better predictive model. The analysis reveals that training, employee competence, and employee commitment explain 71.7% of the variance in work discipline, indicating a strong correlation, with the remaining 28.3% accounted for by other constructs not examined in this study. Furthermore, training, employee competence, employee commitment, and work discipline collectively explain 79.2% of the variance in employee performance at the Regional Personnel Agency of Lumajang Regency, also indicating a strong correlation, with the remaining 20.8% explained by other factors outside the scope of this research.

Discussion

Training and Work Discipline

The findings indicate a significant relationship between training and work discipline (Path Coefficient = 0.484, $P = 0.001$). This result aligns with the study by Ibrahim et al. (2017), which demonstrated that effective training programs enhance employees' adherence to organizational standards and regulations. Training programs that are tailored to the specific needs of employees can significantly improve work discipline by instilling the necessary knowledge, skills, and attitudes required to comply with organizational expectations. This is

crucial for the Regional Personnel Agency of Lumajang Regency, where structured training can address identified performance issues and enhance overall operational efficiency. Hypothesis 1: Training significantly impacts work discipline is supported by these findings, emphasizing the role of targeted training programs in fostering a disciplined workforce.

Competence and Work Discipline

Competence significantly influences work discipline (Path Coefficient = 0.396, $P = 0.001$). Potolea and Toma (2022) emphasized that competent employees are more likely to exhibit disciplined behaviors due to their comprehensive understanding of job requirements and organizational expectations. Our study builds on this by highlighting that targeted competence development initiatives, such as professional development courses and continuous learning opportunities, can reinforce work discipline. This finding suggests that the Regional Personnel Agency should invest in enhancing the competencies of their employees to foster a disciplined workforce. Hypothesis 2: Competence significantly impacts work discipline is confirmed, illustrating that competence development is key to maintaining high levels of work discipline.

Employee Commitment and Work Discipline

The impact of employee commitment on work discipline (Path Coefficient = 0.288, $P = 0.011$) supports Dajani's (2015) research, which posited that committed employees are more likely to adhere to organizational norms and standards. Committed employees demonstrate a strong identification with the organization's goals and are willing to exert extra effort to adhere to its regulations. This study suggests that enhancing employee commitment through initiatives such as recognition programs, career development opportunities, and creating a positive work environment can lead to improved work discipline. Hypothesis 3: Employee commitment significantly impacts work discipline is validated, underscoring the importance of fostering a committed workforce to ensure disciplined behavior.

Training and Employee Performance

Training shows a substantial effect on employee performance (Path Coefficient = 0.206, $P = 0.013$). This finding is consistent with previous studies by Esthi and Savhira (2019) and Haryono et al. (2020), which demonstrated the positive impact of training on performance outcomes. However, our study highlights the importance of continuous training initiatives that not only enhance skills but also align employees' capabilities with organizational goals. Hypothesis 4: Training significantly impacts employee performance is supported, indicating that continuous and relevant training is essential for improving performance.

Competence and Employee Performance

Competence significantly influences employee performance (Path Coefficient = 0.583, $P = 0.001$). This finding aligns with the research by Sutaguna et al. (2023), which indicated that competent employees are better equipped to perform their tasks efficiently and effectively. Our study underscores the need for ongoing competency development programs to maintain high performance levels. Hypothesis 5: Competence significantly impacts employee performance is confirmed, emphasizing the need for competence development to enhance performance.

Employee Commitment and Employee Performance

Employee commitment significantly affects employee performance (Path Coefficient = 0.273, $P = 0.013$). This supports research by Amin (2022) and Keskes et al. (2018), which highlighted that committed employees tend to exhibit higher performance levels. Our study further suggests that fostering a strong organizational commitment can lead to sustained performance improvements. Hypothesis 6: Employee commitment significantly impacts employee performance is validated, indicating that a committed workforce contributes to higher performance levels.

Work Discipline and Employee Performance

Work discipline significantly impacts employee performance (Path Coefficient = 0.179, $P = 0.048$). This finding is consistent with the research by Santoso and Kambara (2020), which indicated that disciplined employees are more likely to perform their duties effectively and efficiently. Our study emphasizes the role of work discipline as a critical factor in achieving high performance levels. Hypothesis 7: Work discipline significantly impacts employee performance is supported, highlighting the importance of discipline in enhancing performance.

Mediating Role of Work Discipline

The study confirmed the mediating role of work discipline in the relationships between training, competence, commitment, and performance. Training (Path Coefficient = 0.086, $P = 0.032$), competence (Path Coefficient = 0.071, $P = 0.018$), and commitment (Path Coefficient = 0.052, $P = 0.021$) significantly enhanced performance through the mediation of work discipline. This finding is in line with the research by Iswahyudi et al. (2023), which suggested that work discipline can strengthen the impact of these variables on performance. Hypothesis 8: Work discipline mediates the relationship between training and employee performance, Hypothesis 9: Work discipline mediates the relationship between competence and employee performance, and Hypothesis 10: Work discipline mediates the relationship between commitment and employee performance are all confirmed, demonstrating the critical mediating role of work discipline.

Comparative Analysis with Other Studies

Our research provides a more comprehensive understanding of the interplay between training, competence, commitment, work discipline, and performance. While some studies, such as Pakpahan (2014) and Mulyanto (2021), found no significant impact of training and competence on performance, our study confirms their significant effects, particularly when mediated by work discipline. This discrepancy highlights the importance of considering mediating variables in organizational research. For instance, Pakpahan (2014) did not account for the mediating role of work discipline, which may explain the lack of significant findings. Our study, by incorporating this mediating variable, offers a more nuanced understanding of the dynamics at play.

Implications for Practice

The findings of this study have important implications for the Regional Personnel Agency of Lumajang Regency. By prioritizing training programs, enhancing employee

competence, and fostering commitment, the agency can improve work discipline and, consequently, employee performance. These initiatives should be tailored to address the specific needs and challenges faced by the employees to achieve the desired outcomes. For example, implementing regular training sessions, developing comprehensive competency frameworks, and creating programs to boost employee commitment can collectively enhance work discipline and performance.

CONCLUSION

The study reveals that training, competence, and employee commitment significantly influence both work discipline and employee performance at the Regional Personnel Agency of Lumajang Regency. Training enhances work discipline and performance, highlighting the need for comprehensive training programs. Competence impacts both discipline and performance, underscoring the importance of competence development. Employee commitment affects both discipline and performance, indicating that fostering commitment is crucial. Work discipline itself significantly boosts performance and mediates the relationships between training, competence, commitment, and performance, further emphasizing its critical role. These findings suggest that enhancing training, competence, and commitment, along with a strong focus on work discipline, can effectively improve employee performance, helping the organization achieve its goals.

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