

ANALYSIS OF THE RELATIONSHIP BETWEEN WORK DISCIPLINE AND EMPLOYEE PERFORMANCE AT THE POPULATION CONTROL AND FAMILY PLANNING SERVICE (DPPKB) OF THE NORTH LABUHANBATU REGENCY GOVERNMENT THROUGH ORGANIZATIONAL COMMITMENT AS AN INTERVENING VARIABLE

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Abstract

Employee performance is a crucial factor in determining the effectiveness of government institutions, particularly in public service agencies such as the Population Control and Family Planning Agency (DPPKB) of Labuhanbatu Utara Regency. In recent years, the agency's performance achievements have declined, allegedly due to low work discipline and weak organizational commitment among employees. This study aims to analyze the effect of work discipline on employee performance, with organizational commitment as an intervening variable. The research employs a quantitative approach using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). Data were collected through questionnaires distributed to 57 DPPKB employees. The analysis results show that work discipline has a positive and significant effect on both employee performance and organizational commitment. Moreover, organizational commitment also significantly affects employee performance and is proven to mediate the relationship between work discipline and performance. These findings emphasize the importance of fostering discipline and strengthening organizational commitment to improve the effectiveness of public service. In conclusion, optimal improvement in employee performance can only be achieved when discipline is supported by a high level of organizational commitment.

Keywords: *Work Discipline, Employee Performance, Organizational Commitment, DPPKB*

INTRODUCTION

Government Agency Population Control and Family Planning Service (DPPKB) is one of the public service agencies engaged in the field of family planning and family welfare services, of course, must prioritize public interests and provide the best service for the lower class economy so that they can enjoy family planning services which of course can reduce the number of population growth in Indonesia. In the implementation of this Practical Work, it was carried out at the Office of the Population Control and Family Planning Service (DPPKB) which is a non-ministerial government institution, the Population Control and Family Planning Service has the main task of assisting the regent in carrying out government affairs that are the authority of the region in the field of Control. Performance achievement analysis is a way for an agency to see how far and how successful it is in achieving performance. During the 2021-2023 period, targets have been set that must be met by the Population Control and Family Planning Service of North Labuhanbatu Regency which are a measure of success in fulfilling its duties as a government institution. The targets set are the benchmark for Performance Indicators that will be evaluated at the end of the year, namely by comparing achievements or realizations until the end of 2021-2023 against the targets. Measurement of the level of performance achievement at the Population and Family Planning Control Service is carried out by comparing Performance Realization and performance achievements with strategic targets: 1) Optimization of Facilities and Infrastructure to Support Regional Government Performance, 2) Development and Empowerment of KB Villages, 3) Increasing the Participation of KB Participants, 4) Increasing

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Members of Family Resilience and Welfare Groups, the realization of performance achievements can be seen in Table 1.1 below:

Table 1.1 Realization of Performance Achievements

Year	Performance Achievement (%)	Target (%)
2021	89	100
2022	73.5	100
2023	84.5	100

Source: Data from the Population and Family Planning Control Service (DPPKB)

From Table 1.1, it can be seen that there is a decline in performance achievement from 2021 to 2023. In 2021, performance achievement reached 89% of the set target, but decreased to 73.5% in 2022, and increased slightly to 84.5% in 2023. Although there was a slight increase in 2023, performance achievement is still below the set target of 100% each year. Therefore, it can be concluded that there are challenges in achieving the set performance targets, and more effective corrective measures or strategies may be needed to improve performance achievement in the future. Overall, the results of this pre-survey illustrate that the work discipline of employees at the Population Control and Family Planning Service of North Labuhanbatu Regency is at an adequate level, but there is still room for improvement to achieve a more optimal level of discipline.

Table 1.2 Recapitulation of DPPKB ASN Absences

ASN JLH	JHK	MONTH	I	S	DL	TMK	TLP	TDHE 1	ISW	TDHE 2	TLS	TDHE 3	PSW	TDHE 4
27	21	JAN	6	2	15	9	32	6	0	24	14	53	1	81
27	20	FEB	15	0	41	10	41	2	0	21	10	60	1	89
27	21	MAR	18	1	47	12	39	13	27	37	17	78	1	85
27	14	APR	6	0	4	10	25	6	12	33	33	57	5	60
27	21	MAY	7	0	49	21	25	11	0	39	14	79	4	92
27	17	JUNE	17	0	38	8	25	10	0	46	13	70	1	85
27	20	JULY	9	0	78	14	35	7	0	55	10	64	5	85
27	22	AGST	13	1	11	28	29	8	0	38	11	67	0	99
28	20	SEPTEMBER	19	2	36	15	23	7	0	35	5	70	0	95
29	22	OCT	20	5	55	21	23	11	0	87	6	88	1	96
29	22	NOV	28	5	79	19	28	17	0	59	13	101	1	121
29	21	DEC	11	0	41	17	21	12	0	35	8	56	0	88

Source: DPPKB Data, 2024

The table above presents employee attendance data over a one-year period, with several absence indicators monitored monthly. The variables analyzed include leave (I), sick leave (S), outside duty (DL), absent from work (TMK), late morning entry (TLP), premature break (ISW), late entry after lunch break (TLS), leaving early (PSW), and no electronic attendance (TDHE) which are divided into four categories (TDHE 1 to TDHE 4). From the data, it can be seen that the number of employees recorded varies between 27 and 29 people, with the number of working days (JHK) ranging from 14 to 22 days per month. The leave (I) and sick leave (S) indicators are relatively small each month, indicating a limited level of absence. However, there is quite significant variation in the outside duty (DL) and absent from work (TMK) indicators, which have the potential to affect employee productivity and overall performance. Late morning entry (TLP) and leaving early (PSW) are also recorded, although the figures are relatively low. In addition, the number of late arrivals after lunch break (TLS) and break before time (ISW) are also of concern, because they can affect the effectiveness of employee working hours. Finally, the electronic absence record (TDHE) shows a number of inconsistencies in attendance recording that need to be corrected to ensure accurate and reliable attendance data.

LITERATURE REVIEW

Work Discipline

Mehmet Arslan (2019) said that work discipline is an individual's ability to comply with the rules, procedures, and regulations set by the organization or work environment, and have a high commitment to their work to achieve the goals that have been set. Elsy Sofia Nazareth Morales & Ely Camilo Pinto (2020) explained that work discipline is a mental attitude and behavior that refers to obedience, order, and responsibility in carrying out work tasks, both individually and in the context of teamwork, to achieve efficiency and effectiveness in achieving organizational goals.

Organizational Commitment

Organizational commitment is an important concept in human resource management studies, which refers to the level of attachment, identification, and loyalty of employees to the organization where they work. According to Meyer and Herscovitch (2019), organizational commitment consists of three main dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects employees' positive feelings and pride in their organization, while continuance commitment indicates a desire to remain in the organization because of fulfilled needs and expectations. On the other hand, normative commitment relates to feelings of moral obligation to remain in the organization because of the norms and values believed in by the individual.

Employee Performance

According to Amanda Shantz and Yves Guillaume (2019), employee performance can be explained as the level of achievement of expected results or goals from tasks performed by an employee, both individually and in the context of teamwork. This definition emphasizes the aspect of achieving goals and desired results from employees. Meanwhile, according to Eisenberger et al. (2020), employee performance is an overall evaluation of an employee's contribution and achievement in carrying out their job responsibilities. This definition includes aspects of overall performance evaluation that involve employee contributions in achieving organizational goals.

METHOD

The type of research used in this study is an associative method with a quantitative approach. The place of implementation of this research is at the Population and Family Planning Control Service (DPPKB), which is located in Aek Kanopan Tim., Kualuh Hulu District, North Labuhanbatu Regency, North Sumatra 21273. The population in this study was aimed at employees of the Population and Family Planning Control Service (DPPKB) totaling 55 people. The type of non-probability sampling technique that will be used is saturated sampling. Saturated sampling is a sampling method when all members of the population are sampled (Sugiyono, 2022). Based on the number of samples to be used in this study, there were 55 people. The data analysis technique used in this study is Structural Equation Modeling with Partial Least Square (SEM-PLS), which is a component based predictive model with a variance based or component based approach.

RESULTS AND DISCUSSION

Measurement Model (Outer Model)

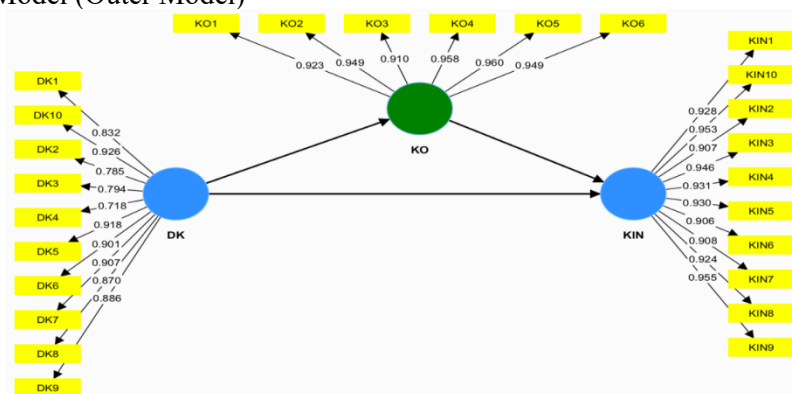


Figure 1 Outer Model Results

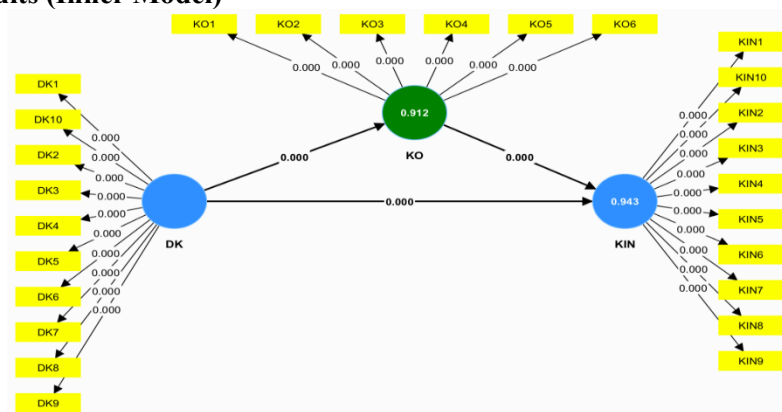
Table 3 Outer Loading

Variables	Outer loading	Information
DK1 <- Work Discipline	0.832	Valid
DK10 <- Work Discipline	0.926	Valid
DK2 <- Work Discipline	0.785	Valid
DK3 <- Work Discipline	0.794	Valid
DK4 <- Work Discipline	0.718	Valid
DK5 <- Work Discipline	0.918	Valid
DK6 <- Work Discipline	0.901	Valid
DK7 <- Work Discipline	0.907	Valid
DK8 <- Work Discipline	0.870	Valid
DK9 <- Work Discipline	0.886	Valid
KIN1 <- Performance	0.928	Valid
KIN10 <- Performance	0.953	Valid
KIN2 <- Performance	0.907	Valid
KIN3 <- Performance	0.946	Valid
KIN4 <- Performance	0.931	Valid
KIN5 <- Performance	0.930	Valid
KIN6 <- Performance	0.906	Valid
KIN7 <- Performance	0.908	Valid
KIN8 <- Performance	0.924	Valid
KIN9 <- Performance	0.955	Valid
KO1 <- Organizational Commitment	0.923	Valid
KO2 <- Organizational Commitment	0.949	Valid
KO3 <- Organizational Commitment	0.910	Valid
KO4 <- Organizational Commitment	0.958	Valid
KO5 <- Organizational Commitment	0.960	Valid
KO6 <- Organizational Commitment	0.949	Valid

Source: SmartPLS 4.0 processed results (2024)

The table shows the results of the analysis for three variables: Work Discipline (DK), Performance (KIN), and Organizational Commitment (KO), along with the outer loadings of each indicator. All indicators for each variable show valid values, ranging from 0.718 to 0.960. For Work Discipline, the DK10 indicator has the highest value (0.926), while DK4 is the lowest (0.718). In Performance, KIN10 shows the highest value (0.953), while KIN6 is the lowest (0.906). On the other hand, Organizational Commitment has KO5 with the highest value (0.960) and KO3 with the lowest (0.910). Overall, all indicators are valid and significantly reflect the measured constructs, indicating that the three variables have a strong influence in the context of this study.

Structural Model Results (Inner Model)



Source: SmartPLS 4.0 processed results (2024)

Figure 2 Inner Model Results – Bootstrapping

Hypothesis Testing

Table 5 Hypothesis Test Results (Significance and Coefficients)

Hypothesis		Sample mean (M)	T Statistics	P values	Information
H1	Work Discipline -> Organizational Commitment	0.955	60,415	0.000	Hypothesis Supported
H2	Organizational Commitment -> Performance	0.612	5,954	0.000	Hypothesis Supported
H3	Work Discipline -> Performance	0.369	3.491	0.003	Hypothesis Supported

Source: SmartPLS 4.0 processed results (2024)

Based on the table, there are three hypotheses tested in this research model.

1. Hypothesis H1 states that Work Discipline has a significant effect on Organizational Commitment with a sample mean (M) value of 0.955, T-statistic 60.415, and P-value 0.000. A high T-statistic value and a P-value below 0.05 indicate that this hypothesis is supported, meaning that Work Discipline has a very strong effect on Organizational Commitment.
2. Hypothesis H2 states that Organizational Commitment has a significant effect on Performance, with a sample mean (M) of 0.612, T-statistic of 5.954, and P-value of 0.000. The significant T-statistic value and very low P-value indicate that this hypothesis is supported, meaning that the higher the Organizational Commitment, the better the Performance.
3. Hypothesis H3 states that Work Discipline has a significant effect on Performance, with a sample mean (M) of 0.369, T-statistic of 3.491, and P-value of 0.003. Although the influence value is lower than the two previous hypotheses, this result still supports the hypothesis that Work Discipline has a significant effect on Performance. Overall, all hypotheses in this study are supported, indicating that Work Discipline and Organizational Commitment are important factors that influence Performance.

Table 4 Hypothesis Test Results (Significance and Specific Indirect Effects)

Hypothesis		Sample mean (M)	T Statistics	P values	Information
H4	Work Discipline -> Organizational Commitment -> Performance	0.585	5.855	0.000	Hypothesis Supported

Source: SmartPLS 4.0 processed results (2024)

Based on the table, hypothesis H4 tests the indirect effect of Work Discipline on Performance through Organizational Commitment, with a sample mean (M) value of 0.585, T-statistic of 5.855, and P-value of 0.000. The T-statistic value which is far above 1.96 and the very small P-value (0.000) indicate that this effect is statistically significant. This means that Organizational Commitment significantly mediates the relationship between Work Discipline and Performance. In other words, Work Discipline not only has a direct impact on Performance, but also has a strong indirect effect through increasing Organizational Commitment. In terms of Specific Indirect Effects, these results indicate that there is a significant mediating effect of Work Discipline on Performance through Organizational Commitment. This mediation effect indicates that when Work Discipline increases, it encourages an increase in Organizational Commitment, which then contributes positively to increasing Performance. Therefore, in addition to the direct influence, the indirect influence through organizational commitment strengthens the relationship between Work Discipline and Overall Performance, explaining that organizational commitment plays an important role in achieving optimal performance.

DISCUSSION

The Influence of Work Discipline on Organizational Commitment

The effect of work discipline on organizational commitment at the Population and Family Planning Control Service (DPPKB) is very significant, as shown in the results of the data analysis. Of the ten statements related to work discipline, all showed reliable and valid results with an average value above 3.5, indicating that respondents agreed with the statement. For example, the statement about punctual attendance (DK1) recorded the highest average value (4.145), indicating that DPPKB employees are very disciplined in terms of attendance.

Hypothesis H1 in this study shows that work discipline has a very strong influence on organizational commitment, with a T-statistic of 60.415 and a P-value of 0.000. This is in line with research by Khasanah and Sutanto (2020), which emphasizes that high work discipline contributes to increasing employee commitment to the organization. In addition, research by Indrayani and Sari (2021) also shows that disciplined employees tend to have a stronger emotional attachment to the organization, which is in line with the finding that respondents feel they have a strong emotional attachment to DPPKB (KO1: 4.036). Furthermore, a study conducted by Rahman et al. (2020) emphasized that work discipline not only creates order in work but also increases employee loyalty to the organization. Disciplined employees will be more responsible and feel a moral obligation to continue to contribute to the progress of the organization, as shown in DPPKB data, where the statement "I feel a moral obligation to continue working at DPPKB" (KO5) has an average value of 3,891.

This shows a close relationship between discipline and moral commitment to the organization. Research by Kusumawati and Nugroho (2022) supports that good work discipline increases overall organizational commitment, because employees feel bound to the values and vision of the organization, which is also seen in the data that many respondents agree with the statement "I feel it is important to adhere to the values adopted by DPPKB" (KO6: 4,036). Work discipline not only affects operational aspects but also creates a stronger emotional attachment, as revealed in research by Fibriani et al. (2021). Overall, the results of this study are in line with recent findings that work discipline is a major factor in building organizational commitment. Employees who are consistent in complying with work rules and procedures, as seen in DPPKB data, will feel more emotionally and morally attached to the organization. Research by Purwanto et al. (2023) also supports this relationship, where work discipline significantly contributes to employee loyalty and emotional attachment to the organization. Thus, the data obtained from DPPKB shows that good work discipline has a direct impact on the level of employee commitment, both in terms of emotional, moral responsibility, and loyalty to the organization.

The Influence of Organizational Commitment on Performance

Organizational commitment has a significant effect on employee performance, as can be seen from the results of the analysis at the Population and Family Planning Control Service (DPPKB). Based on the data, organizational commitment assessed through six statements, all have an average value above 3.5. The statement "I feel a strong emotional attachment to DPPKB" (KO1) with a mean of 4,036 shows that the majority of respondents have a strong emotional attachment to the organization, which can affect their motivation and productivity. A study by Wijaya et al. (2021) states that organizational commitment, especially emotional attachment and moral obligation, encourages employees to make maximum contributions to performance. This is in line with the findings in hypothesis H2, which shows that organizational commitment has a significant positive effect on employee performance (T-statistic 5.954, P-value 0.000). Furthermore, research by Sutanto and Kurniawan (2020) also shows that organizational commitment increases employee loyalty and encourages them to adapt to change, as seen in the statement "I am ready to adapt to challenges and changes that occur in DPPKB" (KO3) with a mean of 3.691. Adaptation to change is one of the important factors in maintaining high performance, especially in a dynamic environment like DPPKB.

Another study by Yulianita et al. (2022) emphasized that commitment to organizational values can strengthen the relationship between employees and the organization, which ultimately affects performance. The statement "I feel it is important to adhere to the values adopted by DPPKB in every aspect of my work" (KO6) recorded a mean of 4.036, indicating that alignment with organizational values plays an important role in effective performance. Furthermore, research by Kurnia et al. (2023) emphasized the importance of employee involvement in organizational development. Commitment to career development within the organization, as reflected in the statement "I am committed to investing in my career development offered by DPPKB" (KO4), with a mean of 3.891, indicates that long-term investment in career also contributes to better performance. Overall, the results of this study are in line with various studies that show that organizational commitment not only affects emotional attachment and loyalty, but also has a significant impact on improving employee performance. Employees who have a strong commitment to the organization tend to show better performance, adapt to change, and invest in their career development.

The Influence of Work Discipline on Performance

The influence of work discipline on employee performance has been proven in various studies, including data obtained from analysis at the Population and Family Planning Control Service (DPPKB). High employee work discipline is reflected in the statement "I am always present on time according to the working hours set by

DPPKB" (DK1), with the highest average score of 4,145. This shows that attendance discipline contributes to the effectiveness of employee task implementation. Research by Rahman et al. (2020) shows that strong work discipline, such as compliance with working hours and organizational regulations, directly affects employee performance by increasing efficiency and productivity. Furthermore, research by Wijaya and Kusumaningrum (2021) confirms that disciplined employees tend to be more productive and efficient in carrying out their duties, in accordance with the results of performance variables at DPPKB, where the statement "I am able to complete tasks efficiently" (KIN3) gets an average score of 3,964. This confirms that discipline in carrying out daily tasks has a positive impact on achieving optimal performance. Research by Khasanah and Sutanto (2020) also shows that work discipline plays an important role in creating consistent and quality performance, which is in line with data from DPPKB, where respondents agree that they carry out their obligations consistently even in difficult conditions (KIN6: average 3,927). Disciplined employees are not only able to complete tasks on time, but also maintain the quality of the work results produced. In addition, a study by Purwanto et al. (2023) found that compliance with standard operating procedures (SOPs) is also one aspect of work discipline that is very important in improving employee performance. This can be seen in the statement "I always follow the applicable standard operating procedures (SOPs) in carrying out tasks at DPPKB" (DK7: average 3,873), indicating that discipline in complying with SOPs contributes to better work results. Overall, these results show that employee work discipline has a significant effect on their performance, both in terms of productivity, efficiency, and quality of work results. Discipline in terms of attendance, completing tasks on time, and compliance with standard operating procedures are the main keys to achieving optimal performance.

The Influence of Work Discipline on Employee Performance Through Organizational Commitment

Work discipline has a significant effect on employee performance through organizational commitment, as expressed in the results of the analysis at the Population and Family Planning Control Service (DPPKB). The data shows that work discipline, as measured through various statements such as punctual attendance and compliance with operational standards, has a strong correlation with organizational commitment, which ultimately affects employee performance. The statement "I am always present on time according to the working hours set by DPPKB" (DK1) with a mean of 4.145 shows that employees who are disciplined in attendance have a positive contribution to performance, which is then linked to organizational commitment. Research by Pramudyo and Saraswati (2020) emphasized that discipline at work encourages employees to be more committed to the organization, which then has an impact on better performance. This is in line with the H1 and H2 hypotheses in the study at DPPKB, which showed that work discipline has a significant effect on organizational commitment, and organizational commitment has a positive effect on performance (T-statistic 5.954, P-value 0.000). Furthermore, research by Santoso et al. (2021) support this finding, where they show that employees who have a strong emotional commitment to the organization are more likely to perform their duties better.

Data from -DPPKB shows that employees who feel a strong emotional attachment (KO1: mean 4.036) tend to show better performance, as seen in the statement "I always make sure that the results of the tasks I do are accurate" (KIN1: mean 4.000). A study by Hasan and Idris (2021) emphasized that organizational commitment functions as a mediator between work discipline and employee performance. High work discipline increases the sense of responsibility and desire to contribute, which in turn improves individual performance. This is in line with data from DPPKB, where employees showed high agreement with the statement about trying to make maximum contributions (KO2: mean 3.982). In addition, research by Widiyanto and Arista (2022) shows that disciplined employees not only perform better but are also able to adapt quickly to changes in the work environment, as seen in the statement "I am ready to adapt to challenges and changes that occur in DPPKB" (KO3: mean 3.691). This confirms that disciplined employees tend to be more flexible and innovative in dealing with new situations. Overall, the results of this analysis indicate that work discipline has a direct and significant impact on employee performance at DPPKB through organizational commitment. Employees who have high discipline not only show good attendance but also build strong relationships with the organization, which leads to better performance.

CONCLUSION

1. Work discipline has a significant influence on organizational commitment in the DPPKB environment. Employees who are disciplined in complying with rules and attendance tend to have a higher emotional attachment to the organization, which strengthens their commitment.

2. High organizational commitment contributes positively to improving employee performance at DPPKB. Employees who have emotional attachment and commitment to organizational values show higher productivity.
3. Work discipline has a direct impact on employee performance by ensuring consistent attendance and timely completion of tasks, increasing efficiency and quality of performance.
4. Organizational commitment acts as an important mediator between work discipline and performance. Disciplined employees also have a strong commitment, which leads to better performance.
5. To improve employee performance, management must pay attention to work discipline and organizational commitment as important factors. A disciplined work culture will improve performance through increased employee commitment.

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