

THE INFLUENCE OF WORK DISCIPLINE, MOTIVATION AND SELF EFFICACY ON EMPLOYEE PERFORMANCE WITH THE ROLE OF MEDIATING ORGANIZATIONAL COMMITMENT AT THE LAMONGAN REGENCY WATER RESOURCES PUBLIC WORKS OFFICE

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Article Info

Keyword:

Work Discipline, Motivation, Self Efficacy, Employee Performance, Organizational Commitment

ABSTRACT

This study aims to find out and test the influence of Work Discipline, Motivation, and Self Efficacy on Employee Performance with the role of Organizational Commitment Mediation. The population in this study is employees of the Lamongan Regency Water Resources Public Works Office which totals 128 employees. Sampling using the calculation of the Slovin formula is known to have a sample number of 56 employees. This study uses the Likert scale. The data collection method uses a questionnaire. Data analysis using Smart PLS version 4.1.0.9 by testing the statistical analysis of the outer model, inner model, r-square and path analysis. The results of the study show that work discipline does not have a significant effect on employee performance, work discipline, motivation has a positive and significant effect on organizational commitment, self efficacy has a positive and significant effect on employee performance and organizational commitment, organizational commitment has a significant effect on employee performance, organizational commitment is fairly able to mediate the influence of self efficacy and motivation on employee performance while work discipline does not can mediate the organization's commitment to employee performance.

INTRODUCTION

Human resources are one of the important elements in running a business. A company's human resources are the driving force behind other resource elements. If a company does not have human resources, it cannot manage other elements of resources. If a company only has human resources, without other resources, then human resources will not bring any benefits to the company (Sari Pascariati Kasman, 2021).

Performance is one of the things that companies emphasize to their employees. One of the goals in achieving company goals is the achievement of company performance. Company performance is a combination of employee performance basically, performance is what employees do so that it affects their contribution to the company. Poor employee performance will directly affect the company's performance, causing the company to be unstable. The process of achieving organizational goals will be disrupted if the problem is not properly addressed (Kismoyogi dkk., 2019). According to (suci m, 2015) Performance is a result of work both in quality and quantity achieved by a person to achieve a certain goal”.

One of the employee's performance can be seen from the level of employee discipline (Dhermawan, 2012). According to (Hasibuan, 2009) Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, work morale, and the realization of the company's, employees, and community goals. According to (Mathis, Robert L, 2022). stated that "Discipline is a form of training that enforces company regulations". Work discipline is attitudes, behaviors, and deeds that are in accordance with written and unwritten rules in an organization or company and if violated, there will be sanctions for violating them. Work discipline must be implemented in every organization or company as best as possible, because if employees are disciplined in all things, then the tasks given to the employees will be completed properly, on time, and full of a sense of responsibility. So discipline must be enforced in an organization or company because without the support of good employee work discipline, it is difficult for the organization to realize its goals.

In addition to work discipline, in improving employee performance, work motivation must also be considered. Motivation is the factors that exist in a person who are able to give up their behavior to fulfill certain goals (Mahmud, 2008). According to (Wibowo, 2016) Motivation is the impetus for a series of human behavior processes in achieving goals". Meanwhile, according to (Nurnaningsih, S., 2017) The importance of work motivation for employees to achieve goals needs to be considered, when the company provides motivation, employees will be more enthusiastic about working and more motivated to carry out their duties well so that it will affect the achievement of company performance. (Ardilla, 2015) also argues that Motivation is a strong desire in a person that encourages or moves individuals to take an action in achieving goals Employees in an agency can be motivated by providing what they need and want.

In addition, other important factors are, Self efficacy according to (Satria, 2022) A person who has high Self Efficacy can change an event that is faced around him, because that person basically has the assumption that he is able to do everything around him. Whereas a person who has low Self Efficacy cannot change something around him, because basically they think that he does not have the ability to do everything. Then, in difficult circumstances, a person who has high Self Efficacy is likely not to give up and always try harder, while someone who has low Self Efficacy tends to give up when in difficult circumstances. So, it can be suspected that Self Efficacy can affect employee performance.

Besides that, organizational commitment is a condition where employees are very interested in their organizational goals, values, and objectives. Furthermore, organizational commitment is a state where a person makes an agreement or attachment that is reflected in a person's actions or behavior towards the organization in the form of loyalty and the achievement of the organization's vision, mission, values and goals (Angraini dkk., 2021). According to (Robbins, 2011) Say that organizational commitment can be defined as the relative strength of the individual in identifying his or her involvement in the part of the organization that is characterized by acceptance of the values and goals of the organization, willingness to strive for the organization and the desire to maintain membership in the organization.

RESEARCH METHODS

This type of research is quantitative research. The population in this study is all employees of the Lamongan Regency Water Resources Public Works Office. The number of samples in this study is 56 employees of the Lamongan Regency Water Resources Public Works Office.

The data collection method used a questionnaire that was distributed to employees of the Lamongan Regency Water Resources Public Works Office. The data analysis technique uses Structural Equation Modelling Partial SEM with the Least Square PLS approach, with the SmartPLS application.

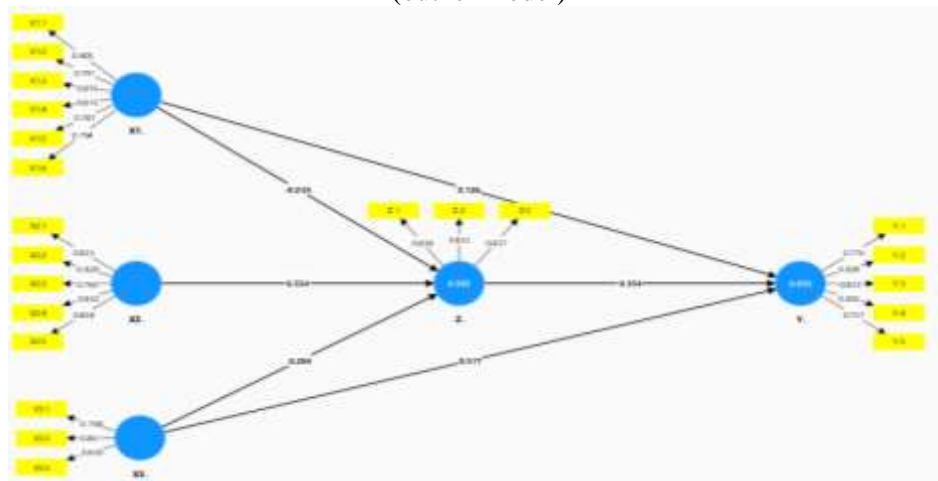
There are three types of variables in this study, namely independent variables, dependent variables, and mediation variables, independent variables in this study are Work Discipline, Motivation, and Self Efficacy. The dependent variable is the performance of the Employee. The mediation variable is Organizational Commitment.

RESULTS AND DISCUSSION

Measurement model (*outher model*)

According to (Suhardi, 2023) Explains that the outer model is a part of the model that functions to measure latent variables through relevant indicators. He emphasized the importance of validity and reliability in measurements to ensure that the indicators used are reliable in representing the desired construct.

Picture 1
(outher model)



Validitas Konvergen

In conducting convergent validity testing, it can be assessed based on outer loadings or loading factors and Average Variance Extracted (AVE). Usually in the study, a loading factor limit of 0.70 is used. An indicator can be declared to meet convergent validity and have a high level of validity when the value of outer loadings > 0.70, while the value of Average Variance Extracted (AVE) > 0.50 (Chin, 1995).

Table 1
(loading factor)

loading factor	rate of thumb	keterangan
X1.1 0.803	0,700	Valid
X1.2 0.791	0,700	Valid
X1.3 0.876	0,700	Valid
X1.4 0.816	0,700	Valid
X1.5 0.787	0,700	Valid
X1.6 0.794	0,700	Valid
X2.1 0.833	0,700	Valid
X2.2 0.820	0,700	Valid

X2.3	0.760	0,700	Valid
X2.4	0.832	0,700	Valid
X2.5	0.858	0,700	Valid
X3.1	0.798	0,700	Valid
X3.2	0.861	0,700	Valid
X3.3	0.930	0,700	Valid
Y.1	0.776	0,700	Valid
Y.2	0.829	0,700	Valid
Y.3	0.833	0,700	Valid
Y.4	0.855	0,700	Valid
Y.5	0.757	0,700	Valid
Z.1	0.838	0,700	Valid
Z.2	0.835	0,700	Valid
Z.3	0.837	0,700	Valid

From the table above, the results of the outer loadings are declared valid and meet the validity criteria with a value of 0.700, in all variables including. Work Discipline, Work Motivation, Self Efficacy, Employee Performance and Organizational Commitment.

Validity of Discrimination

The discriminant validity test was assessed based on the cross loading of the measurement with its construct. Another method used to assess discriminant validity is to compare the AVE root for each construct with the correlation between the construct and the other constructs in the model. The model has sufficient discriminant validity if the root of the AVE for each construct is greater than the correlation between the construct and the other constructs in the model. Chin, 1997 deep (Prasetyo dkk., 2015).

Table 2
(cross loading)

	X1.	X2.	X3.	Y.	Z.
X1.1	0.803	0.622	0.630	0.656	0.475
X1.2	0.791	0.737	0.706	0.589	0.518
X1.3	0.876	0.667	0.629	0.662	0.474
X1.4	0.816	0.681	0.584	0.565	0.583
X1.5	0.787	0.633	0.538	0.533	0.476
X1.6	0.794	0.794	0.683	0.649	0.567
X2.1	0.756	0.833	0.696	0.682	0.590
X2.2	0.745	0.820	0.667	0.610	0.523
X2.3	0.638	0.760	0.638	0.569	0.593
X2.4	0.693	0.832	0.791	0.814	0.743
X2.5	0.670	0.858	0.727	0.667	0.593
X3.1	0.645	0.634	0.798	0.611	0.483
X3.2	0.573	0.716	0.861	0.751	0.600
X3.3	0.785	0.863	0.930	0.863	0.747
Y.1	0.566	0.684	0.800	0.776	0.548
Y.2	0.660	0.666	0.665	0.829	0.746
Y.3	0.544	0.619	0.615	0.833	0.636
Y.4	0.765	0.823	0.858	0.855	0.717
Y.5	0.467	0.496	0.531	0.757	0.609
Z.1	0.493	0.610	0.619	0.704	0.838
Z.2	0.640	0.681	0.612	0.726	0.835

Z.3 0.450 0.588 0.570 0.581 0.837

In the table above, overall, the constructs in this study show good discriminant validity, because each indicator has a higher load on the relevant construct compared to the other constructs. Then the results of the validity of the cross loading discrimination are declared fulfilled.

Reliability Test

According to (Ghozali, 2009) states that reliability is a tool to measure a questionnaire that is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to a statement is consistent or stable over time. The reliability of a test refers to the degree of stability, consistency, predictability, and accuracy. Measurements that have high reliability are measurements that can produce reliable data.

Table 3
(Reliability Test)

	Cronbach's alpha	Keandalan komposit (rho_c)	Keterangan
X1.	0.896	0.921	Reliabel
X2.	0.879	0.912	Reliabel
X3.	0.831	0.898	Reliabel
Y.	0.870	0.905	Reliabel
Z.	0.786	0.875	Reliabel

In the table above, overall, all constructs in this study show a good level of reliability. The X1 Indicator has the highest reliability, while the Z Indicator, although slightly lower, still meets the acceptable reliability criteria. This shows that the instrument used in this study is declared Valid.

Model Struktural (Iner Model)

Test structural models aimed at testing the relationships of hypothesized variables (Adedeji, 2016). This test is used to show how much the exogenous variable (X) affects the endogenous variable (Y). According to (imam Ghozali, 2006) if.. The R-Square value of 0.67 can be said to be strong, the value of 0.33 is said to be moderate and the value of 0.19 is said to be weak. After the results of the calculation are known, then a comparison is made between the tcount and the table. If the value of the ttable \geq ttable at $\alpha = 5\%$, then there is a significant influence of the independent variable on the dependent variable. On the other hand, if the value of the tcal $<$ is tabled, then there is no significant influence of the independent variable on the dependent variable (ebriyanto, 2021).

Table 4
(R-square)

	R-square	Adjusted R-square
Y.	0.830	0.820
Z.	0.585	0.561

In the table above, it shows that r-square that the variables X1, X2 and X3 contribute to the change of the variable Y with a value of 0.820, also contribute to the change in the variable Z with a value of 0.561.

Hypothesis Test

Hypothesis testing basically shows how far independent variables influence in explaining dependent variables (Ghozali, 2018). A hypothesis can be said to be acceptable if it has a significance value smaller than 0.05. The purpose of this research hypothesis test is to evaluate how independent variables (Work Discipline, Work Motivation, and Self Efficacy) have an impact on dependent variables (Employee performance). In this process, the organizational commitment variable plays the role of a mediator.

Table 5
(Hypothesis test)

Indikator	Sampel asli (O)	Rata-rata sampel (M)	Standar deviasi (STDEV)	T statistik (O/STDEV)	Nilai P (P values)
X1. -> Y.	0.126	0.127	0.086	1.474	0.072
X1. -> Z.	-0.055	-0.094	0.186	0.298	0.383
X2. -> Z.	0.554	0.638	0.201	2.753	0.004
X3. -> Y.	0.517	0.516	0.105	4.907	0.000
X3. -> Z.	0.284	0.231	0.158	1.802	0.037
Z. -> Y.	0.354	0.358	0.105	3.382	0.001
X3. -> Z. -> Y.	0.101	0.078	0.059	1.694	0.047
X1. -> Z. -> Y.	-0.020	-0.033	0.072	0.272	0.393
X2. -> Z. -> Y.	0.196	0.232	0.106	1.855	0.033

Live testing

H1 : The Influence of Work Discipline on Employee Performance

Based on the results of the study, it is shown that the Work Discipline variable does not have a significant effect on Employee Performance, because the results of the regression analysis are not significant, so it is explained that the Work Discipline variable has no effect on the Employee Performance variable. The results of the research are not the same as those carried out (Erawati, 2019), shows that Work Discipline has a direct effect on employee performance. This study identified that there were differences in indicators from previous research and affected the final results, although Work Discipline is an important part of the organization, its impact on employee performance is not significant. Therefore, it is crucial for organizations to conduct a more in-depth analysis of other factors that can affect employee performance and create a broader strategy to improve overall employee performance.

H2 : The Influence of Discipline on Organizational Commitment

Based on the results of the study, it is shown that the Work Discipline variable does not have a significant effect on the Organizational Commitment, because the results of the regression analysis are not significant, so it is explained that the Work Discipline variable has no effect on the organizational Commitment variable. The results of the research are not the same as those conducted (Erawati, 2019), shows that Work Discipline can have a direct effect on Organizational Commitment, From this study it is identified that there are different indicators by previous research and affect the final results, although Work Discipline is an important part of the organization, its impact on Organizational Commitment is not significant. Improving Work Discipline does not directly increase Employee Commitment in the Organization, therefore management should consider broader methods to increase Organizational Commitment and not just focus on Work Discipline.

H3 : The influence of motivation on organizational commitment

Based on the results of the study, it is shown that the Motivation variable has a significant effect on the Organization's Commitment, because the results of the regression analysis are significant, so it is explained that the Motivation variable has an effect on the organization's Commitment variable. This is in line with previous research conducted (Dame dkk., 2021), shows that Motivation can have a Positive Effect on Organizational Commitment, From this research management must always instill strategies that can increase Employee Self Efficacy to strengthen commitment in the Organization.

H4 : The Effect of Self Efficacy on Employee Performance

Based on the results of the study, it is shown that the Self Efficacy variable has a significant effect on Employee Performance, because the results of the regression analysis are significant, so it is explained that the Self Efficacy variable has an effect on the Employee Performance variable. This is in line with previous research conducted (Satria, 2022), shows that Self Efficacy has a direct effect on employee performance. From this study, individuals with a high level of Self Efficacy tend to be more confident in making decisions and facing challenges, so that they can improve performance.,

H5: The effect of Self Efficacy on Organizational Commitment

Based on the results of the study, it is shown that the Self Efficacy variable has a significant effect on the Organizational Commitment, because the results of the regression analysis are significant, it is explained that the Self Efficacy variable has an effect on the Organizational Commitment variable. This is in line with previous research conducted (Dewi, 2020), shows that Self Efficacy can have a Positive Effect on Organizational Commitment, from this study Employees who have a high level of self-efficacy feel more involved with the organization and are better prepared to face challenges in the workplace.

H6 : The Effect of Organizational Commitment on Employee Performance

Based on the results of the study, it is shown that the Organizational Commitment variable has a significant effect on Employee Performance, because the results of the regression analysis are significant, so it is explained that the Organizational Commitment variable has an effect on the Employee Performance variable. This is not in line with previous research conducted (Fu'adah dkk., 2023) shows that Organizational Commitment cannot have a Positive Effect on Employee Performance, from this research organizational commitment has an important role in improving employee performance. Organizations that can build strong commitment will benefit from increased productivity and work effectiveness of their employees.

Indirect Testing

H7 : Self Efficacy Mediates Organizational Commitment to Employee Performance

Based on the results of the study, it is shown that the Self Efficacy variable is said to mediate the relationship between Organizational Commitment and employee performance, in line with the research (Erawati, 2019), shows that Self-efficacy is able to mediate the Organization's Commitment to Employee Performance with positive and synonymous results, in this study Self-efficacy increases the strength of the relationship between organizational commitment and employee performance, which shows that employees who believe in their abilities are better able to fulfill their promises with good performance.

H8 : Work Discipline Mediates Organizational Commitment to Employee Performance

Based on the results of the study, it is shown that the variable Work Discipline is said to not mediate the relationship between Organizational Commitment and employee performance, this is contrary to the research (Erawati, 2019), shows that Work Discipline is able to mediate the Organization's Commitment to Employee Performance. In this study, it did not show significant results due to differences in indicators, although work discipline is important in performance, other factors may be more influential in mediating the relationship between organizational commitment to employee performance.

H9 : Motivation mediates the Organization's Commitment to Employee Performance

Based on the results of the study, it was shown that the Motivation variable mediated the relationship between Organizational Commitment and employee performance, in the study (Erawati, 2019) also shows that Motivation is able to mediate the Organization's Commitment to Employee performance, in line with research (Fu'adah dkk., 2023) shows that Motivation is able to mediate the Organization's Commitment to Employee Performance. Motivation not only functions as a result of the Organization's Commitment, but also as an encouragement that is able to improve employee performance, so that employees who feel tied to the Organization, they are more motivated to achieve organizational goals.

CONCLUSION

Based on the results of the analysis in this study regarding the Influence of Work Discipline, Motivation, and Self Efficacy on Employee Performance with the Role of Organizational Commitment Mediation at the Lamongan Regency Water Resources Public Works Office, using the Structural Equation Modeling (SEM) data analysis technique with the Partial Least Square (PLS) approach so that it can be concluded that the Work Discipline variable does not affect employee performance, Work Discipline does not affect the Organization's Commitment, Motivation affects the Organization's commitment, Self Efficacy affects Employee performance, Self Efficacy affects Organizational Commitment, Organizational Commitment affects Employee performance, Self

efficacy is said to mediate Organizational Commitment to Employee Performance, Work Discipline is said not to mediate the Organization's commitment to Employee Performance, Motivation is said to mediate the Organization's commitment to Employee Performance.

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