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# IMPROVING EMPLOYEE PERFORMANCE BY STRENGTHENING ORGANISATIONAL COMMITMENT AND WORK DISCIPLINE

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## ABSTRACT

This study aims to analyse the influence of organisational commitment and work discipline on employee performance at PT Pegadaian (Persero) in the city and regency of Cirebon. Employee performance is a key factor in achieving organisational goals, where commitment and work discipline play an important role in improving the effectiveness and productivity of the company. This study employs a quantitative approach using an associative method. Data was collected through the distribution of questionnaires to 71 employees as respondents using a saturated sampling technique. The research model was analysed using the Structural Equation Modelling (SEM) method based on Partial Least Square (PLS) version 4. Model evaluation was conducted through validity, reliability, and structural analysis tests using R-square values, F-tests, and t-tests. The results of the study indicate that both organisational commitment and work discipline have a positive and significant influence on employee performance. The R-square value of 0.184 indicates that 18.4% of employee performance variables can be explained by organisational commitment and work discipline variables, while the remainder is influenced by factors outside the research model. Therefore, companies need to enhance employee commitment and discipline through effective management strategies, such as training, development, and appropriate incentives to optimise productivity.

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## KEYWORDS

Organisational Commitment, Employee Discipline and Employee Performance

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## CITATION

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## Introduction.

A good organisation is one that can achieve its goals, so it is undeniable that a good organisation must have good management resources. An example of this is human resource management. Human resource management aims to support long-term strategic performance while improving performance in the short term to achieve the goals established by an organisation. According to Susijawati et al. (2019). In order to attain their desired objectives, companies must have the ability to keep hold of their staff, as the quality of human resources is a key factor in the success or failure of an organisation. Enhancing company efficiency and competitiveness is greatly influenced by human resource management, which focuses on enhancing employee productivity.

According to Wibisono et al. (2024) Organisations or companies with good employee performance can improve the performance of the organisation or company itself. Employee performance refers to the results achieved based on the functions or indicators of a job or profession. Employee performance reflects the actual actions demonstrated by an individual when carrying out tasks in accordance with their role in the company.

Factors that influence performance can originate from within the individual or from the external environment, either directly or indirectly. According to Soythong (2023) the performance of employees is typically determined by the combination of their hard work and skills, which are measured by the output of their work in terms of both quality and quantity. Additionally, training and development play a critical role in enhancing employee dedication and loyalty.

Employee commitment is also often referred to as ‘organisational commitment’. Organisational commitment is often a problem because employees are not committed to an organisation (Narayanasami et al., 2024). Commitment to an organisation is a trait that affects the choices individuals make in order to stay a member of the organisation. Pritanadira (2019) employee commitment should be viewed as a complex concept with three components: emotional, moral, and practical. Emotional commitment involves how connected and engaged an individual feels towards their organisation. Moral commitment, on the other hand, refers to the sense of duty an employee has to stay in their job. Lastly, practical commitment involves weighing the pros and cons of remaining with the company or seeking opportunities elsewhere. Essentially, commitment should be rooted in a sense of responsibility and dedication to one's work rather than just personal preferences.

Work discipline refers to the actions, attitudes, and behaviour of a person who follows organisational rules, with the aim of encouraging awareness and the desire to remain consistent and avoid mistakes, violations, or negligence in carrying out work. According to Martin and Feinberg (2023), employee work discipline can be established by focusing on and fulfilling the needs of employees as well as recognising their efforts, leading to a notable enhancement in employee productivity (Rahmadani & Alam, 2024).

To address this pressing need, several studies in the past have looked into internal elements that impact the effectiveness of staff, with work ethic being a prominent factor among them. Findings from Purnamasari et al. (2023) reinforces the assumption that work discipline contributes significantly to improving individual performance within an organisation. This shows that performance improvement does not only depend on technical or operational aspects, but also on a consistent work attitude and commitment to the organisation's common goals.

PT Pegadaian (Persero) is a strategic state-owned enterprise that plays an important role in supporting financial inclusion and economic empowerment of the lower-middle class. In the city and regency of Cirebon, Pegadaian faces complex socio-economic dynamics and increasingly fierce competition from non-bank financial services. In this context, the company's operational success is largely determined by the performance of its employees as the spearhead of its services. Choosing the Cirebon area provides strong empirical relevance, because in this area Pegadaian functions not only as a financial institution but also as an agent of social change. Therefore, research on improving employee performance through strengthening organisational commitment and work discipline at the Cirebon Pegadaian unit is important to understand the extent to which these internal factors can drive work effectiveness in the context of a state-owned financial institution in the region.

Although various studies have shown that organisational commitment and work discipline significantly contribute to improving employee performance (Maulana et al., 2024; Natasya et al., 2024), there is a gap in understanding how these two factors interact simultaneously in different organisational contexts, particularly in the private sector with its dynamic work characteristics. Many studies are still partial, examining organisational commitment or work discipline separately without integrating the mediating or moderating role of intrinsic motivation in driving performance outcomes (Manda et al., 2023). In addition, there have not been many studies that comprehensively examine the simultaneous influence of these three variables while taking into account external factors such as leadership style and job satisfaction as contextual variables that can strengthen or weaken these relationships. Therefore, it is necessary to adopt a comprehensive and unified method to comprehend how organisational commitment, work ethic, internal drive, and staff productivity are interconnected in today's workplace. With this in mind, the goal of this research is to assess how employee dedication and behaviour impact employee efficiency. Furthermore, the findings from this study have the potential to serve as a reference point for tackling current challenges.

## **2. Literature Review**

### **2.1. Employee Performance**

Performance is when an employee's accomplishments are evaluated in comparison to the standards or guidelines established by the organisation (Costinot & Bahmani-Oskooee, 2023). The performance of an employee reflects how well they are able to carry out their tasks and responsibilities in a competent and efficient manner (Triansyah et al., 2023). According to Huda and Wulandari (2023) stated that performance is a reflection of one's own attitude in carrying out the tasks obtained to produce contributions made to the company. From the various definitions put forward by the experts above, it can be concluded that employee performance is the level of achievement of an individual in carrying out his duties and responsibilities in accordance with the standards set by the company. Performance reflects the effectiveness, efficiency, and attitude of individuals at work, which ultimately contributes to the achievement of organisational goals. Poor employee performance can cause companies to lose customers, reduce productivity, and high operating costs (Triansyah et al., 2023). According to Sinambela and Ernawati (2021) employee performance is measured through indicators of quality, quantity, time, cost effectiveness, supervision, and interpersonal import.

### **2.2. Organisational Commitment**

Organisational commitment encompasses loyalty and responsibility towards the company's goals, impacting employee productivity, satisfaction, loyalty, and performance. Therefore, companies need to create a supportive environment to maintain motivation and mutual success. According to Pritanadira (2019) in the organisational commitment model, loyalty is classified into three categories: emotional, normative, and continuance loyalty. Each category influences attitudes or actions differently, with emotional loyalty seen as a preference, normative loyalty seen as a duty, and continuance loyalty seen as a burden. Normative commitment refers to a type of organisational commitment where employees feel obligated to remain with a company because they believe that the organisation upholds their principles and leaving the company would be considered a betrayal of those values (Adeniji et al., 2025). The greater the individual's loyalty to the organisation, the greater the willingness to contribute proactively in the workplace (Zhang et al., 2024).

The dedication factor acts as a unique yet interconnected foundation or drive for employees to act in a suitable manner towards the organization (Jahan et al., 2022). The results of the study (Sugiarti et al., 2021), said that in general cultural values refer to integrity values, what does that mean? It means that work attitudes and behaviours must be relevant to the good values that already exist within employees (such as honesty, commitment, consistency, and so on). Commitment means the determination to work as well as possible based on orders, rules, procedures, and so on (Sugiarti et al., 2021). After reviewing the definitions provided by different experts, it can be inferred that the organization serves as a crucial pathway for individuals to attain success in their careers. According to the social exchange theory, individuals who have a strong sense of calling are more inclined to display behaviour that benefits the organization and develop strong relationships with it, ultimately leading to a deep commitment to the organization. As a result, the hypotheses presented in this study are as follows:

H1: The higher the organisational commitment, the higher the employee performance.

### **2.3. Work Discipline**

According to Panggabean et al. (2022) work discipline refers to an individual's approach, conduct, and conduct that align with the regulations of a company. This is done to heighten one's consciousness and motivation to avoid making mistakes, straying from the set path, or showing neglect while carrying out their duties. According to Xin et al. (2022) disciplinary action is a necessity and an essential element for every organisation in order to improve the level of employee performance. Disciplinary measures within a company need to be meticulously planned and implemented in order to effectively enhance employee performance and motivation (Xin et al., 2022). Common types of disciplinary measures that can be found in the work environment include preventive discipline, corrective discipline and progressive discipline (Xin et al., 2022).

The initial stage of implementing progressive discipline involves giving a spoken warning to the employee. Following this, a written warning letter will be issued as the next step. Should the issue persist, the employee may face suspension as the third step. Ultimately, the company may decide to terminate the employee, marking the end of the disciplinary process (Xin et al., 2022). Criteria used for evaluating work discipline include how often an individual shows up for work, the degree of attentiveness they exhibit, their ability to follow established work guidelines, their compliance with work policies, and their overall work ethos (Shilma et al., 2022). This study aligns with previous research conducted by Muis et al. (2018), and

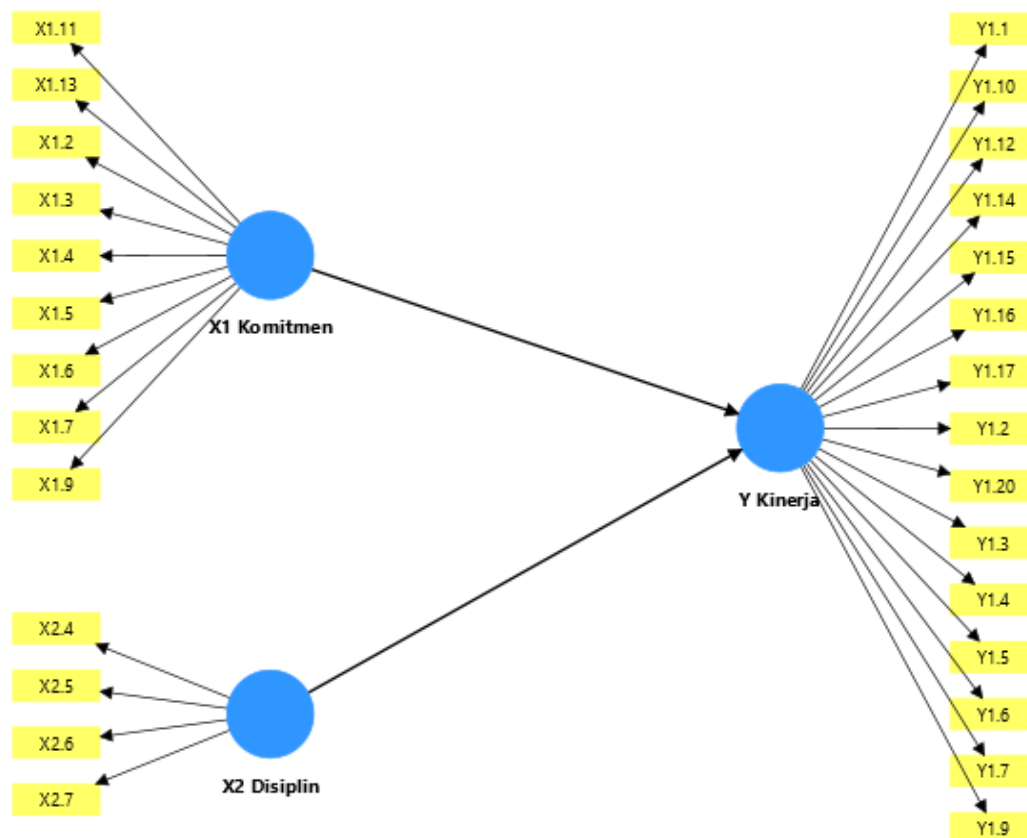
(Panggabean et al., 2022) The work discipline at PT Pegadaian Medan I Area Office is believed to greatly impact the employees' performance. As a result, work discipline is strictly enforced at the Medan I Area Office. Hence, the hypothesis put forward in this research is:

H2: The higher the work discipline, the higher the employee performance.

### 3. Research Method

This research employs quantitative techniques and an associative strategy for problem framing. Associative problem framing involves investigating the connections between multiple variables in research (Karoso et al., 2022). The primary source of data utilised in this research is derived from direct surveys. Researchers administered questionnaires to gather information from all 71 employees of PT Pegadaian in the city and district of Cirebon.

In this research, the entire population was used as the sample, employing a saturated sampling technique. This approach involved including all members of the population in the research sample. Questionnaires were distributed to all 71 respondents as part of the sampling process. The research model utilised SEM, with data analysis conducted using Partial Least Square (PLS) 4. A construct is deemed to possess high validity and reliability if its values exceed 0.70, with an AVE value surpassing 0.50. The structural model was evaluated using R-square for the dependent construct, while Anova and t tests were employed to analyse variance and assess the significance of parameter coefficients on the structural path.



*Fig. 1. Research model*

#### 4. Result and discussion

##### 4.1. Results

##### 4.1.1. Characteristics of Respondents Based on Gender

Information regarding data on the characteristics of respondents based on gender is presented in table 1 below.

**Table 1.** Characteristics of Respondents Based on Gender

No	Gender	Number (People)	Percentage (%)
1	Male	42	59,2 %
2	Female	29	40,8 %
Total		71	100%

Source: Data processed for 2025

Referring to the data presented in table 1, the breakdown of respondent characteristics by gender reveals that approximately 59.2% of the total number of respondents were male, totaling 42 individuals, whereas around 40.8% were female, totaling 29 individuals. This indicates a predominance of male respondents in the study.

##### 4.1.2. Characteristics of Respondents Based on Final Education

The following table 2 below presents information regarding data on the characteristics of respondents based on their level of education.

**Table 2.** Characteristics of Respondents Based on Education Level

No	Education	Number (People)	Percentage (%)
1	High School/Vocational School	9	12,7%
2	Diploma	9	12,7%
3	Bachelor	50	70,4%
4	Magister	3	4,2%
Total		71	100%

Source: Data processed for 2025

According to the data presented in table 2, the demographic breakdown of participants based on their highest level of education reveals that approximately 12.7% of respondents had completed high school or vocational high school, which amounted to 9 individuals. Similarly, 9 participants, or around 12.7% of the total, held a D3 qualification, while 50 individuals, making up 70.4% of the total sample, had completed a Bachelor's degree (S1). In addition, just 3 respondents, accounting for roughly 4.2% of the participants, possessed a Master's degree (S2). Consequently, the predominant educational background among participants in this study is at the Bachelor's level.

##### 4.1.3. Characteristics of Respondents by age

The following table 3 below presents information regarding data on the characteristics of respondents based on the age of the respondents.

**Table 3.** Characteristics of Respondents by Age

No.	Age	Total	Percentage (%)
1	24-30 years	40	56,3%
2	31-40 years	16	22,4%
3	41-50 years	12	16,8%
4	> 50 years	3	4,2%
Total		71	100%

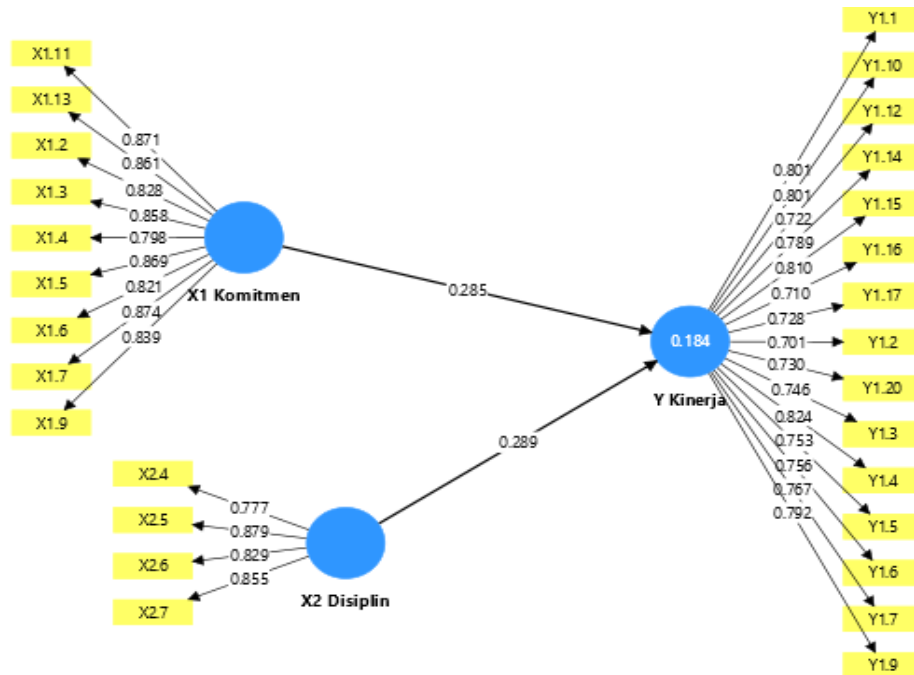
Source: Primary Data

According to the data presented in table 3 concerning the demographic breakdown of respondents by age, it is evident that the majority of respondents fall within the 24-30 age range, accounting for approximately 56.3% of the total number of participants. On the other hand, respondents in the 31-40 age bracket make up 22.4% of the total, while those aged 41-50 represent around 16.8% of the total respondents. Only a small percentage, approximately 4.2%, of respondents are over the age of 50. This data highlights the prevalence of respondents between the ages of 24 and 30.



#### 4.1.4. Data analysis

The results of the model that has been designed and modified in this study can be seen in Figure 2.



**Fig. 2. Results of Research Data Processing**  
Source: Data processed in 2025

#### 4.1.5. Assessing the Outer Model or Measurement Model

The initial assessment of the relationship between constructs and variables did not demonstrate convergence due to several indicators with loading factors below 0.70. To address this, we need to modify the path diagram by eliminating unreliable indicators. The outcomes of the analysis conducted with SmartPLS are presented in table 4.

**Table 4. Outer model**

Item Statement	Employee Performance (EP)	Item Statement	Organisational Commitment (OC)	Item Statement	Work Discipline (WD)
X1.2	0.775	X2.4	0.756	Y1.1	0.785
X1.3	0.789	X2.5	0.857	Y1.2	0.709
X1.4	0.752	X2.6	0.785	Y1.3	0.732
X1.5	0.804	X2.7	0.780	Y1.4	0.816
X1.6	0.765			Y1.5	0.755
X1.7	0.837			Y1.6	0.734
X1.9	0.840			Y1.7	0.741
X1.11	0.870			Y1.9	0.757
X1.13	0.853			Y1.10	0.784
				Y1.12	0.777
				Y1.14	0.762
				Y1.15	0.807
				Y1.16	0.738
				Y1.17	0.742
				Y1.20	0.727

Source: Data processed in 2025

According to the findings in table 4, obtained after re-evaluation, it is evident that the loading values for all reflex constructs exceed 0.50. Therefore, the revised model has successfully demonstrated satisfactory convergent validity.

#### 4.1.6. Evaluating Reliability and Average Variance Extracted (AVE)

Below in table 5, you can find the Composite Reliability and AVE values for all variables.

**Table 5.** Composite Reliability and Average Variance Extracted

Variables	Cronbach's Alpha	Composite Reliability (rho <sub>a</sub> )	Composite Reliability (rho <sub>c</sub> )	Average Variance Extracted (AVE)
Organisational Commitment	0.951	0.972	0.958	0.717
Work Discipline	0.857	0.869	0.902	0.699
Employee Performance	0.950	0.959	0.954	0.582

Source: Data processed in 2025

Based on the findings presented in Table 5, it can be concluded that all variables in the research model exhibit reliability as they have met the set criteria for testing construct validity and reliability. The Composite Reliability (CR) value for each variable surpasses the minimum threshold of 0.70, indicating a high level of internal consistency in the measurement instruments for their corresponding constructs. Moreover, the Average Variance Extracted (AVE) values for all variables also exceed the prescribed minimum of 0.50, signifying adequate convergent validity. In essence, the indicators within each construct effectively explain more than 50% of the variance, affirming the quality of the research instruments and validating their suitability for further analysis in the structural model stage.

#### 4.1.7. Testing the Structural Model (Inner Model)

Assessing the internal model or framework model is done to assess the level of connection between concepts in the research model. The R-square value of 0.184 from the calculations suggests that the organisational commitment and work discipline elements combined can account for 18.4% of the changes seen in employee performance. Essentially, the impact of these elements on enhancing employee performance is minimal. On the flip side, 81.6% of the variations in employee performance are influenced by factors outside of this particular research model. This highlights the necessity of introducing additional variables in future studies to gain a more thorough insight into the determinants of employee performance.

#### 4.1.8. F Test

The F test can be used analysis of variance (Anova) developed from parametric assumptions, which include: (1) that the research sample must come from a dispersed or normally distributed population, (2) that the variance values in the sample group must show homogeneity, (3) that the data to be processed must be on a ratio or interval scale, and (4) that the research sample must be taken randomly (Shilma et al., 2022).

Based on the R Square that has been obtained from the previous calculation, namely 0.184 (18.4%), with 2 independent variables (k) (employee commitment, employee discipline), the total sample (n) used is 71 and the significance level used (a) 5%, the F table is 3.13. The results of F count obtained are 20.42 > 3.13 so it can be concluded that the research model is quite effective in explaining the variance in employee performance.

#### 4.1.9. Hypothesis Testing

##### 4.1.9.1. T test (partially)

The calculated parameters offer valuable insights into how the research variables are connected. The core of the hypothesis testing lies in the inner weight value displayed in the output. The structural model testing results are detailed in Table 6.



**Table 6.** Result For Inner Weights

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
X1(OC) -> Y (EP)	0.285	0.309	0.124	2.294	0.022
X2(WD) -> Y (EP)	0.289	0.311	0.081	3.553	0.000

Source: Data processed in 2025

Statistical testing of the relationship between the variables hypothesised in this study was conducted through a simulation approach. One of the techniques used is the t-test, which serves to compare averages in order to determine whether the differences that occur are real or coincidental phenomena (Shilma et al., 2022). In addition, the bootstrap method is used as a resampling technique to increase the reliability of the test results. The use of bootstrap aims to minimise the problem of abnormal data distribution, so that parameter estimation becomes more accurate and can increase the validity of the research results.

According to the test findings, it can be seen that organizational commitment has a favourable impact on employee performance, as indicated by an original sample value of 0.285 and a calculated t value of 2.294. This value exceeds the t table (1.667) and sig. 0.022 < 0.05. These findings suggest that organizational commitment significantly enhances employee performance. Thus, it is acceptable to say that the first hypothesis, which argues that higher organizational commitment leads to better employee performance, is supported.

The test results also reveal that work discipline has a positive influence on employee performance, with an original sample value of 0.289 and a t value of 3.553. This value surpasses the t table (1.667) and sig. 0.000 < 0.05. This outcome indicates that work discipline plays a crucial role in improving employee performance. Therefore, it is safe to say that the second hypothesis, which posits that higher work discipline leads to better employee performance, is confirmed.

#### 4.2. Discussion

Based on the analysis of respondents' characteristics, the majority of respondents in this study were male (59.2%), suggesting that male perspectives are more represented in this study, which could have an impact on the tendency of answer patterns, especially if the research topic is gender-sensitive. The high proportion of respondents with a bachelor's degree (70.4%) suggests that most have a fairly good academic understanding, which may contribute to the validity of answers, especially in research that requires conceptual or technical reasoning. In addition, the majority of respondents were aged 24-30 years (56.3%), an age usually characterised by early career dynamics and high adaptability, so their perceptions and attitudes towards research issues tend to be more flexible and progressive. These three characteristics together illustrate that the respondents in this study are a relatively young, educated, and more male group, which should be considered in the generalisation of the findings.

Having a strong dedication to their company was found to greatly impact the productivity of employees. This indicates that individuals who feel a sense of belonging and duty towards their workplace are likely to demonstrate better job performance. This finding is in line with the research results by Waluyo edy (2024) which states that organisational commitment contributes significantly to driving employee performance at PT Pegadaian, where strong commitment creates internal motivation to work more optimally. In addition, research Parinding (2017) also confirmed that affective and normative commitment are the main drivers of performance improvement, while continuance commitment does not have a significant effect. Employees who feel emotionally attached and have a sense of loyalty to the organisation are more motivated to work with high dedication than those who stay solely because of limited options. Thus, strengthening the affective and normative dimensions of organisational commitment is a strategic step to improve productivity and the overall quality of employee performance.

Work discipline is shown to have a positive and significant effect on employee performance, which indicates that the higher the level of discipline, the higher the individual work performance in the organisation. This finding confirms that discipline not only reflects compliance with regulations, but also reflects professional responsibility in carrying out work duties and functions. This is in line with the view of Nomp and Pandowo (2020) which emphasises that work discipline includes compliance with organisational rules, such as dress code, work behaviour, as well as how to interact and complete tasks in accordance with the role. Furthermore, research by Herdianty et al. (2024) and colleagues strengthen empirical evidence that employees

who show high discipline in attendance, attitude, and responsibility will tend to produce more optimal performance. Thus, work discipline is an important foundation that supports the creation of a productive work culture, and becomes a key instrument in human resource management to achieve organisational goals efficiently and sustainably.

The results of this study indicate that increasing organisational commitment and work discipline significantly impacts on improving employee performance. Therefore, management needs to develop policies that actively encourage the strengthening of employees' emotional and normative commitments, such as through career development programmes, open internal communication, and recognition of individual contributions. This approach will not only increase loyalty, but also create a sense of belonging to the organisation. In addition, work discipline must be consistently enforced through a fair and transparent reward and consequence-based system. The integration of this discipline system into the organisation's work culture will establish an orderly, responsible, and results-oriented work environment. Thus, the organisation can increase operational effectiveness and achieve goals more optimally through improving the performance of its individual employees.

## 5. Conclusions

The findings from the initial hypothesis indicate that organisational commitment plays a crucial role in influencing employee performance. Therefore, companies should place a strong emphasis on fostering organisational commitment within their workforce as it directly impacts employee performance. When organisational commitment is lacking, it can result in lower employee performance levels. Some indicators of organisational commitment that can still be improved are first loyalty to the organisation. Although the level of loyalty is quite good, there are still some individuals who lack emotional attachment to the organisation, so efforts need to be made to increase the sense of belonging through a stronger organisational culture development program. Second, concern for the vision and mission of the organisation because some employees still do not understand or internalise the vision and mission of the organisation, so a more effective and sustainable communication strategy is needed. Third, participation in achieving organisational goals where the level of employee involvement in achieving organisational goals can be improved by strengthening the involvement mechanism and providing appreciation for their contributions.

The findings from the second hypothesis indicate that the level of work discipline directly impacts the performance of employees. It is crucial for companies to adhere to regulations regarding employee discipline as it directly affects performance outcomes. Low levels of work discipline will ultimately result in subpar employee performance. Some indicators of work discipline that can still be improved are first compliance with organisational rules and policies. Some employees still show inconsistency in following the rules that have been set, so it is necessary to socialise the rules more intensively and impose strict but fair sanctions. Second, punctuality at work. There are still delays in arrival and completion of tasks, which can be improved through the implementation of a stricter monitoring system and providing incentives for employees who show good punctuality. Third, consistency in completing work in accordance with established standards. Some employees tend to be less consistent in maintaining work quality, so continuous training and guidance can be a solution to improve work standards.

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